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THE EXPERIMENTS IN THE PUBLIC SPHERE: TOWARDS THE PROBLEM OF DETERMINING EFFECTIVENESS, SUCCESS AND EFFICIENCY

In the article, the methodological problems of determining the effectiveness of experiments in the public sphere are considered. An analysis of public experiments implemented in 2019-2022 in Ukraine was made. The definition of the concept of experiment in public administration is proposed, the main characteristics of experiments are highlighted (organization, the given goal and the expected result, novelty, evaluation of the results of the experiment, limited scope, limited terms, the risks associated with conducting the experiment), and the classification of experiments is carried out (external and internal experiments are distinguished; closed and open experiments, etc.). The issue regarding the development of a methodical approach to the results of the referendum based on the integration of the evaluation of effectiveness and efficiency into the management cycle of the experiment was revealed, which allows making decisions about the expediency of conducting the experiment, continuing its implementation, early termination and replication of the applied technology (practice) based on the results of the previous, current and subsequent assessment of performance and effectiveness.

Keywords: public management and administration; public experiment; efficiency; effectiveness; success; experimental mode.

Introduction

The formulation of the problem. Almost 100 years ago, the classic American political philosopher John Dewey noted that "the formation of states must be an experimental process. The trial process goes on with diverse degrees of blindness and accident, and at the cost of unregulated procedures of cut and try, of fumbling and groping, without insight into what men are after or clear knowledge of a good state even when it is achieved. Or it may proceed more intelligently because guided by knowledge of the conditions which must be fulfilled. But it is still experimental and since conditions of action and of inquiry and knowledge are always changing, the experiment must always be retried; the State must always be rediscovered. Except, once more, in formal statements of conditions to be met, we have no idea what history may still bring forth. It is not the business of political philosophy and science to determine what the state in general should or must be. What they may do is to aid in the creation of methods such that experimentation may go on less blindly, less at the mercy of accident, more intelligently, so that men may learn from their errors and profit by their successes" [12, p.33-34].

This indicates the great role played by the experiments in public administration. It is no coincidence that in a number of countries, experiments in the public sphere are estab-

lished at the legislative, and sometimes even, at the constitutional level. In particular, according to Article 37.1 of the Constitution of the French Republic, "statutes and regulations may contain provisions enacted on an experimental basis for limited purposes and duration". According to Article 72 of the Constitution of the French Republic, "in the manner provided for by an Institutional Act, except where the essential conditions for the exercise of public freedoms or of a right guaranteed by the Constitution are affected, territorial communities or associations thereof may, where provision is made by statute or regulation, as the case may be, derogate on an experimental basis for limited purposes and duration from provisions laid down by statute or regulation governing the exercise of their powers" [28].

During the years of independence in Ukraine, 10 state experiments were introduced by-laws (for example, [6]). Also, 207 state experiments were introduced by the decisions of the Cabinet of Ministers of Ukraine (for example, [20]), as well as several dozen ones by some central executive authorities [23]. The experience of recent years especially demonstrates the increase in the intensity of the use of state experiments. The period since 2019 (table 1), which accounts for 41 % of all government-level state experiments, is particularly notable in this regard. This is not accidental, because according to Sofia Rachedas, the interest in state experiments is largely related to the fact that the tra-

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ditional management system has such a characteristic as inertia. On the other hand, under the changes, it is necessary to look for dynamic management tools, not "cosmetic mirrors", and among the valuable tools that can offer an adequate response to these circumstances are state experiments [4, p. 4].

Table 1. The number of state experiments by the decisions of the Cabinet of Ministers of Ukraine

Years	2014	2015	2016	2017	2018	2019	2020	2021	2022
The total number of the experiments	2	4	3	4	7	18	23	24	16

The development of experimental tools for public administration makes the assessment of their efficiency and effectiveness extremely relevant. The question "Whether the new tools of public management and administration will contribute to the achievement of the stated goals?" is very important. However, in the practice of state experiments, there is a problem that the organizers of state experiments do not have clear criteria for evaluating the effectiveness of these experiments. Currently, Ukraine also lacks a comprehensive normative legal act that, among other issues of conducting state experiments, would determine the approaches to assessing their effectiveness.

