Innovative Models of Public Management and Administration for the Activation of Sustainable Development: Highlighting Key Aspects

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Abstract: Innovative solutions in public management have gained additional relevance in the current conditions of globalization and the digitalization of social development. The purpose of this study is to identify the key aspects of innovative solutions in the field of public management and analyze their capabilities and potential within the framework of promoting sustainable development in society. The type of research is explanatory, involving a comparative analysis of quantitative data (analysis of EGDI, EPI, and OSI indicators) and qualitative data (study of approaches from modern scientific literature). To search for materials, the PRISMA methodological approach was employed, based on the criteria for selecting scientific sources: thematic relevance, peer review, indexing (Scopus, Web of Science, Google Scholar), and language (English). In this way, 48 scientific literary sources were selected and processed. The results demonstrate that the primary principles guiding modern management decisions are inclusiveness, transparency in public management, high adaptability, and innovation. The tools include electronic governance, partnerships between businesses, civil society, and the state, as well as the ability to predict and plan management tasks effectively. The collaborative management model is analyzed in terms of cooperation between state bodies and the public. The importance of using the concept of "smart governance" is shown. It is established that modern governments must be inclusive, proactive and capable of achieving sustainable prosperity. They must also be democratically accountable. Therefore, the main factors in the formation of innovative governance are transparent cooperation, a proactive management model, smart use of resources and innovative solutions. Thus, effective governance depends on factors such as the quality of state intervention and proper management. The CORE model assesses and neutralizes identified hybrid threats that aim to alter the decision-making process and have a domino effect. The E-government model helps to increase its efficiency and resilience to modern challenges. Such a model must be effective even in wartime conditions. The conclusions emphasize the importance of digital technologies in the contemporary public administration system. Thus, the conducted research confirmed that innovative solutions are not only a tool for modernizing the public administration system, but also a key factor in implementing sustainable development strategies in a democratic society. The scientific novelty lies in conducting a systematic analysis of innovative solutions in the field of public administration with an emphasis on their impact on ensuring sustainable development of society in the context of digitalization and globalization challenges. For the first time, a generalized model of interaction among smart governance factors is proposed: transparent cooperation, proactivity, rational use of resources, and innovation. For the first time, the feasibility of integrating the CORE model into the hybrid threat assessment system as a tool for strengthening institutional resilience is substantiated. The results of the research expand the theoretical and methodological basis for the concept of "smart governance" within the framework of the modern transformation of public administration.

Keywords: Complete Ecosystem Resilience (CORE), digitalization, E-government, governance, innovation, public management and administration, smart governance, sustainable development.

Introduction

The concept of sustainable development is an essential fundamental basis for modern social progress, which involves balancing environmental, economic, and social interests. However, in practice, the implementation and use of this concept face numerous challenges, among which such factors as the insufficient effectiveness of traditional management models, low level of citizen participation in decision-making, and weak adaptability of public institutions to changes in the global environment dominate. These challenges require deep analysis and rethinking of modern approaches to the field of public administration and the search for new solutions that can influence the stimulation of sustainable development processes [1]. In the current social development conditions, public administration depends not only on the needs of society itself (internal influence) but also on the influences of external conditions that are initiated and created outside the state. The latter consists of the processes of globalization and digitalization [2, 3]. The reaction of the public administration system to the internal and external direction of social changes is manifested in the formation of a particular set of public management and administration models. The development of public administration within the framework of modern social transformations is an irreversible and natural change in various vectors and mechanisms of public administration, which provide practical measures, technologies, and tools for implementing management decisions. Thus, fundamental transformations in decision-making mechanisms in the public space system can be achieved primarily through introducing and using new innovative solutions.

The main research problem is determined by identifying and analyzing the latest public administration models that can effectively respond to the complexity of current socio-economic and environmental transformations. The research problem is also determined by the characteristics of the leading innovative mechanisms that ensure the integration of innovative technologies (the use of digital platforms, artificial intelligence, and big data analysis to optimize management decisions), transparency, and accountability (the study of mechanisms that reduce corruption risks and promote data transparency. Therefore, the study of this issue will allow the development of specific theoretical ideas about the development of modern public administration and contribute to the formation and use of practical advice aimed at activating sustainable development.

