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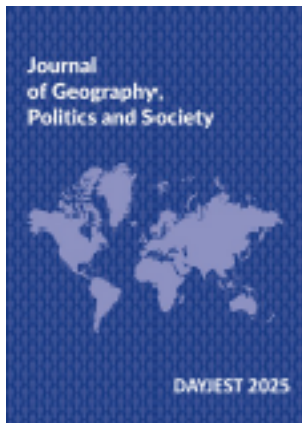
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## ARCHETYPES OF PUBLIC GOVERNANCE IN THE CONCEPT OF FINANCIAL RESILIENCE OF TERRITORIAL COMMUNITIES OF UKRAINE

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### Abstract

The article explores the role of archetypal public governance in reinforcing the financial resilience of Ukrainian territorial communities in the context of full-scale war and potential post-war recovery. The study develops an interdisciplinary model, combining archetypal analysis with financial governance indicators, allowing for in-depth interpretation of behavioral patterns of local governments behavioral patterns under conditions of a prolonged crisis. Using a qualitative case study approach involving selected communities, the research identifies the prevailing governance archetypes and analyzes their connection to strategic public management decisions. The findings suggest that hybrid archetypal configurations significantly contribute to adaptability, institutional flexibility and long-term sustainability. The created model provides a foundation for practical recommendations aimed at reinforcing the financial resilience of communities through culturally sensitive and historically rooted public governance strategies.

### Key words

public governance, financial resilience, territorial communities, archetypes, full-scale war.

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### 1. Introduction

In the context of the full-scale war in Ukraine, increasing the effectiveness of public governance and developing strategies for financial resilience in territorial communities have become particularly urgent. The war has led to significant infrastructure destruction, reduced local budget revenues and shifted funding priorities, as defense and security issues have come to the forefront. Under such conditions, territorial communities are forced to adapt their financial strategies to new realities while ensuring the provision of quality public services and support for the population.

The concept of financial resilience of a community includes its ability to effectively manage resources, maintain a balance between revenues and expenditures, adapt to changes in the economic environment and anticipate potential risks (Kunitsyn, 2025). During wartime, these aspects become critically important for ensuring stability and development at the local level. One promising approach to analyzing public governance is the archetypal approach, which allows for the examination of the value-based and cultural foundations of public institutions. Based on the works of Carl Jung and further developed in the social sciences, this approach helps identify stable behavior and management patterns that influence

the effectiveness of governance. In the context of Ukraine's post-war recovery, the archetypal approach may be used to develop effective public governance models that take into account national characteristics, historical experience and cultural traditions. This would enable the creation of institutional mechanisms capable of ensuring the financial resilience and long-term development of territorial communities.

The post-war reconstruction of Ukraine necessitates a rethinking of the foundations of public governance, particularly in view of the need to ensure the financial resilience of territorial communities. As the foundation of a decentralized governance system, territorial communities act as key actors in socio-economic recovery. In this context, the search for effective institutional governance models capable of ensuring stability, adaptability and development at the local level is becoming increasingly relevant. The archetypal approach offers an opportunity to explore the value-based and cultural foundations of public institutions. Originally proposed in the works of Carl Jung, the archetypal approach has been developed in management and social sciences through the concept of the collective unconscious and persistent behavior patterns. In the Ukrainian context, archetypology is increasingly applied to analyze political culture, national identity and power structures (Amosov, Gavkalova, 2019).

The aim of this article is to investigate archetypes of public governance in the context of shaping financial resilience strategies for Ukrainian territorial communities in the post-war period. Analyzing existing academic approaches, exploring Ukraine's practical experience and developing an original model of archetypal public governance as a framework for ensuring financial resilience will enable the proposal of effective strategies to support the stability and development of communities during the national recovery phase.

The paper is structured as follows. The second section is dedicated to overview of used data and methods. The third section, results and discussion, shows and describes the created model and applies for cases of territorial communities of Ukraine. Finally, the last section concludes the paper, also proposing further developments considering investigations of potential root causes and guidelines presented in the results and discussion section.

## 2. Materials and Methods

The research presented in this article is based on a combination of theoretical and conceptual analysis of the archetypal approach and a comparative case

study of selected typical territorial communities from different regions of Ukraine. This dual-method approach is employed to explore governance practices and archetypal patterns at the local level.