The relevance of the research. In the arsenal of Ukrainian science there is the definition of efficiency in the public sector, its concept and components, efficiency criteria and mechanisms for ensuring public administration, resource provision for the efficiency of the activities of public authorities, etc. However, in Ukrainian literature, the issues of effectiveness and efficiency of experimental activities in the field of public relations as basic characteristics of good governance have not yet received their systematic solution.

The aim of the paper is to determine the various approaches to evaluating the effectiveness and efficiency of experiments in the field of public administration. To obtain the purpose it is necessary to fulfill such main tasks as providing the analysis of the system of evaluation indicators, the algorithm (order) of its implementation, as well as the monitoring of effectiveness and efficiency.

The subject of the research is the effectiveness and efficiency of experiments in the field of public administration.

Methods and information base of research

The research is based on the following methods: the method of documentary analysis, which involved the analysis of the documents' content within theoretical and practical research tasks. According to the content analysis method, the texts of the documents were processed with the program of finding content units that can be unambiguously fixed and translated into quantitative indicators with further interpretation of the results; the method of system analysis, which enabled the investigation of the components of state experiments in interaction with other elements of the public administration system; the method of situational analysis, which consisted in researching the effectiveness of specific state-management experiments and determining their main parameters; the modeling method that made it possible to simulate the system, structure, procedures, technologies of state experiments and predict their parameters under various conditions.

The information base of the study is the acts of the Verkhovna Rada of Ukraine and the Cabinet of Ministers of

Ukraine, which introduced state experiments and summarized their results.

Analysis of recent research and publications

In Ukraine, there are not many scientific works that examine the essence and characteristics of experiments in the public sphere. In particular, Olena Putrenko tried to investigate the legal regulation of state experiments [27] and the role of state experiments in the implementation of public administration [26]. Nataliya Chervins'ka [34] analyzes experiments in the public sphere from the standpoint of law science. Oleg Boyko-Boychuk [5] studied the methodological principles of state-legal experiments regarding regional and urban development. The monographic study of Yaroslav Dorogy, Iryna Berdychenko, and Oleg Kulchy [11] is devoted to the peculiarities of state-legal experiments in the field of informatization. Serhii Farenky [31] considered social experiments as a generic category for experiments in the public sphere. However, in general, experiments in the public sphere are on the periphery of the research interest of Ukrainian scholars. On the other hand, several research schools on the effectiveness of the governance system have been developed in Ukraine, in particular Kharkiv school [see, e.g.: 10; 24; 32], Lviv [see, for example: 12; 33], Odesa [see, e.g.: 25] Kyiv schools [see, e.g.: 30].

Highlighting previously unsettled parts of the general problem this paper is developing further the issues of effectiveness and efficiency of experiments in the field of public administration.

Presentation of the main research material with the substantiation of the obtained results

As Olena Putrenko notes, the experiment in the field of public-management relations "constitutes a legally regulated procedure for gaining experience in introducing new models of public administration in a separate territory" [26, p. 31]. Without objecting this, in order to correct this definition, we will clarify that an experiment in the public administration system is an approbation of planned management innovations on a limited scale organized by a competent administrative body to check the effectiveness, usefulness and economy of experimental actions and norms and to work out optimal options for future decisions of the general effect.

As for the limitation of the scale of the experiment, of course, the limitation of the territorial scale is primarily meant, but one cannot rule out such a model, when for some time new norms are introduced throughout the territory. Then the result is analyzed and a final decision is made about their permanent application/non-application. This was the case, for example, with the introduction of the experiment on awarding the degree of Doctor of Philosophy, which operated from 2016 to 2019 throughout Ukraine [13]. Of course, it can be objected that any experiment, even limited in space, is also limited in time. However, this is not always the case. It is possible when the administrative body, taking a successful case – example – of one territory, puts the norms into effect in another part of the territory, without stopping their effect where it has already begun as part of the experiment.

