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## **PUBLIC MANAGEMENT OF RECOVERY AND REGIONAL DEVELOPMENT: A PARADIGM FOR COLLABORATION BETWEEN PUBLIC AUTHORITIES AND CIVIL SOCIETY INSTITUTIONS**

### **ПУБЛІЧНЕ УПРАВЛІННЯ ВІДНОВЛЕННЯМ ТА РЕГІОНАЛЬНИМ РОЗВИТКОМ: ПАРАДИГМА ВЗАЄМОДІЇ ПУБЛІЧНОЇ ВЛАДИ ТА ІНСТИТУТІВ ГРОМАДЯНСЬКОГО СУСПІЛЬСТВА**

The purpose of the article is to conceptualize the meaning of the category “public recovery management” and to justify a structural-functional model of multilevel governance based on the synergy between government bodies, civil society institutions, and the business sector in the context of modern security challenges.

The research methodology is based on the application of a systems approach, structural-functional analysis and network modeling methods. Comparative analysis was used to identify barriers to participation and case studies to illustrate successful spatial planning practices in Kyiv, Mykolaiv and Chernihiv regions.

The need for a transition from hierarchical management to a “state together with citizens” model is proven, where the public sector acts as an active subject with its own expertise. A functional matrix of interaction levels (planning, monitoring, implementation) has been developed, and a model of multilevel governance has been created. Particular attention is paid to the digitalization of processes through the DREAM ecosystem as a tool for ensuring transparency and accountability. Key barriers are identified - low institutional capacity of communities, formalism and a crisis of trust.

The success of territorial recovery depends on the depth of implementation of the principles of collaborative governance in everyday practice. Building a sustainable public administration system requires strengthening the educational component for civil servants, scaling up digital platforms, and enacting legislation to establish mandatory public consultation procedures. The proposed approaches make it possible to transform social energy into concrete results of sustainable regional development.

**Keywords:** public administration, public power, regional administration, regional development, sustainable development, civil society, social capital, social responsibility, communications, public diplomacy, recovery, institutionalization of cooperation, paradigm of interaction, participation, public-private partnership.

*Мета статті полягає у концептуалізації змісту категорії «публічне управління відновлення» та обґрунтування структурно-функціональної моделі багаторівневого врядування, що базується на синергії органів влади, інститутів громадянського суспільства та бізнесу в умовах сучасних безпекових викликів.*

*Методологія дослідження ґрунтується на застосуванні системного підходу, методах структурно-функціонального аналізу та мережевого моделювання. Використано порівняльний аналіз для виявлення бар'єрів партисипації та кейс-стаді для ілюстрації успішних практик територіального планування у Київській, Миколаївській та Чернігівській областях.*

*Доведено потребу переходу від ієрархічного управління до моделі «держава разом із громадянами», де громадський сектор виступає активним суб'єктом із власною експертизою. Сформовано функціональну матрицю рівнів взаємодії (планування, моніторинг, реалізація) та розроблено модель багаторівневого врядування. Особливу увагу приділено цифровізації процесів через екосистему DREAM як інструменту забезпечення прозорості та підзвітності. Ідентифіковано ключові бар'єри – низька інституційна спроможність громад, формалізм та криза довіри.*

*Успішність відновлення територій залежить від глибини імплементації засад спільного врядування у повсякденну практику. Побудова стійкої системи публічного управління потребує посилення освітнього компонента для службовців, масштабування цифрових платформ та законодавчого закріплення регламентів обов'язкових консультацій із громадськістю. Запропоновані підходи дозволяють трансформувати соціальну енергію у конкретні результати сталого*

регіонального розвитку.

**Ключові слова:** публічне управління, публічна влада, регіональне управління, регіональний розвиток, сталий розвиток, громадянське суспільство, соціальний капітал, соціальна відповідальність, комунікації, публічна дипломатія, відновлення, інституціоналізація співпраці, парадигма взаємодії, партисипація, державно-громадське партнерство.