The key theoretical framework is the archetypal methodology, which originates from Carl Jung's analytical psychology and has been adapted for the social sciences to explain recurring institutional behavior patterns. In the field of public governance, archetypes are understood as universal yet locally variable models of collective action that influence the nature of decision-making, leadership styles and development priorities (Amosov, Gavkalova, 2019).

It is important to consider the findings of the local budget structure analysis conducted by the "Decentralization" project. In 2024, Ukraine demonstrated positive trends in the formation and utilization of local budgets, indicating the gradual restoration of financial capacity in territorial communities amid the ongoing full-scale war. The total volume of local budget revenues significantly exceeded the corresponding indicators of 2022 and approached the levels recorded in 2023. The highest revenue growth was observed in December 2024, when local budget revenues reached 38.8 billion UAH, which is the highest figure recorded during the analyzed period (Onyshchuk, 2024, 2025).

At the same time, it is important to highlight the decline in revenues from personal income tax compared to the previous year. On average, these revenues were 3–4 billion UAH lower, with the monthly shortfall exceeding 5 billion UAH in some instances. The main reason for this reduction was the legislative reallocation of the military personal income tax to the state budget, which had a negative impact on the revenue side of local budgets. Expenditure indicators of local budgets in 2024 also experienced notable changes. In December, expenditures reached approximately 100 billion UAH, nearly double the average monthly figure. This spike is attributed to the end-of-year practice of utilizing unspent budgetary funds. Despite these fluctuations, local budgets overall demonstrated a balanced and controlled flow of financial resources. Changes in the fiscal policy, particularly the centralization of military income tax revenues, also affected the level of transfer dependency. The decrease in tax revenues led to a reduction in the share of local budgets in the consolidated budget, underscoring the importance of preserving local revenue sources to ensure the financial autonomy of communities. Nevertheless, local governments demonstrated the capacity to maintain relative stability in the budgetary system under resource-constrained conditions. An analysis of the monthly dynamics of local budget revenues

between 2021 and 2024 reveals a gradual stabilization of the financial base of territorial communities (Kaziuk et al., 2024). In 2024, a budget surplus of 7.7 billion UAH was recorded, indicating the effectiveness of public financial management decisions at the local level. These financial outcomes suggest that territorial communities in Ukraine are capable of adapting to external challenges, maintaining a baseline level of financial resilience and creating conditions for further development under martial law. Efficient resource utilization, improved governance quality and the ability to engage in strategic planning remain key factors in ensuring financial resilience in crisis settings (Ministry of Finance of Ukraine, 2024).

The methodology of this research also includes content analysis of strategic documents of territorial communities, such as local socio-economic development programs, which enables the identification of dominant archetypal models of public governance. Carl Jung's theory of archetypes has been successfully adapted in the work of Margaret Mark and Carol Pearson (2001) *The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes*. In this book, the authors develop twelve distinct archetypes based on Jungian principles, which can be applied beyond marketing to various disciplines. For the purposes of this research, four key archetypes were selected as particularly applicable to public governance under conditions of full-scale war and during the anticipated post-war recovery.

The Hero archetype manifests in the active mobilization of a community's internal resources, self-organization, volunteerism and decision-making under conditions of uncertainty. This archetype is particularly prevalent in communities that have suffered extensive destruction and require immediate action. A representative case is the Trostianets territorial community in Sumy Oblast. Following its de-occupation in 2022, the community swiftly mobilized its internal resources, demonstrated strong civic self-organization and implemented effective decision-making by local authorities under highly uncertain conditions (Trostianetska City Council, 2023).

The Creator archetype is characterized by a focus on strategic planning, transparency in budgetary processes and the use of analytical and digital tools in governance. A notable example is the Slavuta territorial community in Khmelnytskyi Oblast, where the local government emphasizes long-term development planning, transparent budgeting and the adoption of digital governance tools. The community has implemented an electronic document management system and an open budget platform, contributing to more transparent and efficient public administration (Slavuta City Council, 2023).

The Caregiver archetype places emphasis on social support, service development and an inclusive governance approach. This model is particularly relevant for communities with large populations of internally displaced persons and vulnerable social groups. The Mukachevo territorial community exemplifies the Caregiver archetype through its development strategy and fiscal policies focused on meeting the residents' needs, improving social infrastructure and ensuring a high quality of service. The strategic plan includes investments in water supply and sewage infrastructure, solid waste management and the restoration of river and stream beds, reflecting a strong concern for residents' well-being. Moreover, the community is actively developing a supportive ecosystem for businesses relocated from regions most affected by the war and implements a dedicated program to support internally displaced persons, including the provision of housing and social services (Mukachevo City Council, 2025).