The current scientific literature presents various trends in the development of public administration. Since the spread of COVID-19, scholars have begun to consider multiple innovative management strategies in more detail and emphasize the importance of involving digital tools [4]. According to An and Tang [5], tools are practical only when the institutional infrastructure supports modern solutions for administration and implementation. For a tool to have a sustainable impact, it must be compatible with the key culture of the state system. These researchers believe that tools that consider individual cultural and social orientations are more likely to be effective. The study by Ahn and Chen [6] presents the main conditions for the digital transformation of the management sector. The authors emphasized that introducing artificial intelligence technologies into public administration allows for work optimization. According to the results of modern scientists, the lack of organizational and managerial innovations in management contributes to its ineffective use [7, 8]. The generation and integration of new management forms, management strategies, methods, models, or mechanisms in the formation of an innovative system of economic development should contribute not only to the continuous flow of innovation processes but also to reduce time and cost and ensure the maximum effect of innovations [3, 9]. In the studies of Boin et al. [10] and Vogl et al. [11], innovation management should consider the targeted impact and coordination of all factors and content on the final results of innovative development. At the same time, the study by Brunetti et al. [12] emphasized that the involvement of digital technologies in the management system also faces various challenges, among which the lack of experience in innovation management and the lack of an appropriate level of material and technical base plays a significant role. Despite this, the scientific literature emphasizes the importance of digital technologies in implementing modern management processes. In particular, Madan and Ashok [13] identified the importance of artificial intelligence in developing crisis management. The scientific literature generally identifies that AI has become a key priority for transformative applications in various intellectual, industrial, and social uses [14, 15]. In particular, countries such as the USA, China, Japan, and most of the European Union have already implemented artificial intelligence methods. They actively use them to improve and optimize internal government and management processes [16]. According to Milakovich [2], AI has a significant potential to change various aspects of governance and administration; in particular, it affects the optimization of management processes, interaction with citizens, decision-making, and assessment of public policy. Thus, innovative management should be given great importance in the innovative growth of any state. The results of modern scientists prove that it should be described

as a mandatory priority factor of innovative management activities, which uses some innovative levers in the system of organization and management of processes, formation and implementation of innovations, coordination of the activities of subjects of the management sphere [17, 18]. Also, according to Cantelmi et al. [19] and De Guimarães et al. [20], innovations in the public administration system should be interpreted as new forms and methods of activity of executive authorities and local governments, new management tools and technologies that are used to solve problems and improve the public administration system itself.

Therefore, modern studies present essential theoretical foundations for developing innovative public administration. As seen from the literature review, the authors mainly emphasized the importance of implementing digital tools and artificial intelligence. However, these technologies are not systematized into separate approaches. A fragmented approach to the analysis of innovative technologies is also noticeable. As seen from the literature review, studies of the impact of digital technologies on management processes are often determined by analyzing individual tools. In contrast, their systemic impact on sustainable development remains unexplored. In addition, despite the noticeable interest in sustainable development and innovative management, there is a problem with the limited analysis of the interaction between innovations and sustainable development. In particular, as seen from the review, innovations are considered separately from sustainable development goals in many studies. This, in turn, complicates the understanding of their impact on achieving the specified objectives. Therefore, this study will address these gaps and offer a holistic review of innovative management models and their role in activating sustainable development.

The presented research deepens and develops the theoretical foundations of public administration of sustainable development, which are based on a comprehensive innovation approach, increasing the coordinating role of the state in this process [21, 22], and using the concept of a lean society [23]. These studies were conducted with the project manager, G. Monastyrskyi, and the results are presented in this article.

The study focuses on integrating innovative solutions and technologies, increasing the transparency and accountability of management models, involving the public in the decision-making process, and forming the concept of partnership between different sectors of society. Separately, the study aims to study the impact of modern digital tools (e-government mechanisms, digital tools, big data, blockchain technologies, or artificial intelligence) on the transparency and accountability of public institutions.

The purpose of the study is to identify the main aspects of innovative solutions in the field of public administration and analyze their capabilities and potential within the framework of activating the sustainable development of society. Primary attention will also be paid to the analysis of the main theoretical foundations and the study of practical models for the implementation of innovations in the field of public administration. The research tasks are as follows: identification of the leading innovative models, determination of the main principles and tools of innovative management models, and comparative characteristics of the identified management models. For this purpose, two hypotheses have been formulated:

1. Introducing innovative technologies into the management system increases the forecasting of strategic decisions and contributes to the fight against hybrid threats in management.

2. Organizations that use adaptive, innovative models demonstrate better stability indicators than traditional management.

Methodology

Research design

This explanatory research aims to analyze the leading innovative technologies and approaches of public management and identify their role in the system of sustainable development. This type of research involves comparative analysis using a quantitative approach to work with modern indices (EGDI, EPI, OSI) and a qualitative method to analyze current scientific literature.

Data collection

The selection of scientific sources in this study is representative and includes a variety of papers that describe key aspects of innovative models of public administration, sustainable development, and digitalization. There was no separate strict geographical focus for selecting scientific literature: the study involved the work of authors from different countries.