Problem statement. Current stage of statehood development in Ukraine is characterized by a transformation of approaches to the formulation and implementation of recovery policies, driven by the need to overcome the consequences of large-scale military challenges and ensure sustainable regional progress. Given this, the relevance of the study stems from the objective need to transition from centralized administrative influence to a flexible paradigm of interaction between public authorities and civil society institutions. Finding the optimal balance of interests within the “state–community–business” triangle is becoming a fundamental condition for developing effective reconstruction strategies based on the principles of inclusivity, subsidiarity, and transparency.

Problem statement consists in identifying the contradictions between the existing institutional tools of public administration and society’s new demands for participation in management processes. Traditional mechanisms often do not ensure the proper level of public sector involvement, which undermines the potential of social capital in the processes of territorial planning and oversight of resource use. The issue of regional recovery requires not only financial investment but also reconceptualizing relationships, in which civil society organizations act as full partners capable of providing expert support and monitoring the implementation of government programs.

Academic discussion on modernizing public administration in the post-war period emphasizes the importance of decentralization as the foundation for regional sustainability. At the same time, there is a need to clarify the legal and organizational forms for such cooperation, which will help avoid formalism in the work of consultative and advisory bodies. The lack of clearly defined protocols for collaboration and the insufficient level of digital integration of

civic initiatives into the decision-making process limit the effectiveness of local governance.

Of particular importance is the development of the institutional capacity of territorial communities (hereinafter referred to as TCs), which should become the primary platforms for implementing development projects. The study is aimed at theoretical substantiation and development of practical recommendations for the implementation of the multi-level governance model. This approach will allow synchronizing the efforts of state authorities and local governments with the potential of volunteer movements, professional associations, and think tanks, ensuring a transition to a qualitatively new quality of democratic governance in the face of global turbulence.

Analysis of recent research and publications. Theoretical foundation of the study is based on the works of V. Bakumenko and O. Obolensky, which explore the essence of public administration as a systemic process of decision-making and partnership development in destructive conditions [1; 2; 10]. The issues of modernizing governance and introducing European values in the post-war period are thoroughly covered in the studies by N. Honcharuk, M. Yizhy, A. Cherednychenko and others [4; 7].

Particular attention in modern scientific thought is paid to the regional aspect and decentralization. B. Danylyshyn and S. Kozyr substantiate the role of territorial communities as key actors of spatial development [5; 8], while N. Vasylenko and A. Yanchuk focus on economic strategies for ensuring national interests [3; 14]. The issues of institutional resilience and 'state-building' in conditions of resource scarcity are considered through the prism of F. Fukuyama's concepts [15]. Digital transformation tools and project management in the context of civil society interaction also play a crucial role in modernizing these processes [11].

Practical component of the interaction between public authorities and society is reflected in the program documents of the Kyiv and Chernihiv regions [12; 13], as well as in the reports of the 'U-LEAD with Europe' Program and relevant government resolutions [6; 9].

Despite the significant amount of work already done, the mechanisms for direct participation of civil society institutions in the implementation of

recovery strategies require further detailing.

Research objectives. The purpose of the article is to provide a theoretical foundation and develop practical recommendations for the formation of a holistic paradigm for cooperation between public authorities and civil society institutions in the processes of recovery and ensuring sustainable regional development.

Achieving this objective involves solving the following research tasks:

- conceptualization of the category 'public management of recovery' in the context of contemporary security and economic challenges;
- identifying barriers that prevent the effective participation of citizens and organizations in territorial planning and strategic development processes;
- justification of mechanisms for involving the potential of civil society institutions in the implementation of reconstruction projects based on government-public partnership;
- development of a structural and functional model of multi-level governance that will ensure the transparency, inclusiveness and accountability of regional governance processes;

identifying priority areas for digitalization of interactions between public authorities and the public as a tool for minimizing corruption risks in the field of recovery.

