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INTERSECTORAL PARTNERSHIP IN THE PUBLIC ADMINISTRATION SYSTEM

This study analyses determinants of the concept of interaction of domain influence in the public administration system. Intersectoral partnership (interaction of domain) is seen as the basis of model of governance to local development. Each domain is defined by its identification field. The interaction of these fields determines the possibilities of development of the territory. In this paper determined that the application of the principles of interaction domains is only possible through the use of mechanisms of governance. A list of these mechanisms is provided as a base.

Keywords: *Intersectoral partnership, domain, regional development.*

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МІЖСЕКТОРАЛЬНЕ ПАРТНЕРСТВО В СИСТЕМІ ДЕРЖАВНОГО УПРАВЛІННЯ

У статті аналізуються детермінанти концепції взаємодії впливу домену в системі державного управління. Міжсекторальне партнерство (взаємодія домена) розглядається як основа моделі управління до місцевого розвитку. Кожен домен визначається його ідентифікаційним полем. Взаємодія цих полів визначає можливості розвитку території. У цій статті визначено, що застосування принципів взаємодії доменів можливо тільки за допомогою механізмів управління. Перелік цих механізмів забезпечується в якості основи.

Ключові слова: *Міжгалузеве партнерство, домен, регіональний розвиток.*

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МЕЖСЕКТОРАЛЬНОЕ ПАРТНЕРСТВО В СИСТЕМЕ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ

В статье анализируются детерминанты концепции взаимодействия влияния домена в системе государственного управления. Межсекторальное партнерство (взаимодействие домена) рассматривается как основа модели управления к местному развитию. Каждый домен определяется его идентификационным полем. Взаимодействие этих полей определяет возможности развития территории. В этой статье определено, что применение принципов взаимодействия доменов возможно только при помощи механизмов управления. Перечень этих механизмов обеспечивается в качестве основы.

Ключевые слова: *Межотраслевое партнерство, домен, региональное развитие.*

Preamble. The solution of many problems in the life of the local community is only possible by pooling resources from all sectors of society. The partnership, which forms in this case should be seen as a tool that is based on the establishment of relations between the three main sectors of society:

- Public authorities and local governments;
- Businesses, local business community;
- NGOs representing local communities and concerned with local development.

This occurs when the cross-sector partnership (hereinafter – SMEs) is a social phenomenon, which has a variety of possible interpretations, showing his complex and multifunctional character. Accordingly, we can conclude that the mechanisms and the list of government that can be used in the formation of SMEs and large enough.

To create partnerships and to participate in the solution of various problems is related to the provision of local sustainable development. An important factor is the existence of different operating conditions of SMEs from single events to the processes that may continue for several years.

In this regard, it is advisable to consider the main approaches to the definition of SMEs. Based on the fact that the establishment of a partnership involves essentially the creation of local development, their basis must put priority sectors of the local authorities.

Definition of intersectoral partnership. The basis of consideration of the possible definitions of SMEs is necessary to put the thesis that the focus should be on constructive and mutually beneficial cooperation between the three sectors of society to address the problems in the social sphere, in the interests of the entire population or specific groups living in the territory. This approach is consistent with the definition proposed in, according to which the social partnership should be understood as a constructive interaction between reforming and improving the functioning of the social sphere. At the same time, society for the solution of problems associated with its development, based on the resources of various sectors and through their interaction gets the desired effect (Michael J. V. Woolcock 2001).

The concept of SMEs underwent an evolution. Originally the term was understood as the establishment of cooperation, whose main purpose was to achieve a mutually beneficial effect for all organizations (eg, DiMaggio and Powell 1983; Fombrum and Astley, 1983; Schermerhorn, 1975). Later, the SME began to consider the cooperation between the public and private sectors, known in the scientific literature as "public – private partnership" (Ahmad and Miller, 2000).

As a result of the definition of SMEs, in modern works formed the approach that the SME is seen as a new structure of society, which begins to respond to the common problems of the local community. The basis of its organization is the thesis that neither one sector can nor should not dominate public life because they do not have sufficient resources and capacity to address the economic, social and environmental problems of the community.

The definition of such an approach is given (Michael and Paul, 2009): an alliance between parties representing the government, business and civil society, which strategically combines resources and skills of each side, promotes sustainable development and is based on the principle of sharing risks, costs and overall benefits.

A significant contribution to the review of the concept of SMEs made which identified three sectors of society: government, private or business sector and non-profit and social sector. As part of your model, it determines that a representative of each of the sectors providing consent for the general management; commercial sector creates wealth by providing products and services to society; nonprofit seeks to change a person's life. This approach reflects the fact that at the present time, the government cannot be solely made responsible for addressing the social and economic problems of modern society. Responsibility for social and economic development must be put to all three sectors of society, each of which performs its role in coordinating it in a certain way with each other. Thus, in the scientific literature SMEs is seen as a model of public administration to local development, the focus of which is paid to cooperation between sectors. As noted (Frank, Smith 2000), a partnership should be regarded as an agreement on the implementation of something together that benefits all participants and includes any action, not just discussion".