In 2002, there was an attempt to legally define the state experiment as a tool of public management. In particular, in accordance with the project of the Law of Ukraine "On conducting experiments on the development of local self-go-

vernment", the experiment was defined as a test in practice defined by the relevant law with state assistance along with traditional new forms of organization of local self-government in the territory of the experiment with the aim of solving common problems of the subjects of the experiment and possible application of the acquired experience in the activities of local self-government bodies throughout Ukraine [7].

According to European norms, "experimental development" means the acquisition, combination, formation and use of existing scientific, technological, entrepreneurial and other relevant knowledge and skills for developing new or improved products, processes or services. It may also include, for example, activities aimed at the conceptual definition, planning and documentation of new products, processes or services [8].

One of the most popular manifestations of the "experimental regime" in the modern world is the "regulatory sandbox", which is most often understood as "a special legal regime established by the regulator for fintech startups and other innovative projects, which allows the latter to conduct experiments in a controlled environment under the supervision of the regulator" [3]. The term comes from the concept of "sandboxing" from the field of information technology, where it describes the placement of programs or their modules in an isolated environment for safe execution. This regime provides the maintenance of special exceptions and permits that allow the entities participating in the "sandbox" to test their innovative products and services for some time without the risk of violating certain legal norms. The specified mechanism is necessary in situations when the legal system has excessive regulation of certain areas, which requires high economic costs to fulfill all mandatory requirements, some of which cannot be implemented. In this case, the subject of legal relations will always be under the threat of liability.

The main result of participating in the "sandbox" is getting an answer to the question about the need to introduce legislative and administrative changes that block or complicate the use of certain technologies. That is, within the "sandbox" crystallization and testing of potential options for solving a social problem are carried out. The first country which introduced the "regulatory sandbox" regime was the United Kingdom in 2015 [2].

Starting from 2019, the model of "regulatory sandboxes", i.e., experimental regulation of various spheres of social relations that require the greatest changes, is also actively being implemented in Ukraine. This model, in particular, is based on the following principles:

- 1) special legal regime for the groups of interest (subjects of the experimental regime);
- 2) temporary suspension of legal regulation of one or another area in a relevant territory or for a relevant period;
- 3) introduction of a specially authorized body aiming to provide experimental management;
- 4) giving the authorized body the right to determine the norms regarding the functioning of public relations within the limits of its powers;
- 5) creation of a system of active dialogue communication with the stakeholders.

Thus, the experiments in the public sphere, which from time to time were introduced "as an exception" in public administration, acquired a new quantitative and qualitative meaning, turning into a de facto "rule" of reforming one or another sphere of governance. However, "regulatory

sandboxes" provide a systematic definition of the effectiveness and efficiency evaluation of experiments, a system of indicators for this evaluation, an algorithm (order) for its implementation, as well as monitoring of effectiveness and efficiency and further evaluation.

However, the analysis of the decisions of the Cabinet of Ministers of Ukraine in 2019-2022, which provide the conducting of experiments, shows that they did not always set goals for conducting experiments, or mechanisms for evaluating their effectiveness and efficiency. Although the assessment of their results was formally provided, the indicators were, as usually, absent (table 2). The same is applied to draft laws of Ukraine on conducting experiments (see, for example: [9]).

Table 2. The results of the analysis of acts of the Cabinet of Ministers, which provide the conducting of experiments for 2019-2022

The goal and objectives of the experiment are defined	The indicators (criteria) of achieving the goal and objectives of the experiment are defined	The mechanism for evaluating the effectiveness and efficiency of the experiment is defined	The necessity to develop proposals for improving public administration or legal regulation in the relevant field, based on the results of the experiment, is foreseen
36 %	16 %	14 %	17 %

So, surprisingly, such an important experiment as the introduction and implementation of e-residency in Ukraine does not contain the indicators and a mechanism for evaluating the effectiveness of the experiment, but also its target principles [19]. The experiment on increasing the efficiency of the organization of the planning processes of the Cabinet of Ministers of Ukraine [21] contains only one goal, which is to increase the efficiency of the organization of the planning processes of the Cabinet of Ministers of Ukraine according to the principle of result-oriented management. However, what are the indicators of achieving the goal and tasks of the experiment, what is the mechanism for establishing the evaluation of the effectiveness and efficiency of the experiment, and what acts should be adopted based on the results of the experiment are not specified. In the majority of regulatory acts on the introduction of public experiments, only the procedures for the implementation of management and technological processes within the limits of the experiment are regulated, and not the components of the management of the experiment itself, including the determination of its effectiveness.