The Ruler archetype is associated with centralized control, strict coordination and a top-down governance model. This approach enables resource mobilization during crises and ensures strategic stability, which is crucial for communities located near or within active combat zones. The economic and social development program of the Poltava territorial community for 2024 emphasized centralized and systematic expenditure control along with rigorous budget planning, aligning with the Ruler archetype. These measures allowed the community to manage limited resources effectively in the context of regional insecurity due to its proximity to the frontline (Poltava City Council, 2023).

Importantly, in practice, these archetypes are rarely implemented in their pure form. Most often, hybrid archetypal structures are observed, shaped by the community's historical experience, leadership styles, political culture and level of decentralization (Amosov, Gavkalova, 2019). In some cases, archetypes may cause conflict, for example, between populist paternalism and technocratic governance, while in others they may create synergy. This approach not only helps describe the current state of financial resilience but also offers a foundation for practical recommendations. Specifically, the working hypothesis of this study suggests that communities must integrate elements of the Hero, Creator, Caregiver and Ruler archetypes in response to external shocks caused by the full-scale war in order to develop effective strategies for sustaining financial resilience. This is relevant not only under current wartime conditions but also within the broader context of post-war recovery.

In conclusion, the methodology of this study

enables a deeper understanding not only of economic indicators, but also of the underlying cultural and value-based factors. Drawing on the data and methods outlined above, this research proposes the development of an archetypal model of public governance within the framework of financial resilience of territorial communities. This model facilitates the analysis of local government behavioral patterns in crisis conditions driven by exogenous shocks, such as the ongoing full-scale war.

### 3. Results and Discussion

Within the framework of this research, based on the results obtained in the previous section, we will build a model of public governance archetypes within the concept of financial resilience of territorial communities in Ukraine (Fig. 1). Primarily, the model outlines the interrelationship between the following key components:

- external factors of influence, caused by a key shock event, namely the full-scale invasion;
- the archetypes of public governance identified in the previous section of the work, which serve as value-cultural frameworks for the actions of local self-government in territorial communities;
- elements of the financial resilience of territorial communities, which form stable interconnections with the essence of public governance archetypes (Béné et al., 2015);
- the structure of local self-government in territorial communities, including not only representatives of local authorities but also directly the population of the community (Shaw, 2012).

The structure of local self-government in the territorial communities of Ukraine is an important element of public governance, focused on meeting the needs of residents within their territorial jurisdiction. The main structural unit is the territorial community – an association of residents of one or several villages, towns or cities that have voluntarily formed a single administrative unit for the purpose of jointly addressing local issues. The representative body, the local council, which is elected through general voting, acts on behalf of the community. The local council makes decisions regarding socio-economic development, the budget, management of communal property and approves programs and regulations aimed at the development of the community. Executive power in the community is headed by the head of the community, who is directly elected by the residents. This is the political and administrative leader of the community, represents its interests in relations with other state authorities

and also chairs the executive committee of the council. The executive bodies of the local council are an important tool for the implementation of management functions. They include the executive committee, structural subdivisions (departments, administrations) for various areas of activity, such as education, finance, healthcare, social protection, etc. In larger communities, such a structure is more detailed and includes deputy heads for specific management areas, as well as specialized units to ensure the effective delivery of services to the population (Verkhovna Rada of Ukraine, 2024).

Within the presented model, we will examine each of the territorial communities presented in the previous section of the study to provide examples of the model's application to different communities. The method of model review is determined by forming a description of the current state of public governance and financial resilience of the community, based on answers to the following questions:

- How is the community affected by external factors caused by the full-scale war, as defined within the model?
- How have external factors directly impacted each of the components of local self-government in the territorial community?
- Which elements of public governance archetypes should be implemented by each component of the local self-government of the territorial community?
- Which archetypes should be applied to those elements of financial resilience that have experienced the greatest impact from external factors to form an effective strategy for the financial resilience of the territorial community?