It is envisaged that the work will also include different types of sources:

1. Articles from peer-reviewed journals.
2. Monographs, book chapters.
3. Reports of international organizations, EGDI, EPI, and OSI indices.
4. Analytical articles.

Data collection involved selecting scientometric databases: Scopus, Web of Science, and Google Scholar. The keywords were entered into the search queries of the specified databases: innovation, management, technology, public administration, sustainable development, innovative technologies, and digitalization. The next stage involved a detailed analysis of the search results found.

Searching strategy

The selection of scientific sources was based on the PRISMA approach, as it allows for a clear systematization of the source selection process and ensures transparency at each stage. PRISMA provided for an initial database search, selecting relevant sources, and fixing all exclusions. 4589 results were found in the selected search databases Scopus, Web of Science, and Google Scholar. Initially, all duplicates were rejected (1875). After that, another 954 items were excluded based on the analysis of the topic and abstract. Another 231 works were marked as inappropriate. Sources were included in the study if they met the following criteria:

1. The study describes different management models: collaborative, adaptive, digital management, etc. (456).
2. All publications must be peer-reviewed and published in academic journals with a high level of review (-321).
3. Indexability. All articles are checked for indexing in selected databases: Scopus, Web of Science, Google Scholar (-117).
4. Language of writing: English (See Figure 1).

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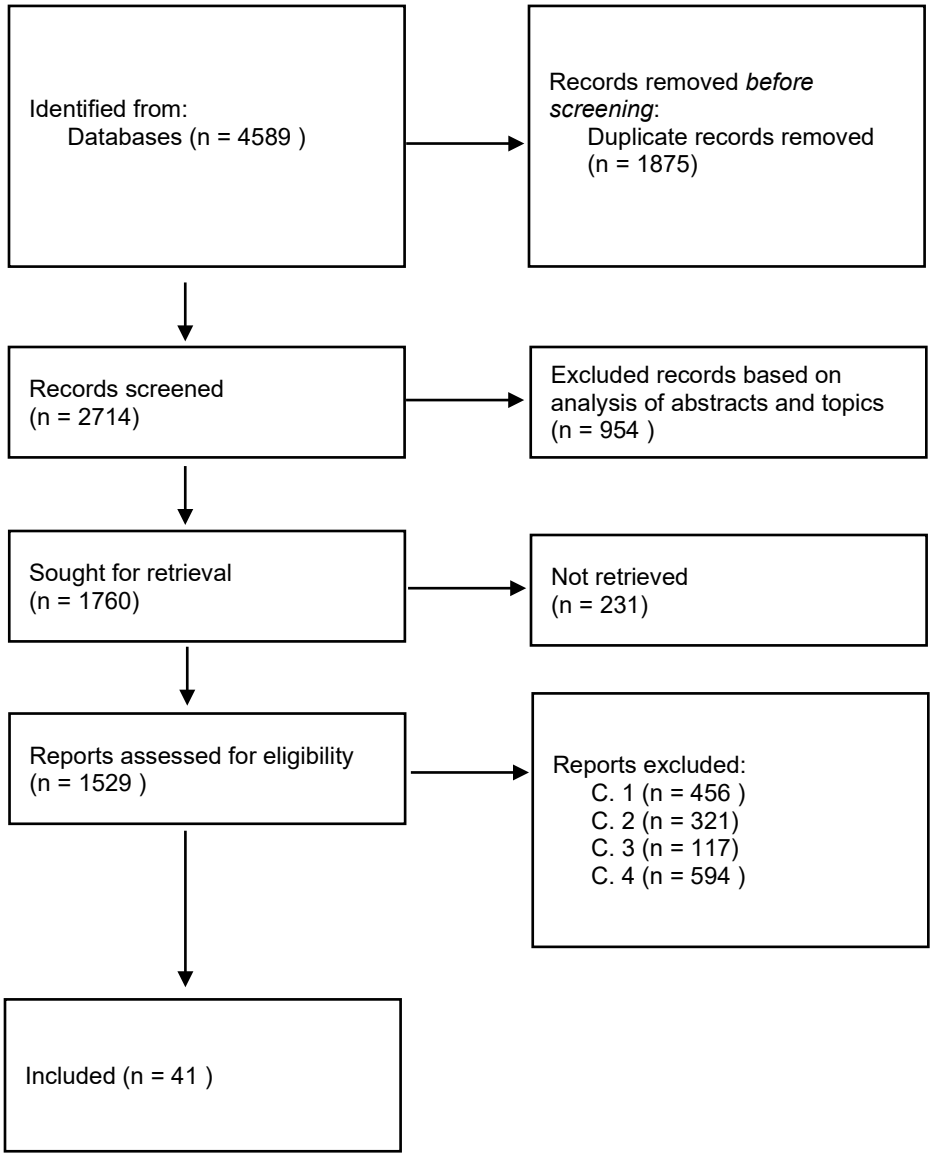

Figure 1. The process of identifying and selecting scientific materials
Source: Author's development.