In our opinion, as a methodical approach to evaluating the effectiveness and efficiency of experiments in public management, an approach on understanding the quality of management as a complex of the parameters of its validity, effectiveness and efficiency can be applied. At the same time, the effectiveness of public administration is determined as a set of final socially significant, intermediate and immediate results, which characterize their specific performance indicators and the target values of their support or improvement. This approach should be applied, it seems, not only to public management in general and each of its public functions, but also to each of the instruments of public management, including experiments.

The experiments in management are considered as an effective way of adapting new, in particular, inherited institutions within the framework of administrative reforms, and even organizational models and practices. They also act as a kind of means in motivating public authorities to participate

in reforms and applying new approaches. This was actively used, for example, within the framework of the voluntary amalgamation of local communities in 2015-2020, the result of which was a complete change in the territorial division in the country. Conducting management experiments is one of the mechanisms for optimizing and increasing the effectiveness of state regulation, ensuring its stability and validity. The need for experiments is also extremely important under the introduction of digital technologies.

The diversity of experiments in public administration leads to the fact that common methodological approaches to the assessment of their effectiveness and efficiency have not yet been developed, although the need for such an assessment, including the use of audit technologies, is obviously extremely important. This problem is also related to the novelty of certain types of experiments in public administration, in particular, as noted, the presence of "regulatory sandboxes".

To develop a methodical approach to evaluating the effectiveness and efficiency of experiments in public administration, it is first necessary to determine the subject of evaluation. We propose to consider the experiment in public administration as an organized testing of new technologies, processes, models and (or) requirements in the implementation of public functions on a limited scale and within a limited time frame in order to verify the validity, effectiveness and efficiency of their full-scale implementation. Providing this definition, we started from the understanding of the quality of public administration as the simultaneous achievement of the parameters of the reasonableness of intervention by public authorities, effectiveness and efficiency.

The field of experiments in public administration is the implementation of all types of public functions, including the development of public policy, rulemaking and regulation, provision of public services, implementation of public control (supervision), management of state property.

To evaluate the effectiveness and efficiency of the experiment, the following main properties (characteristics) are of great importance:

- organization (availability of a program (plan) in conducting the experiment): the compliance with this feature implies that the conduct of the experiment is planned in advance, and this plan is documented in one form or another;
- the given goal and an expected result: the goal of the experiment should not be limited to checking the possibility in using the technologies, but should be aimed at improving the quality of public administration (its validity, effectiveness and efficiency);
- novelty: the experiments involve the testing of new technologies, processes, models and (or) requirements that have not been used before in public administration as a whole or were not used directly for the implementation of specific public functions in the activities of specific public authorities. The novelty implies the significant uncertainty regarding the possibility of achieving the expected results of the experiment (that is, the probability of both successful and unsuccessful conduct of the experiment);
- evaluation of the results of the experiment, its success or failure and decision-making based on the results of such evaluation, including the feasibility of full-scale implementation of tested technologies, processes, models and (or) requirements;
- limited scale: it is implemented by limiting the number of participants in the experiment, the types of public functions within which the experiment is being implemented, the subjects for whom the experiment is being conducted, the territories on which it is being implemented;
- time limitation: an experiment in public administration is initially planned for a limited period of time, after which, having positive results, the experimental practice can be continued on experimental grounds and scaled up (expansion of the range of

subjects of the experiment up to the transfer of the experiment into the usual practice of public administration);

- the voluntary nature of participation in the experiment, the interest of its participants in achieving the expected results;
- the presence of risks associated with conducting the experiment, which makes it necessary to take measures to minimize them (ensuring their compensation).