Presentation of the main material. Conceptualizing the content of public management in the context of recovery within contemporary academic thought requires a rethinking of traditional static models in favor of dynamic systems capable of adapting to a changing security environment and economic instability. In this context, the recovery process is viewed not as a mechanical return to the pre-war status quo, but as a comprehensive transformation of social institutions based on the principles of inclusivity and innovation.

Fundamental basis for such an understanding is the terminological definition of this category in the works of leading scientists. In particular, the researchers focus on various aspects of this process:

- in scientific works [1; 2] public management/administration is considered as a process of making, adopting and implementing management decisions; a systemic impact on social processes, which in the context of

recovery is transformed into the ability of government entities to ensure stability and development through the consolidation of resources;

- in works [3; 7; 10] recovery processes are interpreted through the lens of a service state, where public management serves as a tool for meeting the needs of a community that has suffered a destructive impact;

- in foreign scientific schools (in particular, in the work of F. Fukuyama on the development of institutions [15]), such processes are defined as “state-building”, which involves recovery the ability of institutions to perform their functions in conditions of resource scarcity;

- modern Ukrainian researchers [4; 7; 8; 14], analyzing the specific nature of wartime, define “public management of recovery” as a purposeful activity of government bodies and civil society institutions aimed at revitalizing territories, modernizing infrastructure, and reintegration of human capital.

This multifaceted nature of the definition of “public management of recovery” creates the basis for moving from theoretical definitions to the practical implementation of a new management paradigm. After all, the change in vector from the concept of “state for citizens” to the strategy of “state together with citizens” marks not just a change in terminology, but a radical transformation from paternalistic governance to service-oriented governance. At the heart of this paradigm is the rejection of a rigid vertical hierarchy towards networked collaboration, where public authorities and civil society institutions form horizontal connections to achieve common goals.

Transformation of subject-object relations in this network model directly affects the functional role of the civil sector. Civil society is no longer a passive recipient of services, but is becoming an active partner with unique expertise and social capital. Such synergy becomes especially noticeable during the implementation of specific initiatives at local level.

Effectiveness of the proposed theoretical constructs is confirmed by modern practical cases that illustrate the viability of the network governance model.

1. Example of involving expertise. The activities of the «Rise Ukraine» coalition, which unites 50 organizations to promote the principles of integrity, reconstruction, and modernization. The public sector here not only controls the

use of funds, but also offers technical solutions for monitoring systems (in particular, the DREAM ecosystem (Digital Restoration Ecosystem for Accountable Management, <https://dream.gov.ua/ua>) - a public investment management system).

2. Example of resource provision. Creation of municipal hubs in communities (the experience of the cities of Bucha (example – <https://bucharada.gov.ua/public-organizations>) and Irpin (example – <https://www.irpinvolonter.com/>), where volunteer organizations and international funds, together with local authorities, coordinate infrastructure projects, attracting alternative sources of funding.

3. Example of social capital. Implementation of participatory budgeting tools for the reconstruction of social infrastructure facilities, which ensures high legitimacy of management decisions through the direct participation of residents in determining priorities [7].

Based on the above, it can be argued that public management of recovery in modern coordinates is a complex integrative process. Success in implementing this idea depends on how deeply the principles of co-governance are embedded in everyday practice of cooperation. Paradigm of network cooperation allows transforming social energy into concrete results of territorial development, creating conditions for the formation of a sustainable governance system capable of effectively confronting the challenges of the future. Realizing such potential requires a detailed consideration of key areas where the synergy between government and society takes on practical meaning.

Effectiveness of recovery processes directly correlates with the quality of engagement of civil society institutions at each stage of the management cycle. Structuring such interaction by functional levels allows to ensure not only the technical reconstruction of facilities, but also the recovery of the social fabric of communities.

Primary level in this context is strategic planning, which serves as the foundation for establishing the principles of future development of territories. Using participation tools at this stage helps to avoid projects being disconnected from the real needs of residents. Practical example is the

development of comprehensive recovery programs in the TCs of Kyiv [12] and Chernihiv regions [13]. Involving residents through surveys and strategic sessions allowed for a change in priorities – instead of simply restoring old buildings, communities chose to create multifunctional educational and medical spaces.