Intersectoral partnership as a factor of local development Considering the definition of the concept of local development (, it can be defined as an activity that characterizes the interaction of government, private sector, civil society and the different social and professional groups and sections of the population and public associations in order to achieve personal and social interests, production, distribution and use of public resources and benefits, taking into account the views of the people or the population in some areas, we can conclude that the concept of SME can be fully considered as a theoretical basis for the formation and operation of such an approach.

But the formation of this partnership will be effective only under the condition that the priority of the public sector, using appropriate governance mechanisms to meet the challenges of local development.

At the same time the possibility of establishing partnerships is largely determined by the level of

development of local institutions of civil society. This is due to the fact that the organization of SMEs to ensure that local development is possible only on the basis of mutually beneficial exchange of resources, access to which can be useful and beneficial for all parties only under certain conditions. Of course, each sector has its own unique resources:

- Public sector: economic, political and legal, administrative and information resources;
- The commercial sector: finance, innovation, labor, and communications;
- The non-profit sector: expertise, social, human, information and communication.

In summary, the following conclusions can be made:

1. The situation in the framework of building programs for local development principles SMEs to optimize and thus significantly increase the effectiveness of governance arrangements for sustainable development;

2. Each SME sector has its own specific interests, priorities, goals, which is a potential source of conflict, destructive forms in interaction and can lead to the eventual rejection of the partnership. Accounting for this is required;

3. The complexity of social phenomena, the inadequacy of the partnership model of the problem solving a specific problem, can be a factor when creating SMEs will be a source of negative consequences.

Of course, not all the processes of local development can be regulated. Therefore, the proposed approach should be based on the possibility of correction of the proposed action, repeating them to achieve predictable results.

Functional interaction between domains. Model of social partnership in the implementation of local development programs

As you know, any concept of local development in the field can be described in terms of the interaction of specific domains of influence.

This approach is reflected in the approach of the United Nations, even though the economy is a major influence, the four areas of sustainable development are: economy, ecology, politics, and cultural development.

The possibility of using the fourth field of sustainable development was highlighted in the report "Our Common Future".

Continued discussion on the concept of sustainable development is based on the assumption that society defines three types of capital (economic, social and natural) that cannot be interchanged, and their consumption is irreversible. This means that natural capital cannot be replaced by economic means. At the same time, in practice, natural, social and economic capital are often complementary.

At the same time, numerous examples of evaluating the effectiveness of social development show that in the conditions of globalization the impact of economic, environmental and social domains is not decisive. The political component, which is reflected in the system of governance is crucial. Thus, from the three standard components of sustainable development: economic, environmental and social, you can go to the application of the principles of cooperation, which are defined domains: economy, ecology, politics and culture, Figure.

Overall, the results of their interaction, can be viewed through the prism of four interrelated spheres of relations of subjects of local development. They are quite complex relationships that are regulated by law and determined traditions, practices, private interests. In general, such a relationship can be represented by the spheres of influence of these domains.

Schematic representation of the effect of environment interaction domain with the relevant functional areas in the implementation of local development programs is provided in Figure 1.

In accordance with Figure 1, the SME space interactions that affect the implementation of the program of local development characterized by a set of functional fields