Considering the specificity of the sphere of public administration, it is advisable to differentiate internal and external experiments. Internal experiments are aimed at increasing the effectiveness and efficiency of internal processes and do not have a direct impact on the external beneficiaries of public administration, that is citizens and organizations. For example, the internal experiments can include experiments on improving the efficiency of management processes in the Secretariat of the Cabinet of Ministers of Ukraine [14], improving the efficiency of working with digital tools for the performance of civil service tasks [15], introducing a system of remuneration of civil servants based on the classification of positions [18] etc. The external experiments are aimed at increasing the effectiveness and efficiency of processes that involve interaction with the external beneficiaries who are not under the direct control of the participant of the experiment (citizens and organizations).

The examples of such experiments are the numerous experiments in the field of regulation of individual sectors, admission of private locomotives to work on individual routes on public railway tracks [16], regarding the development and application of the Education Document [17]. The participants (and initiators) of external experiments can be public authorities, public institutions, as well as non-governmental organizations and citizens interested in working out the relevant technologies, management models and approaches, the application of which is impossible or extremely difficult under the current legislation.

The implementation of experiments in the field of public administration mostly requires changes (suspension) of regulative acts or will be carried out within the existing regulation. Based on the above, the experiments can be differentiated:

- as experiments implemented within the general legal regime;
- as experiments requiring special legal regimes.

At the same time, it is important to take into account that special legal regimes are introduced not only to support the experiments. Thus, special tax regimes (simplified taxation system, patent system) that operate on a permanent basis to support small and medium-sized businesses can be classified as special legal regimes [22]. In this regard, what about the experiments in the field of public administration? In our opinion, it is more appropriate to single out the experimental legal regimes designed to ensure the possibility of conducting experiments. The experimental legal regimes may involve not only the introduction of new regulatory norms (as the experiment suggests), but also the suspension of existing regulatory norms that prevent (or significantly limit) the possibility of conducting an experiment.

The time limitation of experiments assumes that they go through such basic stages of the management cycle as:

- initiation of the experiment: development of the proposal for conducting the experiment, determination of its goals and expected results, development of the program for conducting experiments, determination of the need for special legal regulation;
- decision-making by the authorized body on the expediency of the experiment, introduction of a special legal regime if necessary;

- implementation of the experiment by the participants of the experiment in accordance with the program (plan);
- monitoring of the progress of the experiment by the authorized body, including the risks of its implementation for the third parties, with the possibility of making a decision to stop the experiment;
- completion of the experiment implementation and assessment of achieved results;
- decision-making by the authorized body based on the results of the experiment on the feasibility of its continuation, expansion (scaling), large-scale implementation.

As it was revealed, the expansion of the practice of conducting experiments in public administration in Ukraine can lead to different interpretations of the concepts of "effectiveness" and "efficiency" of experiments, which are key for evaluating, although this aspect has not yet been mentioned in the Ukrainian literature. This may be related both to the fact that these terms are generally used differently in relation to public administration in general and to the specificity of experiments as an activity, which is associated with a high risk of not achieving the expected results. Moreover, the failure to achieve the planned results of the experiment should not be considered as a negative phenomenon, because quite often a negative result is no less important than a positive one.

In this regard, in our opinion, it is appropriate to differentiate the effectiveness of the experiment and the success of its implementation. If only an experiment that achieved (or exceeded) the expected results can be considered successful, then an experiment fully implemented in accordance with the program can be considered successful. Thus, both a successful experiment and an experiment implemented without deviations, the results of which cannot be considered successful (worthy of large-scale implementation), can be recognized as effective.

Therefore, the effectiveness of the experiment in public administration is proposed to be understood as the full implementation of the program (plan) of the experiment with the provision of proper control over the risks regarding the third parties, which allows making unequivocal conclusions about the expediency or impracticality of the full-scale implementation of new tested technologies, processes, models and (or) requirements for the sphere of public administration. In turn, the success of the experiment is understood as the degree of achieved goals and expected results, including the target values of performance indicators defined in the program (plan) of the experiment. A successful experiment in the field of public administration is such an experiment, the results of which had a positive effect on the parameters of the quality of public administration as a whole (increasing its validity, effectiveness and (or) efficiency), the implementation of relevant public functions, the activities of public authorities and public institutions. The results of a successful experiment are recommended for full-scale application.