Data analysis

For data analysis, Google Sheets software was used, which was selected due to its simple interface and its vast capabilities in data division and classification. All data were divided into the following areas: author, year of publication, and innovative model. After that, the subsequent division was made: innovative model, description, the main idea of use, technologies, and shortcomings. This made it possible to systematize the data and carry out a thematic analysis to identify the main features and capabilities of innovative models of public administration. The work also compared the identified innovative models and determined their advantages and disadvantages. The

indicated approach and methods provided a logical sequence of work and made it possible to obtain significant results regarding the relationship between innovative management models and sustainable development.

Results and Discussion

Population growth, the gradual process of resource depletion, climate change, and other challenges have exacerbated existing problems in overcoming the food crisis on a global scale. Such transformations directly impact public administration tools in economic policy and socio-political life; therefore, overcoming challenges has become one of the most critical priorities in building development strategies. Existing principles, mechanisms, and concepts intersect with many areas of strategic development of public regulation [24]. For example, in the agricultural sector, the existing and constantly growing demand for food products has led to an understanding of agricultural production's separate strategic role in providing food resources [25]. Such decisions have led to an understanding of the need for further intensification of agricultural processes to meet growing demand. Such dynamics deepened the impact of innovations on the modernization of production facilities, the evolution of technical and technological capabilities, and, accordingly, the organizational and managerial verticals [25]. However, under such conditions, positive transformations were not the only important ones. A separate important phenomenon was the negative phenomenon of introducing changes in the state of the environment [26]. This process led to an increase in the imbalance between the need to meet the requirements of modern man and the general state of the environment on a global scale.

To combat modern hybrid threats, resilience is essential and requires systemic design in management. Resilience should not be formed in domains separately since it has been determined that current hybrid threats try to use connections and form separate cascading consequences. Accordingly, taking into account social interdependencies, a comprehensive approach is essential. The Complete Ecosystem Resilience (CORE) model was described in detail by Joint Research Centre of the European Commission et al. [27] as an extensive representation of a democratic society . This model assesses and neutralizes identified hybrid threats that aim to change decision-making and have a domino effect. The main components that make up an ecosystem are society, governance, and services (See Figure 2).

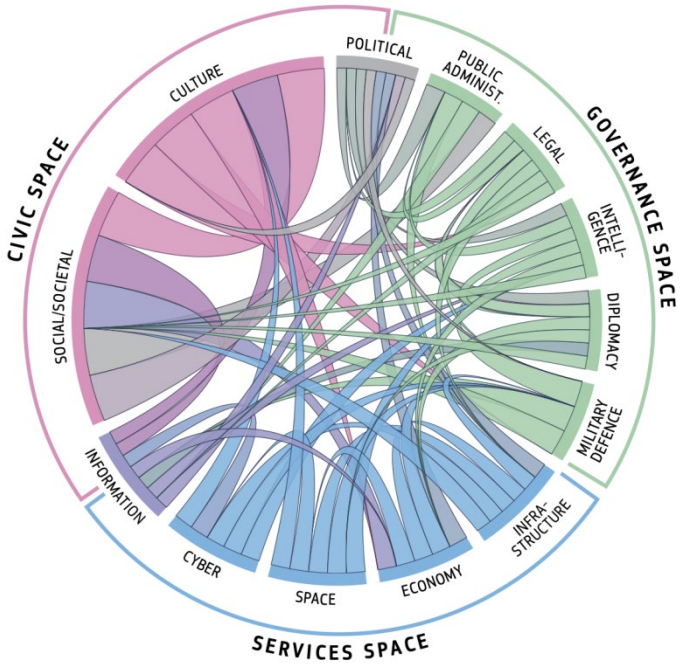

Figure 2. Three main components and their derivatives in the CORE framework
Source: [27].

An essential feature of the CORE model is that it allows policymakers to assess democratic decision-making through hybrid threats. This illustrates how hybrid threat activities cause different stress types, gradually weakening democratic systems. In addition, it makes it possible to observe dependencies and their cascading effects. This is crucial for identifying hybrid threats in the governance system. Foresight is also critical in this procedure [27]. The model has been successfully used in the EU and the USA. In addition, the ecosystem approach identifies early signals, supports their processing, and determines possible responses.