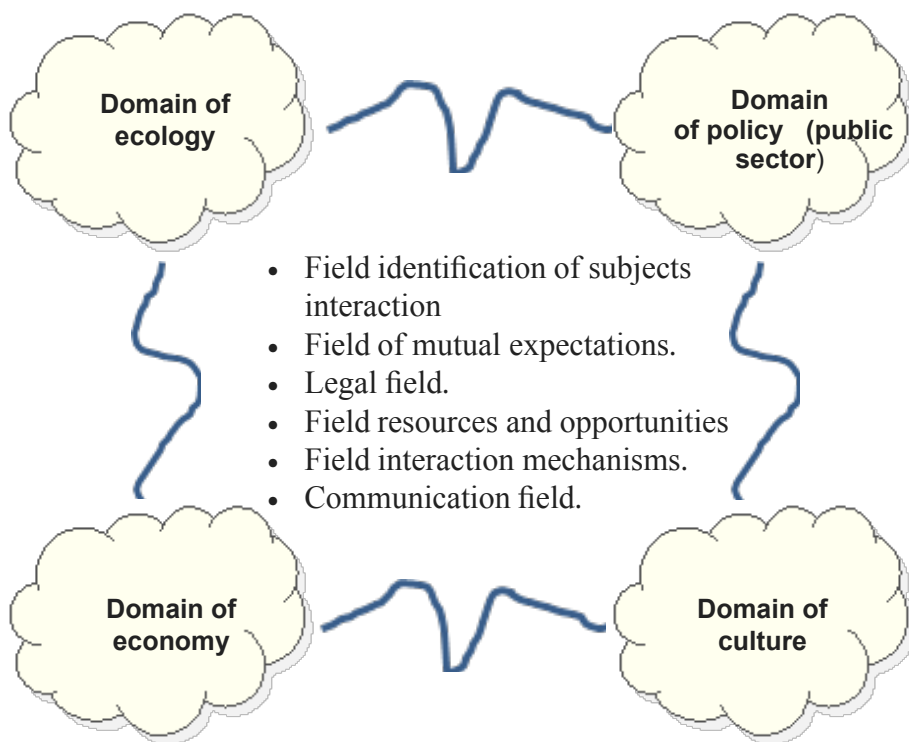


Figure. Functional domains of the field in the implementation of development programs.

in the multi-dimensional variations that have formed and made one or another variant. In this case the functionality of the field have the following characteristics:

1. Field to identify the subjects of interaction. Each participant of SME defines a strategy, according to their expectations, needs and available resources.

2. Field of mutual expectations is determined by the parameters, among those parameters are:

- Strategic vision of local development directions;
- The possibility of investing their resources and level of participation in the profits and obligations;
- The role and the place occupied by the domains of socially significant role in the social life of the local community.

3. Regulatory and legal framework encompasses the entire range of laws and other regulations, which are formed on the basis of local development programs. It not only regulates the relationship between SMEs, but also determines the allocation of resources and distribution of income from the activities of the partnership.

4. The fields of resources and capabilities include a set of tangible and intangible resources of the parties, as well as a system of measures taken within each domain based on the assessment and accounting of resources, as well as the possibility of their use in the conditions of interaction of SMEs.

5. The field of mechanisms of interaction is very important from a practical point of view. It contains the description of the mechanisms of interaction of SMEs that reflects the ways of influencing the public domain (especially the economy) in order to obtain benefits as a result of joint activities.

6. Field Communication is a system of collection, processing, exchange and dissemination of information

needed to apply the control mechanisms of local development. A part of this area is formed by a single information space of interaction domains. Based on the information above, the basis of proposals for the definition of the form of SMEs that can given in the implementation of local development programs, we can put the following:

- The creation of a strategic alliance based on the concept of SMEs to fulfill the requirements of all domains, but the first priority will be to protect the interests of the local community, which will be submitted under certain conditions, the political domain;
- When defining the concept of SMEs, each of the domains, while retaining the specific features of its activities and structure adds to their procedures and methods, which link it to other domains;
- Identifying mechanisms of local development as specific mechanisms of interaction within SMEs, should be critical and to meet the requirements of local development programs. Representatives of each of the domains generally have at their disposal a variety of possible solutions to these problems. The list of basic principles that can be the basis of interaction domains are listed in the table.

Practical consideration and application of cross-site interaction is only possible through the use of appropriate governance arrangements, the use of which is a priority for the development of the initiator (of course, this is a political domain).

When considering the cross-domain interaction in the case of providing programs for local development, it should be noted that the possibility of such an interaction is largely determined by the level of development of

Principles interaction of domain

Universal	Organizational	Principles of management
The presence of shared goal	structuredness	The distribution of roles
Consistency	Adaptive mechanisms of interaction	Selection and optimization of mechanisms of interaction
Complexity	Legal basis for the formation of the interaction domains	Mutual control and monitoring
Harmonization of interests of the parties	The possibility to choose the form and terms of the interaction domains	Evaluating the effectiveness of cross domain interaction

civil society institutions. This is due to the fact that the organization of cooperation is possible on the basis of mutually beneficial exchange of resources, access to which can be useful and beneficial for all parties (domains) only in the presence of such a society.

It should also be noted that the problem of the definition of cross-site interaction management mechanisms should be also based on the optimization of the functioning of the socio-economic mechanisms in the political field, because the scale of the changes that occur in the implementation of local development strategies can potentially be quite large.

Conclusions.

In summary, the following conclusions:

- The position of the basis for the implementation of local development strategies principles of inter-domain interactions and SMEs to optimize the appropriate governance mechanisms, and thus ensure the existence and development of public, commercial and non-profit sectors;
- Each domain has its own specific interests, priorities, goals, which is a potential source of conflict, destructive forms of interaction and can lead to the eventual failure of the joint venture;
- The complexity of social phenomena leads to the approach that the effectiveness of management decisions and minimizes the negative effects possible only on the basis of competent coordination of the various points of view.

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