

первинних суб'єктів самоврядування, встановлення чітких просторових меж компетенції місцевого самоврядування, розподіл прав місцевих колективів та органів місцевого самоврядування як похідних від них суб'єктів – правопредставників своїх громад).

Отже, можемо зробити висновок, що територіальна громада є первинним та основним елементом системи місцевого самоврядування, порівняно з іншими її елементами, такими як представницькі органи місцевого самоврядування, їх виконавчі органи та посадові особи, органи самоорганізації населення тощо. Саме територіальна громада покликана на забезпечення потреб та захист інтересів жителів адміністративного-територіальної одиниці (регіону) на якій вона знаходиться.

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## A PARADOX OF STATE STRATEGIC PLANNING AND REGIONAL DEVELOPMENT AS A PROBLEM OF PUBLIC ADMINISTRATION

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A possible difference in needs between regional groups and a community create a paradox of state strategic planning and successful regional development.

Natural differences in goals creates inevitable tensions among a state (system) and regions as a competition for projects, agreements, and resources. Therefore, it creates a problem of public administration that requires proper leadership and decision-making. A wrong distribution of tasks and resources among regions and lack of openness of the system can eliminate advantages of each region and decrease effectiveness of the system.

In spite of supposed priority of the state strategic planning and regional strategic planning, an ability of the system to react quickly to change outside of the plan can be critical in conditions of high technological development, increased communication and changeable environment. Determining the balance of maintaining of state and regional interests can define success of the strategic planning. Moreover, a proper use of regional advantages can reinforce strengths of the system and create a synergy effect of joint efforts.

For instance, development of Slovak society is on the way of knowledge-oriented economy with basic factors such as human resources, research, development and innovation, basic infrastructure and services. Globalization (regions are more sensitive than countries), technological changes (growth of the sector of services and knowledge-oriented economy, where technology-oriented regions“ become more competitive), decrease of active population significantly influence on the growth and economic performance of regions [2, p. 7].

In conditions of changeable and innovative environment, the strategy can be based on principles, such as “ensuring transparency of strategic decision-making process, flexibility and ability to react quickly to changes in the environment, political neutrality (the principle is not respected by many times), effectiveness, and achieve results through the rational use of resources [1].”

To apply the basic principles of strategic planning public administration should be involved in the process of concluding agreements between state and regional interests in the development of territories, as well concentration and focusing of limited resources on priority development projects. This implies the mutual responsibility of the central and local authorities and local self-government bodies for realization of joint measures in the field of regional and local development. Agreements are aimed to establish stability in the relationship between central and regional authorities.

Because of complexity of the system and changeable environment, the process of strategic planning of regional development has some disadvantages. They are lack of approved development regional strategies; bureaucracy; conflicts among regional state administrations, regional councils and groups of influence at the regional level; inertia of the central executive authorities in preparation and conclusion of agreements; regional and national levels of priority for projects; different structures of sources of financing [3, c.10-11].

The task of public administration is to create an approach that will decrease problems above and establish favorable conditions for regional development in the context of national interests. It requires visualization of the future of regions and the system itself, knowledge and understanding of regional, national and geopolitical

location, historical, economical connections, a role and place of every region in this framework.

To provide functioning of the economic and social complex of regions requires effective mechanisms. Regional management is directed to achieve strategic priorities. It requires “the presence of an appropriate legal framework that normalizes the implementation strategies; definition of the purpose of management activity; financial support for strategy implementation; definition of institutions responsible for implementing the strategy; establishment of subjects, mechanisms and instruments of regional governance [3, c.21].”

To summarize, a changeable environment forces public administration dealing with a paradox of state strategic planning and effective regional development. It requires strengthening cooperation between state power, regional authorities, active involving of the civil society and delegating of authority in a right place and in right time, and conducting flexible strategic planning.

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## FLEXIBLE GOVERNING IN THE CHANGEABLE ENVIRONMENT

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Governing is critical to make the state (system) effective in the changeable environment. Achievement of an established goal and satisfaction of the community can define effectiveness of the system based on the principle of getting of a maximum result by minimum means. Ideally, under a condition of equilibrium between the system and the environment the system is balanced and, therefore, effective because there are no any problems and conflicts. However, in reality, the system is unbalanced and only seeks the balance in conditions of the changeable environment. To do this successfully the system should be smart and sensitive enough to react to any change through the decision-making process (DMP).

The system should achieve an established goal and maintain national interests. The task of governing is to balance and develop the system through