Further transformation of strategic ideas into concrete actions requires effective safeguards, which actualizes the role of the monitoring and control level. This vector of interaction ensures transparency in resource allocation, which is a determining factor in maintaining trust from international donors and the public. Public oversight minimizes corruption risks and promotes adherence to high standards of work quality. In practice, this is implemented through the use of the DREAM digital ecosystem. Civil society organizations (hereinafter referred to as CSOs), such as Transparency International Ukraine (<https://ti-ukraine.org/>), conduct independent analysis of procurement and construction stages, which is reflected in the system, ensuring the transparency of every resource spent.

At the same time, the presence of control mechanisms should be complemented by direct public participation in the implementation phase, which brings to the forefront the level of practical implementation of projects. At this stage, the potential of social entrepreneurship and volunteer movements is revealed. Civil society sector often demonstrates greater adaptability in solving local issues compared to bureaucratized structures. Practical example is the activities of the construction volunteer movement "Brave to Rebuild" (<https://brave.org.ua/>), which involves activists to clean rubble and making minor home repairs. Such initiatives significantly reduce the burden on local budgets and speed up people's return to their homes.

To systematize the above approaches and assess their impact on managerial effectiveness, it would be advisable to consider a functional matrix that integrates forms of cooperation and their expected results (Table 1).

Table 1

Functional matrix of levels of cooperation between public authorities  
and civil society in recovery processes

Level of cooperation	Main forms and tools	Expected management result	Social and economic impact
Planning	Public hearings, workshops, participatory budgeting	Community validation of project solutions	Growing local identity and trust
Monitoring	Civil society anti-corruption expertise, DREAM monitoring	Transparency and accountability of costs	Optimization of budget spending, attraction of investments
Implementation	Social order, grant activity of NGOs, tolokas	Speed of work completion	Creating new jobs, saving resources

*Source: compiled by the authors based on [3; 5; 12]*

Analysis of the data presented in the table allows to reveal the multidimensional nature of the results of such interaction. Management component (planning and control) ensures the stability and legitimacy of the system, while the socio-economic vector (implementation and investment attraction) creates the basis for long-term territorial development. A clear separation of tools at each level allows public authorities to transform their role from a "manager" to a "facilitator" of social change.

Summing up the consideration of the functional aspects of cooperation, it should be noted that the differentiation of interaction at the levels of planning, monitoring and implementation allows building a balanced model of public management. This relationship architecture minimizes the probability of strategic errors and maximizes the efficiency of using internal and external resources for territorial recovery.

It is worth emphasizing that building a balanced model of public management that minimizes strategic miscalculations requires a transition to the practical implementation of specific tools at the local level. Within this approach, mechanisms for public management of regional development take on particular importance, since it is at the local level that the direct conversion of state strategies into viable reconstruction projects takes place [8; 11].

Modern paradigm of regional development is based on the principles of decentralization, which involves the transfer of powers and resources to the TCs. This transformation creates the necessary conditions for the implementation of the principle of subsidiarity, according to which management decisions should be made at the lowest hierarchical level, where they can be implemented most effectively [5]. In recovery conditions, subsidiarity allows to take into account the unique specificities of each territory, avoiding unified approaches that often do not meet local needs [12]. A vivid example is the experience of community recovery in the Mykolaiv region (<https://oblzdrav.mk.gov.ua/>), where the development of reconstruction plans began with extensive consultations with village residents. This approach made it possible to shift the focus away from the restoration of large administrative buildings to modular health care facilities and self-contained water supply systems that met the most urgent needs of the people.