The Trostyanets territorial community of Sumy Oblast is a vivid example of the implementation of the Hero archetype in public governance. Having endured a short but quite destructive occupation in the spring of 2022, the community suffered significant losses: elements of critical infrastructure were destroyed, logistics were disrupted, economic activity was reduced and a significant outflow of population was recorded. The geographical proximity to the frontline, as well as periodic missile and artillery shelling by Russia, continues to have a substantial impact on the security, economic and social situation in the community. Under these conditions, local self-government bodies demonstrated the ability to quickly mobilize internal resources, make management decisions in conditions of uncertainty, and actively involve residents in the recovery processes. All these are typical features of the Hero archetype. Thanks to coordinated actions by the authorities and civil



society, the Trostyanets community quickly restored infrastructure rehabilitation processes, attracted external assistance from the state and international donors and created conditions for the partial return of internally displaced persons. At the same time, the decision-making system in financial matters showed elements of the Ruler archetype, with centralized management of budget flows, the introduction of priority expenditure planning and the concentration of resources on the most vulnerable areas. Based on this, the Hero archetype played a key role in restoring the community's vital activities under high risks, while the Ruler archetype enhanced the effectiveness of crisis management by establishing order and administrative discipline. In the long term, to achieve financial sustainability, the Trostyanets territorial community has the potential to activate the Creator archetype, aiming for innovations in the digitalization of the budgeting process and the Caregiver archetype to ensure stable social service delivery to vulnerable groups affected by the war. This evolution of the archetypal profile will contribute to the formation of

a comprehensive financial resilience strategy adapted to the conditions of long-term recovery.

The Slavuta territorial community of Khmelnytskyi Oblast demonstrates a complex, multi-component archetypal structure of public governance, dominated by the Creator archetype, supplemented by traits of the Hero and Caregiver archetypes. This type of managerial behavior ensures adaptability, innovation and social sensitivity, which are critically important for maintaining financial resilience under prolonged war threats. The geographical location of the community in the rear zone of Ukraine reduces the direct impact of military operations. However, Slavuta has been subjected to missile attacks, leading to infrastructure damage and creating risks to the stable functioning of local institutions. In addition, significant demographic changes, particularly the arrival of internally displaced persons, had a notable impact on the community's social sphere and budgetary resources. In such conditions, the manifestation of the Hero archetype was evident in the rapid mobilization of local resources, crisis response to external challenges and