To determine efficiency in public administration, S. Sakhanenko suggests using multifaceted criteria, which can be expressed, in particular, by the formula [29, p. 286]:

$$Ef_{exp.} = \frac{P_{exp.}}{N_{social}} \times \frac{R_{exp.}}{P_{social}} \times \frac{T_{opt.}}{T_{act.}} \times \frac{R_{posit.} - R_{negat.}}{C_{exp.}},$$

where: $Ef_{exp.}$ – effectiveness of the experiment; $P_{exp.}$ – the purpose of the experiment; N_{social} – social need, the solution of which is aimed at the experiment; $R_{exp.}$ – the result of the experiment; $T_{opt.}$ – time which is optimal for conduc-

ting the experiment; $T_{act.}$ – actual time for conducting the experiment; $R_{posit.}$ – the overall positive result; $R_{negat.}$ – the overall negative result; $C_{exp.}$ – total costs of the experiment.

The efficiency of an experiment in public administration is the product of four coefficients, each of which is a ratio:

- the purpose of the experiment to the social need, the solution of which the experiment is aimed at;
- the effectiveness of the experiment to the purpose of the experiment;
- the optimal time for the experiment to the actual time spent on the experiment;
- the difference between positive and negative results to the total costs of the experiment.

Thus, an experiment that was completed with the violation of its terms or an experiment in which a larger amount of resources (financial and material) was spent than it was planned is recognized as effective, but inefficient. An unfinished experiment, the results of which do not allow to determine the expediency of full-scale implementation of applied new technologies, processes, models and (or) requirements, is recognized as ineffective and inefficient.

The purpose of evaluating the effectiveness and efficiency of experiments is to reveal the decision-making necessary to move to the next stage of the management cycle of the experiment. In this regard, it is possible to single out:

- a preliminary evaluation of the effectiveness and efficiency of the experiment, which is necessary for making a decision on the feasibility of its implementation;
- the current evaluation of the effectiveness and efficiency of the experiment, which is necessary for making a decision on the expediency of early termination or continuation of the experiment;
- further evaluation of the effectiveness and efficiency of the experiment, which is necessary for making a decision on the feasibility of full-scale implementation of the applied new technologies, processes, models and (or) requirements.

Conclusions and prospects for further research

Thus, an important feature of the developed methodological approach is the integration of performance and efficiency evaluation into the management cycle of the experiment, which allows to make decisions about the expediency of conducting the experiment, continuing its implementation or early termination and replication of the applied technology (practice) according to the results of the experiment implementation based on the results of the previous, current and further evaluation of effectiveness and efficiency.

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ЕКСПЕРИМЕНТИ У ПУБЛІЧНІЙ СФЕРІ: ДО ПРОБЛЕМИ ВИЗНАЧЕННЯ РЕЗУЛЬТАТИВНОСТІ, УСПІШНОСТІ ТА ЕФЕКТИВНОСТІ

Вступ. За роки незалежності в Україні було запроваджено 10 державних експериментів за законом, 207 державних експериментів – за рішеннями Кабінету Міністрів України, а також кілька десятків – деякими центральними органами виконавчої влади. Досвід останніх років особливо демонструє підвищення інтенсивності застосування державних експериментів. Інтерес до державних експериментів пов'язаний з тим, що традиційна система управління має таку властивість, як інертність. З іншого боку, під час змін потрібно шукати динамічні управлінські інструменти. Серед таких цінних інструментів, які можуть запропонувати адекватну відповідь на ці обставини – державні експерименти. Зважаючи на розвиток експериментальних інструментів публічного управління, вкрай актуальним є оцінювання їхньої ефективності та результативності.

Матеріали та методи. У дослідженні застосовано набуті власний досвід і знання, а також методи документального, системного, ситуативного аналізу, моделювання з використанням теоретичних підходів, запропонованих українськими та зарубіжними вченими.