Effective implementation of the subsidiarity principle requires the creation of an appropriate institutional infrastructure, where Regional Development Agencies (hereinafter referred to as RDAs) play a special role. These institutions should become key platforms for tripartite dialogue between the government, business, and CSOs. RDAs act as centers of competence that provide professional preparation of grant applications, support for investment projects, and facilitation of negotiations between stakeholders [6]. Practical example is the activities of the Khmelnytskyi RDA (<https://ard-khm.org/>), which actively involves representatives of business associations and environmental organizations in the creation of processing industry clusters. Co-design allows to combine economic benefits for entrepreneurs with the social expectations of the community regarding environmental safety and the creation of new jobs.

Logical addition to the RDA's institutional activities is the widespread implementation of direct democracy tools that ensure constant feedback between the region's leadership and society [11]. The use of electronic petitions, e-democracy platforms, and the creation of public oversight councils allows for the legitimization of complex management decisions and increases the level of responsibility of local authorities. Advisory and consultative bodies under executive and local government bodies become a filter that prevents

voluntary decisions in the area of resource allocation for recovery [4; 7]. Practical example is the functioning of advisory bodies (Transparency and Accountability Council, Scientific Council, Technical Council) at the State Agency for Infrastructure Restoration and Development of Ukraine of the Ministry of Community and Territorial Development of Ukraine (<https://restoration.gov.ua/about/>). The participation of independent experts in verifying the priority of trends for the reconstruction of bridges and roads in frontline areas ensures the transparency of processes, which significantly increases trust from both citizens and international financial institutions.

Systematization of these mechanisms allows to conclude that regional development in the post-war period is impossible without deep integration of decentralization tools and involvement of the civil society sector [9]. Combining the subsidiarity principle with active RDA activities and direct democracy mechanisms creates a sustainable governance ecosystem. Such a model ensures not only the physical regeneration of territories, but also the formation of a democratic political culture, where the public acts as a conscious and responsible partner of the state [15].

It should be noted that the creation of a sustainable governance ecosystem, where the public acts as a conscious partner of the state, requires not only the implementation of new mechanisms, but also a deep analysis of the factors that hinder this process. Objective identification of barriers that hinder effective participation allows for the formation of a realistic agenda for further reforms in the field of regional strategy.

It should be noted that the process of involving citizens in territorial planning faces a number of systemic obstacles of an institutional, psychological, and resource nature. One of the most important factors is the low level of institutional capacity of small communities. Lack of qualified managers capable of organizing complex facilitation processes leads to the fact that the tools of democracy remain unused or are applied incorrectly. For example, many newly created rural communities lack strategic development units or specialists. As a result, the development of recovery plans is often outsourced to external contractors who do not take into account the local context, leading to the alienation of residents from the decision-making

process.

Presence of formalized approaches to public engagement deepens the gap between government and society, turning real dialogue into imitation [9]. The phenomenon of "participation for the sake of a checkmark" negates the essence of participation, since citizens' opinions are collected without further reflection in final management documents. This practice creates apathy and reluctance among activists to waste time on unproductive activities. Practical example is holding public hearings at inconvenient times or without proper prior publication of draft documents. Such manipulations allow authorities to report on compliance with the requirements of the law on public engagement, while actually ignoring the interests of residents when developing territories or distributing budget funds.

Deep crisis of trust caused by long-standing bureaucratization and corruption risks creates an additional psychological barrier to cooperation [7]. Previous negative experience of interacting with government bodies forces representatives of the civil society sector to be suspicious of any government initiatives, seeing them as the hidden interests of certain influence groups.

At the same time, resource shortages – lack of personnel and stable funding for CSOs in the regions – limit the possibility of professional expert support for recovery projects [3; 14].

Systematization of the identified obstacles and assessment of their impact on management effectiveness allowed to develop an appropriate classification, which is presented in Table 2.