The model can be used to:

1. Create a cross-sectoral, whole-of-society approach to resilience;
2. Form a conceptual framework for developing public policies against hybrid threats;
3. Identifying appropriate actions to address primary and higher-order effects at all locations and levels of the ecosystem.

Thus, this ecosystem approach identifies early signals, supports their processing, and determines possible responses. As can be seen from Figure 3, public governance is essential for detecting hybrid threats. In the Figure, the area of public governance is marked in red, corresponding to the intensity level. In addition, the image demonstrates that this system should be used at the national level.

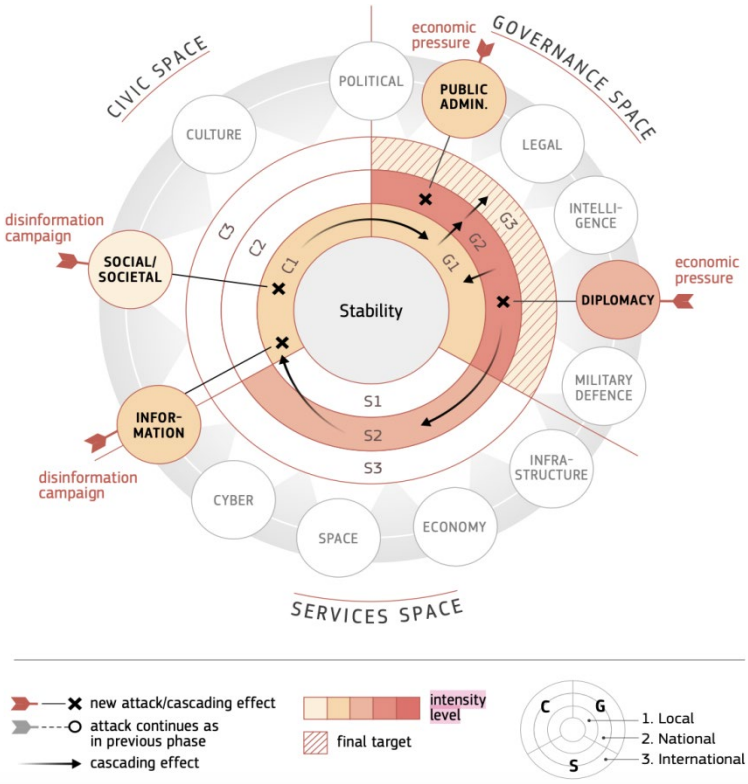

Figure 3. Conceptual model for analyzing hybrid threats in the system of sustainable development
Source: [27].

Innovative public management models aim to ensure effective communication and partnership between state authorities, business structures, public organizations, legal entities, and ordinary citizens, focusing on achieving long-term positive impact. Research into the basic principles of such models allows us to define their goals and principles in more detail (see Table 1).

Table 1. Main principles and tools of innovative models of management

Principle	**Description**
Inclusivity	Involve all stakeholders (government bodies, individuals and legal entities, non-governmental organizations, etc.) in the decision-making process and participate in their implementation and quality control.
Transparency of public administration	Providing public and complete information on the formation of policies and the adoption of individual management decisions, ensuring the necessary level of use of digital platforms to provide the required data.
High adaptability	Respond promptly to rapid environmental changes using new approaches, theories, and technologies to optimize decision-making.
Innovation	Applying the latest digital technologies that accelerate the decision-making process and their implementation (including artificial intelligence capabilities).
Tool	**Description**
E-governance	Transferring administrative services to a digital format reduces bureaucratic intervention and increases the optimality of management decisions.
Public-private partnership	Individual-approved projects, standardized between state and private structures, are approved to solve infrastructure, high technologies, education difficulties, etc.
Planning and forecasting	Applying a detailed analysis and impact assessment scenario to predict further the implementation of long-term results of adopted management decisions.

Source: Authors' development.

The basic directions in forming indicators of further sustainable development have become important markers of the development of those countries that create separate regional policies for implementing management models for sustainable development. At the same time, each specific country (both from the global North and the global South) reserves the right to choose the most effective means and approaches that, in terms of content and primary purpose, take into account the main mechanisms of public administration reforms in the field of regulating sustainable development. This approach is based on the fact that sustainable development is formed based on balanced socio-legal relations, a fair society, and a legislative framework that may differ in each country. At the same time, with any approach, the leading indicators of economic growth are considered to be such factors as the rational use of financial resources and the latest management changes that consider the main trends in human capital management.