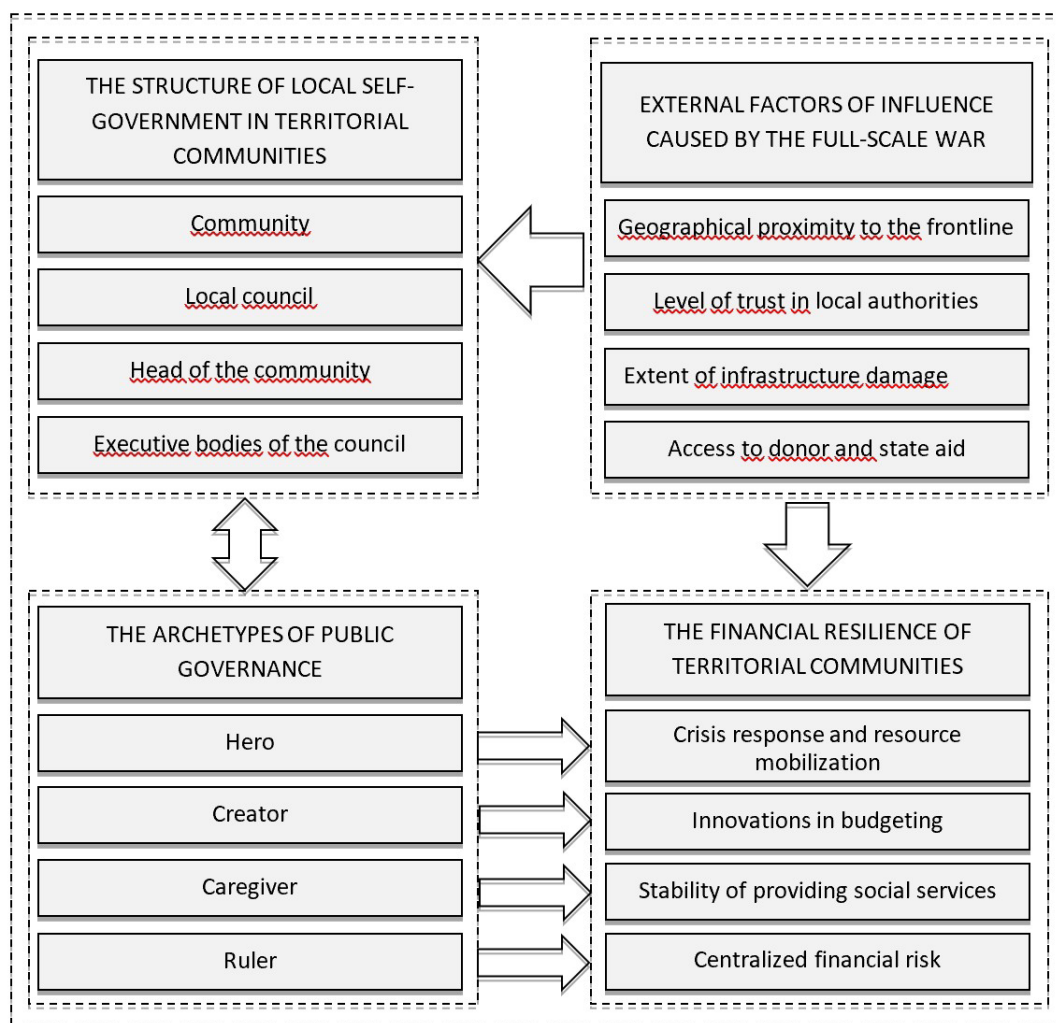


Fig. 1. Model of archetypal public governance in the concept of financial resilience of territorial communities  
Source: Own elaboration based on Mark & Pearson, 2001



active participation of the community's residents in volunteer initiatives. The Caregiver archetype, in turn, ensured the continuity of social services, particularly for vulnerable groups, including internally displaced persons. However, it was the Creator archetype that formed the basis of strategic management in the community. The local authorities actively implement digital tools in public finance, including electronic budgeting and an electronic document management system, which enhance transparency and the efficiency of decision-making. These technological solutions strengthened interaction with citizens and created conditions for long-term strengthening of financial resilience. Based on this, the Slavuta City Community exemplifies a balanced archetypal configuration in which innovation, rapid response capacity and social sensitivity interact as components of an effective governance model under crisis conditions. In the future, in the event of increased external risks, the community may further integrate elements of the Ruler archetype to ensure centralized control over budgetary risks and increase managerial rigor to maintain financial stability.

Within the archetypal model of public governance in the concept of financial resilience of territorial communities, the Mukachevo territorial community demonstrates the dominance of the Creator archetype, characterized by a focus on innovation, flexibility, openness to new solutions and the ability to strategically rethink available resources and opportunities. Located in a relatively safer region of Ukraine, Mukachevo has not experienced direct military actions, but has faced challenges related to internal migration, increased pressure on social services, the adaptation of internally displaced persons and the need to support the stable functioning of the community during the national crisis. In response to these challenges, local authorities activated innovative management mechanisms, particularly in the fields of digital budgeting, e-governance and the development of social initiatives. Elements of the Creator archetype in the community's public governance included the implementation of digital solutions for financial transparency, participation in international development programs and the ability to adapt management priorities to changes in the internal and external environment. An important factor was the strategic planning of the community's development, taking into account new demographic challenges, the needs of various social groups and the strengthening of its ecosystem in terms of the relocation of businesses from the eastern regions of the country (Oneshko, 2022).

The Creator archetype ensured the financial resilience of the Mukachevo community not through

strict expenditure cuts or centralized administration, but through openness to new financial instruments, increased citizen engagement in decision-making and strengthened partnerships with external donors. This approach contributed to strengthening the community's adaptive capacity in an unstable environment and laid the foundation for long-term economic and social stability. Based on this, the case of the Mukachevo territorial community illustrates the effectiveness of the Creator archetype in territorial community governance during a crisis. Innovation, strategic vision and the ability to transform management processes became the key factors of the community's financial resilience, which continues to shape its development trajectory despite the challenges of war. Although elements of other archetypes have not been detected during the research, it can be quite effective to include them in the existing archetype of the community to be ready for any possible future challenges.

Within the model, the Poltava City Community demonstrates characteristics of the Ruler archetype. This archetype is associated with centralized decision-making, strict control, strategic stability and a high level of administrative discipline. Located in an area bordering regions directly experiencing military actions, Poltava is forced to act under conditions of increased uncertainty and risk. In response to these challenges, local authorities implemented a management model based on strict budget planning, systematic expenditure control and centralized financial resource management. Specifically, the Economic and Social Development Program of the Poltava City Territorial Community for 2024 (Poltavska City Council, 2023) includes a set of measures to monitor the effectiveness of budget utilization, which directly aligns with the management principles of the Ruler archetype.