Table 2  
Hierarchy of barriers to effective participation in regional development processes

Barrier category	Content and expression of problem	Implications for public management	Level of impact
Institutional and organizational	Low capacity of small communities, bureaucracy	Chaotic planning, low quality of projects	High
Methodological	Formalism, lack of dialogue standards	Loss of legitimacy of decisions, imitation of democracy	Medium
Socio-	Crisis of confidence, public	High level of social tension,	High

psychological	passivity	resistance to reforms	
Resource- human resources	Lack of funding for CSOs, shortage of specialists	Lack of professional expertise from the public	Medium

*Source: compiled by the authors based on [5; 9; 10]*

Data in the table indicate the predominance of factors related to trust and institutional capacity. The most dangerous is the combination of low-skilled personnel and a crisis of trust, which blocks any attempts to implement the ideas of shared governance. High level of impact of institutional barriers emphasizes the need for priority training of managers in inclusive governance methods.

Therefore, it should be stated that overcoming the identified barriers requires systemic changes in political culture and methodology of public management. Only by abandoning formalism, investing in the human resources potential of communities, and restoring trust through transparency of actions can challenges be transformed into opportunities for sustainable regional development [4]. Effectively resolving these problems will be the key to transitioning to a qualitatively new stage of interaction between the authorities and civil society [14; 15].

It is worth noting that effectively overcoming barriers to sustainable development requires a transition from fragmented management decisions to a holistic architectural design of cooperation. In this regard, the development and implementation of a structural and functional model of multi-level governance (Fig. 1) is a strategic response to society's request for the creation of a transparent and accountable environment in the field of regional governance.