Effective governments are valuable partners in supporting both a free market and a free society. Governments must be inclusive, proactive, and capable of achieving sustainable prosperity. They must also be democratically accountable. Following this idea, smart governance is a cross-cutting model that affects all aspects and can positively impact sustainability. This model synthesizes different digital technologies based on the following principles: Specific, Measurable, Achievable, Relevant, and Time-bound. Its main goal is to use them to optimize processes and ensure transparency. Although smart governance was initially defined using digital technologies and data analytics [20], this model has evolved to a broader application. It is generally accepted that smart governance is defined more than administrative efficiency achieved from technological innovations [28]. Therefore, smart governance depends on factors such as the quality and proper management of state intervention in a public institution. Thus, the main components of smart governance are transparent cooperation, a proactive management model, wise use of resources, and a willingness to use various innovations (See Figure 4).

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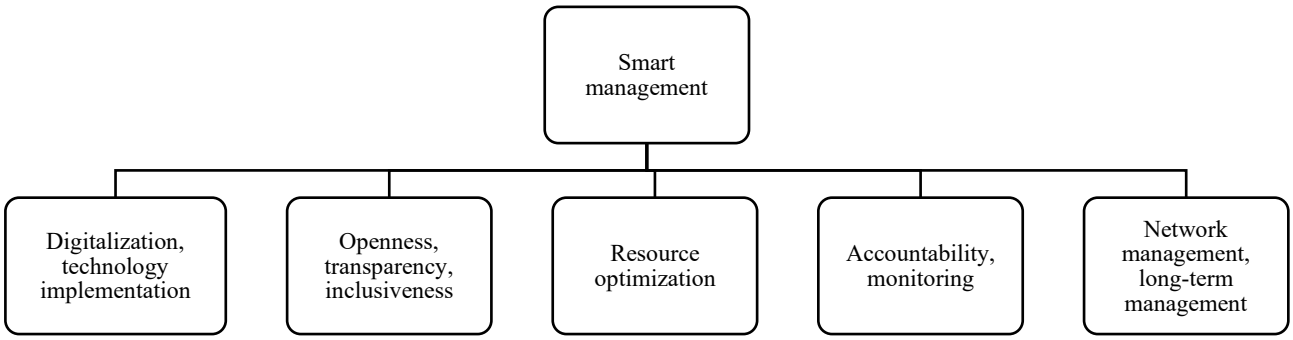

Figure 4. Key components of smart governance
Source: compiled by the authors.

A similar innovative model is digital governance, which uses modern digital technologies to ensure efficiency and transparency in governance processes. This approach involves the transition from paper-based documentation to electronic document management. Automation of governance processes is also essential, which leads to savings of resources and time [29], [30]. An integral component of the system is e-Government, which helps ensure citizens' access to essential services via the network. Open Data helps give citizens access to basic public information in an open format [31]. This model is widespread in the EU, the USA, and Singapore. Considering the Online Service Index and E-Government Index data, the countries leading in digital governance are South Korea, Denmark, and Ukraine, which occupy leading positions in their geographical regions (See Figure 5).

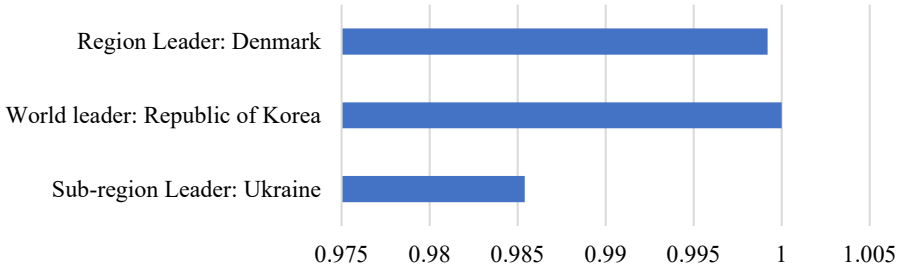

Figure 5. Leading countries in digital governance (according to the Online Service Index)
Source: [30].

Digital governance is an essential component of state modernization, contributing to increasing its efficiency and resilience to modern challenges [32]. An important example is Ukraine, which, during the war, took first place in the E-Participation Index rank [30]. Thus, Ukraine demonstrated that citizens actively participate in public administration even in times of crisis. Table 2 describes Ukraine's leading indicators from 2012 to 2024.

Table 2. Indicators of the implementation of e-government in Ukraine

2024 Ukraine	**2024**	**2022**	**2020**	**2018**	**2016**	**2014**
Rank in E-Government Index	30	46	69	82	62	87
Value	0.884	0.802	0.711	0.616	0.607	0.503
Rank in E-Participation	1	57	46	75	32	77
Value	1.000	0.602	0.809	0.685	0.745	0.431
Value of Online Service Index	0.985	0.814	0.682	0.569	0.586	0.267
Value of Human Capital Index	0.824	0.866	0.859	0.843	0.838	0.861

Source: [30].