The centralized approach to governance allowed Poltava to effectively mobilize limited resources, respond to threats in a timely manner and maintain the stable functioning of key sectors of community life. The adherence to procedures, the presence of a well-established management hierarchy and an action plan based on strategic planning ensured a high level of adaptability to changes in the external environment. The coherence of actions by executive authorities, the presence of a control-oriented management culture and the focus on long-term stability are factors that support the financial resilience of the Poltava territorial community (Voznyak et al., 2024).

At the same time, this archetype helps build trust among external partners and donors, which is critical for attracting assistance during wartime. Based on this,

the case of the Poltava City Community demonstrates the effectiveness of applying the Ruler archetype in public governance as a factor for supporting financial resilience at the local level. However, to create a comprehensive approach to forming financial resilience strategies, elements of other archetypes need to be integrated. Centralization, control and strategic planning are effective tools for responding to crisis circumstances and ensuring the functional integrity of the community but may not always ensure long-term development prospects.

The proposed archetypal model of public governance within the concept of financial resilience of territorial communities is an innovative analytical tool that combines methodologies from management studies, psychology and economic analysis. Its novelty lies in the implementation of an archetypal approach – specifically the archetypes of the Hero, Creator, Caregiver and Ruler – for exploring the behavioral patterns of local self-government bodies in crisis conditions caused by exogenous shocks, particularly a full-scale war. The model stands out for its interdisciplinary uniqueness, as it allows interpreting governance actions not only through institutional and regulatory parameters but also through a value-based cultural lens (Nagorna, 2010). This approach provides a deeper understanding of decision-making logic in communities functioning in conditions of high uncertainty, limited resources and constant risk. Special attention is given to the communities' ability to respond to crises, mobilize internal and external resources and ensure budget stability and social resilience.

The practical benefit of the model lies in the ability to typologize communities according to dominant management archetypes, forecast the effectiveness of management decisions in crisis situations, and form recommendations for enhancing the adaptive potential of communities. In the context of significant pressure from such an extreme shock phenomenon as a full-scale war, the most effective archetypes are the Hero and the Ruler. These archetypes ensure rapid resource mobilization, centralized management of financial risks and the stabilization of basic public services. At the same time, to achieve long-term financial resilience, it is important to integrate the archetypes of the Creator and the Caregiver, which contribute to innovative management and the development of social protection systems. Based on this, the model demonstrates both analytical effectiveness and strategic appropriateness for use in decision-making processes at the level of territorial communities in the context of complex socio-political transformations. In future research, it would be

beneficial to expand the size of the model to detail its structural components, such as external factors, the formulation of new archetypes (some of which may be hybrid) and a more detailed examination of the elements of financial resilience and the impact of public governance archetypes on them.

#### 4. Conclusion

The study highlights the important role of integrating archetypal frameworks into the formulation and execution of financial resilience strategies for territorial communities in Ukraine. The proposed archetypal public governance model provides an understanding of governance dynamics, extending beyond traditional institutional analysis. It is diving into the cultural and psychological dimensions that influence decision-making, especially during periods of crisis. This innovative approach offers a deeper insight into how local governance structures adapt and react under extreme pressures, such as the ongoing full-scale war.

The research underscores that communities displaying archetypal characteristics of the Hero and the Ruler are particularly adept at responding swiftly to shocks. These archetypes are effective in immediate resource mobilization and centralized decision-making, enabling short-term stabilization of essential services and functions. Through strict control over financial flows and the effective allocation of resources, the Hero and the Ruler archetypes ensure that communities can keep the immediate shocks stable. However, the study also demonstrates that these archetypes, while crucial in the short term, are insufficient to sustain long-term resilience. The integration of the Creator and the Caregiver archetypes becomes essential in fostering the necessary innovation, inclusivity and social welfare policies that contribute to enduring financial resilience. By applying the proposed model to territorial communities, the research confirms the hypothesis that balanced archetypal constellations, adapted to extremal shocks such as war, enhance strategic capacity and institutional endurance. Moreover, the model's practical value lies in its ability to inform typologies, predict responses to shocks and guide reforms in public administration.

Future research should aim at expanding the typological framework by integrating hybrid archetypes, exploring their interplay and refining the dimensions of financial resilience indicators. This would allow policymakers and local authorities to better align governance styles with the complex realities of socio-political transformation.

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