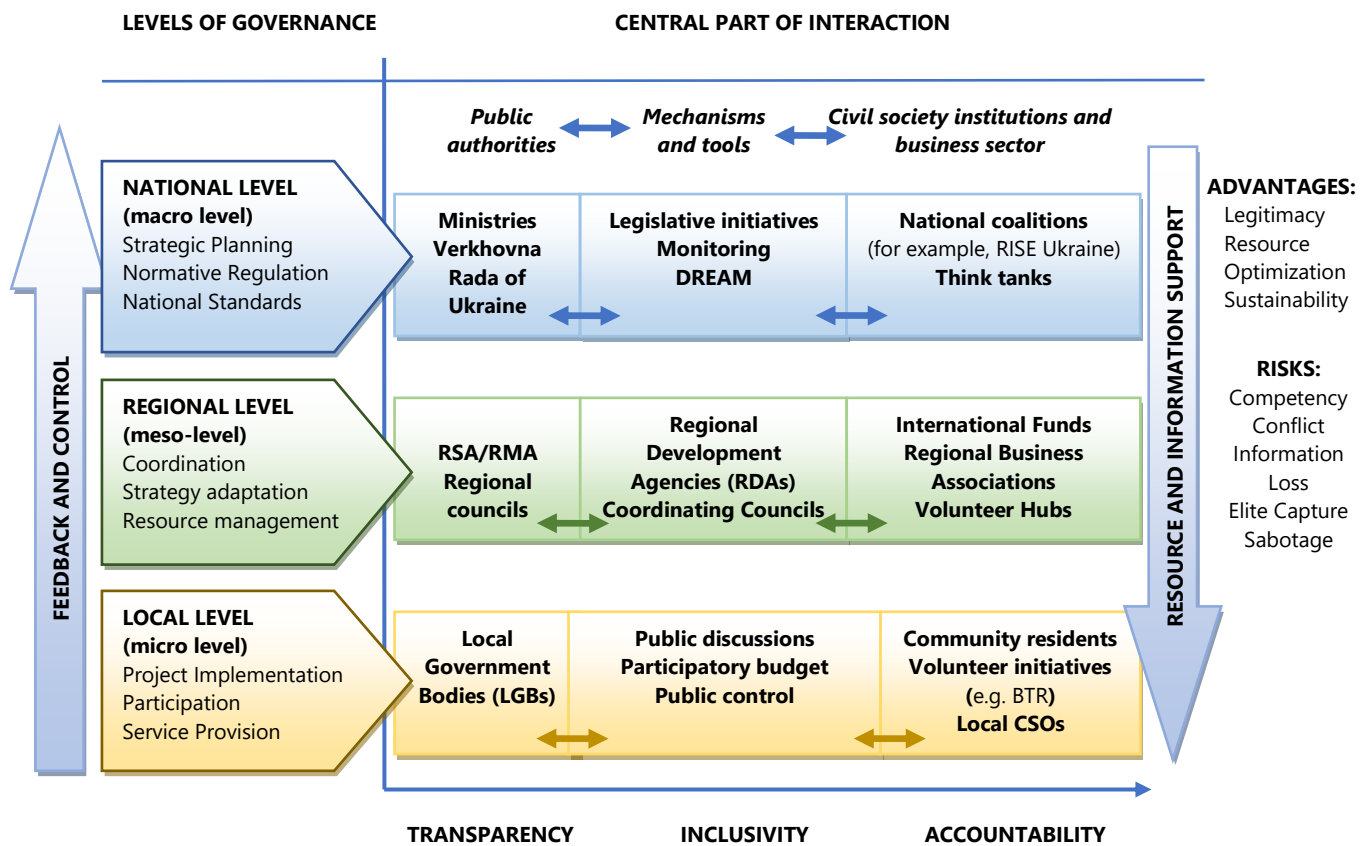


Fig. 1. Structural and functional model of multi-level governance for recovery and regional development

Source: compiled by the authors

Proposed model is based on the integration of vertical and horizontal connections, which allows for the synchronization of the interests of state institutions, local government bodies, and civil society institutions. The basis of such a structure is the principle of non-hierarchical coordination, where each level of management has clearly defined functions, but remains interdependent in the process of achieving common recovery goals [11].

As can be seen from the figure, the structure of the model encompasses three strategic levels, united by a common information and legal space:

1) national level (macro level) performs the function of strategic orientation and normative regulation. It forms common standards of transparency and accountability mechanisms, and provides a legislative basis for involving the public sector;

2) regional level (meso-level) acts as a key coordination link. At this

stage, RDAs and coordination councils operate, adapting national strategies to the specifics of the territories, ensuring the integration of business resources and the expert potential of CSOs;

3) local level (micro level) – the level of direct implementation and participation. It is here, through the tools of direct democracy and social commissioning, that public requests are transformed into specific infrastructure facilities and social services.

Connections within the model are provided through feedback information loops. Public control at the local level through digital platforms transmits data to higher levels, which allows for prompt adjustment of state policy in the field of recovery.

Application of such a model in public management practice is accompanied by a number of positive effects, but at the same time requires taking into account potential threats. Among the main advantages of the model are the following:

- increasing the legitimacy of decisions – involving a wide range of stakeholders ensures public support for even difficult reforms;
- resource optimization – eliminating duplication of functions between different levels of government and attracting extrabudgetary funds through partnerships;
- system resilience – the network nature of the model allows the system to function even if one of its nodes is temporarily destabilized [8];
- inclusivity – creating equal opportunities for participation in governance for representatives of different social groups (veterans, IDPs, professional communities, etc.).

Main risks of the model's operation are:

- conflict of competences – risk of blurring of responsibilities between central government and local self-government in the absence of clear regulations;
- communication gaps – possible loss of information quality during its transfer from the local to the national level;
- risk of elitist capture – the threat of dominance of certain financial and industrial groups in advisory and consultative bodies in the guise of public

representatives [7];

- bureaucratic resistance – attempts by traditional administrative structures to sabotage the transition from transparent procedures by maintaining closed channels for the distribution of funds.

Logical conclusion of developing a structural-functional model is the understanding that multi-level governance is not a static scheme, but rather a living mechanism of social interaction. Implementation of this architecture allows transforming regional governance into an open system, where transparency and accountability become natural features of the functioning of government, rather than the result of external pressure. Successful adaptation of the model to Ukrainian realities will create a solid foundation for the long-term prosperity and institutional sustainability of each community.