Another important direction is collaborative governance, which is based on the cooperation of state bodies, the public and all stakeholders in order to achieve sustainable development. This model promotes joint decision-making

and trust in solving socially important issues. An essential condition of this model is the focus on achieving consensus between all participants in the management system [1]. It is also necessary to consider the presence of mechanisms and separate platforms to form joint planning and monitoring. Examples of successful collaborative governance are participatory budgeting, the formation of smart cities, and environmental management. However, given the current challenges of sustainable development, any innovative model also has drawbacks [33]. They mainly relate to cybersecurity risks, the availability of technologies, additional staff training, and the high cost of implementation. Table 3 provides a summary comparison of the above innovative models.

Table 3. Comparative characteristics of the identified models

Focus	**CORE**	**E- Governance**	**SMART Governance**	**Collaborative management**
Key Content	Collaboration-oriented, rapid threat detection	Applying digitalization capabilities to optimize management	Using various smart technologies to optimize management Smart use of resources	Cooperation between government agencies, the public and all stakeholders
Principles	Responsibility Speed Transparency	Digitalization Automation Accountability	Innovation Transparency Inclusivity	Inclusivity Shared decision-making Transparency
Engaging Technology	Minimum	High level: ICT, digital technologies, mobile applications, AI	Very high level: digital technologies, smart sensors, integrated systems	Medium
Engaging Citizens	Minimum level	High level	High level	Minimum level
Challenges	Difficulty of implementation Difficulty of maintaining engagement	Cybersecurity Risks Accessibility Digital Skills Availability	High implementation cost Availability of relevant competencies	Problems with coordinating different interests

Source: Compiled by the authors.

Active policy in the field of development of public administration directions for achieving sustainable development goals has yielded positive results in many countries. In particular, as of 2023, more than 42% of the countries of the world had their respective developments in the field of regional concepts of management development (within the framework of strategies and concepts of sustainable development).

Within the framework of the already adopted national concepts of sustainable development, there is talk of forming separate regional models of support for economic, social, and environmental factors. The introduction of each specific regional concept of sustainable development indicates an already established movement trajectory and individual constituent elements. Still, the common idea for them, in general, is to ensure the goals of achieving individual personal development, which meets both the requirements for compliance with modern rules for saving natural resources and the achievement of management models balanced with the interests of society.

In modern conditions, the digitalization of social relations leads to the search for successful optimal solutions to achieve social stability. The management level under such circumstances undergoes tangible transformations. The purpose of the study is to identify the main aspects of innovative solutions in the field of public administration and analyze their capabilities and potential within the framework of activating the sustainable development of society. Implementing this goal involves considering several research tasks: identifying the main innovative models, determining the basic principles and tools of innovative management models, and conducting a comparative characteristic of the identified management models. The results noted that population growth, the gradual process of resource depletion, climate change, and other challenges have a direct impact on public administration tools in the areas of economic policy and socio-political life; therefore, overcoming challenges has become one of the most important priorities in building development strategies and achieving sustainable development. This confirms the conclusions of researchers that a significant emphasis in implementing potential transformations has been placed on the managerial component [34, 35, 36]. In particular, in terms of fulfilling modern requirements of sustainable development, important recommendation documents are offered by the World Bank and the UN [30, 37]. This institution also proposed separate approaches to understanding the features of sustainable development, which is

understood as optimal management of resources (natural and human), which will allow preservation and increase potential opportunities in the future. Accordingly, awareness of the sustainable development process lies in balancing economic growth and preserving natural potential. Different research approaches form separate features in determining the key influencing factors for meeting the requirements of sustainable development. In particular, several scientists identify the economic factor as one of the key factors of influence that ensures the needs of the modern world and, at the same time, does not burden the potential opportunities for future generations [38, 39, 40]. Under such circumstances, introducing innovative public management and administration models becomes an objective task that requires a timely solution. Such issues have made it necessary to develop approaches that would further maintain a balance between the dynamic increase in humanity's needs and the environment's general state. If we consider the plan of sustainable development, then for the first time, such a concept was presented in 1980 in the text of the World Conservation Strategy. The UN International Commission on Environment and Development has provided a refined definition of the term “sustainable development” as a specific harmonious development that aims to take into account the process of change and ensure balance in the use of natural resources, integrate the realities of scientific and technological progress, the needs of personal development, introduce institutional changes, and take into account the requirements and needs of future generations [41, 42]. These views are also correlated with this study. Accordingly, such an understanding of sustainable development requires appropriate management decisions.