Аналіз літературних джерел. В Україні не так багато наукових праць, які досліджують сутність та ознаки експериментів у публічній сфері. Зокрема, Олена Путренко намагалася дослідити нормативно-правове регулювання державних експе-

риментів та роль державних експериментів у здійсненні публічного управління. З позицій правової науки аналізує експерименти у публічній сфері Наталія Червінська. Методологічні засади державно-правових експериментів щодо регіонального та міського розвитку вивчав Олег Бойко-Бойчук. Особливості державно-правових експериментів в галузі інформатизації обґрунтовано у монографічному дослідженні Ярослава Дорогія, Ірини Бердиченко та Олега Кульчія. Як родову категорію щодо експериментів у публічній сфері розглядав соціальні експерименти Сергій Фареник. Однак загалом експерименти у публічній сфері перебувають на периферії дослідницького інтересу вітчизняних учених. З іншого боку, в Україні склалося кілька шкіл дослідження ефективності функціонування системи врядування, зокрема харківська, львівська, одеська, київська. В арсеналі вітчизняної науки визначення поняття та складових ефективності у публічному секторі, критерії ефективності та механізми забезпечення державного управління, ресурсне забезпечення ефективності діяльності органів публічної влади тощо. Однак у вітчизняній літературі питання результативності, дієвості та ефективності експериментальної діяльності у сфері публічно-управлінських відносин як базові характеристики якісного врядування поки що не отримали свого системного вирішення.

Результати. У дослідженні розглянуто методологічні проблеми щодо визначення ефективності експериментів у публічній сфері. Проаналізовано державні експерименти, що запроваджувалися у 2019-2022 рр. в Україні. Запропоновано визначення поняття експерименту в публічному управлінні, виділено основні ознаки експериментів (організованість, наявність заданої мети та очікуваного результату, новизна, оцінювання результатів експерименту, обмеженість масштабу, обмеженість термінів, наявність ризиків, пов'язаних із проведенням експерименту), а також проведено класифікацію експериментів (виділено зовнішні та внутрішні, закриті та відкриті експерименти тощо).

Обговорення. Поставлено питання щодо вироблення методичного підходу до результатів експериментів на основі інтеграції оцінки результативності та ефективності до управлінського циклу експерименту, що дає змогу приймати рішення про доцільність проведення експерименту, продовження його реалізації, дострокового припинення та тиражування апробованої технології (практики) на основі підсумків проведеної попередньої, поточної та наступної оцінки результативності та ефективності.

Висновки. Метою оцінювання ефективності та результативності експериментів є обґрунтування прийняття рішень, необхідних для переходу до чергового етапу управлінського циклу експерименту. З огляду на це можна виокремити:

- попередню оцінку результативності та ефективності експерименту, яка є необхідною для прийняття рішення про доцільність його проведення;
- поточну оцінку результативності та ефективності експерименту, яка є необхідною для прийняття рішення про доцільність дострокового припинення або продовження реалізації експерименту;
- подальшу оцінку результативності та ефективності експерименту, яка є необхідною для прийняття рішення про доцільність повномасштабного впровадження апробованих нових технологій, процесів, моделей та (або) вимог.

Під ефективністю експерименту в публічному управлінні розуміють добуток чотирьох співмножників, кожний із яких є відношенням:

- мети експерименту до суспільної потреби, на вирішення якої спрямований експеримент;
- результативність експерименту до мети експерименту;
- часу оптимального на проведення експерименту до часу фактичного, витраченого на експеримент;
- різниці позитивного й негативного результату до загальних витрат на проведення експерименту.

Отже, важливою особливістю розробленого методичного підходу є інтеграція оцінки результативності та ефективності до управлінського циклу експерименту, що дає змогу приймати рішення про доцільність проведення експерименту, продовження його реалізації або дострокового припинення та тиражування апробованої технології (практики) за підсумками реалізації експерименту на основі результатів проведеної попередньої, поточної та подальшої оцінки результативності та ефективності.

Ключові слова: публічне управління та адміністрування; експеримент публічний; ефективність; результативність; успішність; експериментальний режим.