As noted above, the implementation of this model creates the necessary institutional framework, but its viability directly depends on the availability of practical tools and competencies of the interaction subjects. Transition from theoretical modeling to practical level requires the implementation of a set of measures aimed at technological, personnel and regulatory support of the proposed paradigm.

Fundamental element of ensuring transparency within the developed model is the scaling of digital platforms for recovery management. Digitalization should encompass not only financial reporting, but also become an environment for direct communication between the government and the community. Further development of the DREAM ecosystem and its integration with local geographic information systems allows for the creation of "digital twins" of the communities [11; 12]. Thanks to this toolkit, every resident will be able to track the stages of project implementation in real time – from submitting an idea to completing construction, which minimizes opportunities for manipulation and hidden lobbying.

Technological modernization must be accompanied by a strengthening of the educational component, since the effectiveness of tools directly depends on the expertise of people who use them. Training civil servants and local government officials in facilitation, conflict moderation, and public dialogue skills is a prerequisite for overcoming bureaucratic resistance. Forming a culture

of partnership instead of a command-and-administrative style will allow public discussions to be transformed from a formal procedure into a real mechanism for finding compromises [2]. Creation of specialized training programs based on the RDA will help prepare a new generation of managers capable of working in networked interaction environment.

Final stage of institutionalizing new approaches should be a clear legislative consolidation of interaction procedures. The need to develop and implement regulations for mandatory public consultation in the preparation of recovery strategies is urgent. Regulatory definition of the terms, methods, and obligation to take public opinion into account will eliminate legal uncertainty, which currently often becomes the basis for formalism [13]. Legislative changes should provide not only for the right of citizens to be heard, but also for the obligation of authorities to provide reasoned responses to every constructive proposal, which will ensure true accountability of the management process.

Systematic implementation of the proposed measures will allow transforming declarative principles of cooperation into effective management practice. Combination of high technologies, new professional competencies, and strict legislative standards will create a reliable mechanism for inclusive regional recovery. Such a comprehensive approach ensures that reconstruction will take place not only in the interests of state, but also with the direct participation and control of civil society.

Conclusions. Conducted research allows to formulate a number of general conclusions that have both theoretical and applied value for the modernization of the public management system.

First, conceptualizing the content of public recovery management in the contemporary coordinates of security challenges confirms the irreversibility of the transition from hierarchical to network models of governance. It has been determined that the recovery of territories is not only a process of physical reconstruction of infrastructure, but a comprehensive institutional transformation, the success of which depends on the depth of integration of the potential of civil society into the management cycle.

Second, an analysis of key areas of interaction at the levels of strategic planning, monitoring, and direct projects implementation proved that a

synergistic effect is achieved through the transformation of the role of state from a "manager" to a "facilitator". The use of tools such as participatory budgeting and the DREAM digital ecosystem serves as a basic safeguard against corruption risks and a means of strengthening societal trust.

Third, the developed structural and functional model of multi-level governance creates an architectural foundation for synchronizing actions at the national, regional, and local levels. It has been established that combining the principle of subsidiarity with active RDA activities allows for maximum adaptation of reconstruction strategies to the unique needs of each community, ensuring inclusiveness and accountability of processes.

Fourth, the identified barriers – from low institutional capacity of small communities to formalism in public engagement – point to the need for systematic investment in human capital. These obstacles can only be overcome by implementing specialized educational programs for managers and transitioning to a real, rather than a declarative, partnership.

Fifth, the proposed priorities for improvement, which include further digitalization, the development of public dialogue skills, and the legislative regulation of mandatory consultations, form a roadmap for the practical implementation of the new management paradigm. Regulatory consolidation of the obligation to take public opinion into account is the foundation for transforming Ukraine into a state with a high level of resilience and democratic capacity.

In summary, it can be argued that the formation of an effective paradigm of interaction between public authorities and civil society institutions is not just a requirement of the time, but the only viable strategy for sustainable regional development. Implementing the research results into the practice of government agencies will allow for the creation of a transparent governance system where every resource works to restore social justice and economic prosperity.

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