The proposed results indicate that effective governments support free markets and free societies. Following this idea, smart governance is a cross-cutting model that affects all aspects and can benefit sustainability. Innovative governance depends on factors such as the quality and proper management of state intervention in a public institution. Therefore, the main components of smart governance are transparent cooperation, a proactive management model, a clever use of resources, and a willingness to use various innovations. Some researchers question the importance of a free society (democratic system) for achieving sustainable development goals [1]. They refer to the experience of China or Saudi Arabia, which also apply elements of the smart governance model with the corresponding result. However, the views of other scholars seem more justified, indicating that objective economic indicators are often unavailable for such conclusions, and therefore, there is no reason to deny the concept of a free market and a free society [28, 43, 44]. The smart model in management best realizes itself precisely under such conditions. Another relevant model considered in the results is the CORE model. It is designed to combat modern hybrid threats and provide resilience, an essential link in systemic management. This model is used to assess and neutralize identified hybrid threats that are aimed at changing the decision-making process and have a domino effect. It is indicated that a unique feature of the CORE model is that it allows politicians to evaluate democratic decision-making using hybrid threats. This approach is also recognized as adequate by Joint Research Centre of the European Commission et al. [27], which indicates a significant potential for further improvement of the CORE model. This includes integration with other models and modern management solutions. No less compelling are the management models of E-government and collaborative management. This also correlates with the study by Milakovich [45], which describes the primary mechanisms for involving digital technologies in management. The results note that the main principles of modern management solutions are inclusiveness, transparency in public management, high adaptability, and innovation. The main tools are e-government, a partnership between business, civil society, and the state, and the ability to predict and plan management tasks correctly. This confirms the conclusions of other scientists who focused on digital management as a practical step toward successful public management [45, 46]. Such principles and tools are essential for further developing governance models to achieve sustainable development goals.

The proposed results also note that the studied governance strategies have distinctive characteristics regarding key content, principles, use of technologies, and citizen participation. Particular attention is paid to challenges, including the complexity of implementation, cybersecurity risks, high cost of implementation, and problems with coordinating different interests. The proposed studies also address similar challenges [25, 47, 48]. At the same time, it should be remembered that we are talking about achieving sustainable development goals in a peaceful country. Incorporating such models in times of external instability is challenging and will require additional forces, funds, and resources. Accordingly, there is a need to pay attention to the importance of peaceful existence in times of social transformations and the introduction of new public and state governance models. The methodology proposed in the article has limitations, which must be considered when working with the obtained research results. In particular, it discusses the features of applying the PRISMA scientific method, which has a specific specificity primarily in the literature review criteria. The most relevant works published in recent years in peer-reviewed journals were selected for the study. On the one hand, this made it possible to choose worthy scientific sources that have undergone appropriate testing and review. At the same time, it remains possible that relevant opinions were expressed in older works that did not pass the literature selection criteria for various reasons. Although this does not diminish the

importance of the data obtained, it nevertheless opens up opportunities for additional research that will further consider relevant views from more classical works on state and public administration.

Conclusions

Modern conditions of digitalization of public relations indicate the need to use innovative solutions in the field of public administration and analyze their capabilities and potential within the framework of activating society's sustainable development. Thus, population growth, gradual increase in resource extraction, and climate change affect public administration.

The main principles of modern management decisions are inclusiveness, transparency in public administration, high adaptability, and innovation. Regarding the main tools, electronic governance, partnership between business, civil society, and the state, and the ability to correctly predict and plan management tasks are indicated.

A vital management model is a collaborative management based on cooperation between state bodies, the public, and all stakeholders. It allows for joint decisions, building trust and consensus on socially significant issues. On the other hand, smart governance is a cross-cutting model that affects all aspects and can benefit sustainability. Today, smart governance depends on factors such as the quality and proper management of state intervention in a public institution. Therefore, the main components of smart governance are transparent cooperation, a proactive management model, reasonable use of resources, and a willingness to use various innovations. Another relevant model is CORE. It is designed to combat modern hybrid threats and provide resilience, an essential link in systemic governance. This model is used to assess and neutralize identified hybrid threats that are aimed at changing the decision-making process and have a domino effect. It is indicated that a unique feature of the CORE model is that it allows politicians to assess democratic decision-making using hybrid threats. E-government is also relevant, which helps to increase its efficiency and resilience to modern challenges. Such a model must be effective even in wartime. Ukraine, which has suffered Russian aggression, managed to carry out the necessary digital transformations during the war.

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