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PUBLIC MANAGEMENT OF SUSTAINABLE TERRITORIAL DEVELOPMENT IN THE CONTEXT OF DIGITAL TRANSFORMATION AND POST-WAR RECONSTRUCTION OF UKRAINE

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Abstract. The article explores the theoretical and practical aspects of public management of sustainable territorial development in the context of contemporary challenges associated with the digital transformation of society, decentralization processes, and the post-war reconstruction of Ukraine. The study identifies the primary mechanisms for ensuring the sustainable development of territorial communities, including strategic planning, digital governance, participatory management, project management, and public-private partnerships. The necessity of transitioning to an integrated model of territorial development management, based on the synergy of economic, social, and environmental development components, is substantiated. A conceptual model for the public management of sustainable territorial development in the context of Ukraine's post-war recovery is proposed.

Keywords: digital governance, digitalization, public management, regional development, sustainable development, territorial community.

Introduction. The current stage of Ukraine's development is characterized by a complex array of socio-economic, environmental, and security challenges that significantly affect the functioning of territories. Under the conditions of martial law, ensuring the sustainable development of territorial communities—those capable of not only adapting to crisis conditions but also establishing prerequisites for long-term economic growth and improving the quality of life for the population—has become of paramount importance.

The concept of sustainable development implies achieving integration and balance between economic growth, social welfare, and environmental safety. The success of its implementation largely depends on the effectiveness of the public management system, which ensures the formulation of strategic development priorities, the coordination of stakeholder activities, and the mobilization of all available resources.

In current circumstances, there is a particular urgency in identifying new management mechanisms aimed at enhancing the resilience of territorial communities,

implementing digital technologies, and ensuring the efficient use of financial resources in the processes of restoring Ukraine's territories.

The issues of sustainable territorial development and the mechanisms for ensuring it remain at the center of attention for many Ukrainian and international scholars [1–7].

Contemporary research pays particular attention to issues of digital governance, the development of territorial communities, the implementation of participatory principles, and the provision of environmental safety for the territories of Ukraine. At the same time, the integration of digital technologies and tools for post-war reconstruction into the public management system for sustainable territorial development remains insufficiently explored.

Research Aim and Objectives.

The objective of the article is to substantiate modern approaches to the public management of sustainable territorial development and to develop a conceptual model for managing territorial development in the context of digital transformation and the post-war reconstruction of Ukraine.

Results and Discussion.

Sustainable territorial development is a complex category that reflects the ability of a territorial system to ensure economic growth, social well-being, and environmental safety without compromising the needs of future generations. In contemporary scientific literature, sustainable development is viewed as a process of harmonizing the interests of the state, business, civil society, and local communities collectively.

In the context of territorial development, sustainability entails not only achieving economic outcomes but also creating a comfortable living environment for the population, fostering human potential, and ensuring the rational use of natural resources.

The concept of sustainable development acquires particular significance under the conditions of decentralization, as a substantial portion of management powers and financial resources is transferred to the local level. Territorial communities gain the opportunity to independently determine development priorities and formulate their own resource management policies. Concurrently, this increases the responsibility of local self-government bodies for the socio-economic development outcomes of their territories.

The primary objective of the sustainable territorial development concept is to create conditions for satisfying the needs of the current generation without jeopardizing the potential of future generations.

The system of public management for sustainable territorial development should be based on the following principles:

- systemic approach;
- comprehensiveness;
- adaptability;
- transparency;

environmental responsibility;
 digitalization of management processes.

Ensuring sustainable territorial development requires the integration of efforts between public authorities, local self-government, business, non-governmental organizations, and the population.

Sustainable urban development, ensured by the balance of economic, social, and environmental components based on cutting-edge digital tools and information and communication technologies, transforms into "smart" development within the digital economy. Modern cities implementing sustainable development programs are transitioning to the concept of "smart cities," as the intellectualization of development and its management becomes an objective necessity in the context of the digitalization of the economy and society [5].

Among the key challenges currently impacting the development of Ukrainian territories, the following can be highlighted:

destruction of critical infrastructure across the country;
 demographic shifts and population migration;
 asymmetry in the socio-economic development of regions;
 limited financial resources of local budgets;
 insufficient level of digitalization in management processes;
 low level of public involvement in management decision-making;
 degradation of the environmental state in certain territories.

A comparative analysis of the mechanisms for public management of sustainable territorial development is summarized in Table 1.

Table 1 Comparative characteristics of public management mechanisms for sustainable territorial development

PUBLIC MANAGEMENT MECHANISM	TOOLS	ADANTAGES	SPECIFICS AND APPLICATION CONSTRAINTS
Strategic Planning	Community strategies, development programs, roadmaps	Systemic and integrated management	Dependence on the quality of data forecasting
Digital Governance	E-services, open data, GIS systems	Transparency and speed of decision-making	Digital inequality across different territories
Participatory Management	Public hearings, participatory budgeting, e-petitions	Increased public trust	Low activity of certain stakeholder groups
Project Management	Project cycle, monitoring, KPIs	Focus on optimal results	High requirements for personnel competence
Public-Private Partnership	Concessions, joint investment projects	Additional financial resources for investment	Complexity of legal regulation

Let us examine each of these mechanisms for the public management of sustainable territorial development in greater detail.

Strategic planning serves as the primary and foundational tool for establishing long-term priorities for territorial development. It ensures the alignment of local strategies with the State Strategy for Regional Development of Ukraine. Furthermore, strategic planning must incorporate the European development strategy, accounting for Ukraine's integration into the European Union.

Digital governance contributes to increased transparency in the activities of public authorities, reduction of administrative costs, and improved quality of service delivery to the population. Key digital tools currently include e-services, open data, digital public participation platforms, and systems for monitoring indicators of territorial development.

Modern approaches to participatory management of territories involve the active engagement of citizens in decision-making processes through public consultations, public hearings, e-petitions, and digital collaboration platforms.

The high-quality and effective implementation of territorial recovery programs requires adopting a project-based approach to development management. This allows for the control of resource utilization and the evaluation of the effectiveness of implemented measures.

Public-Private Partnership (PPP), which involves collaboration between the state, the community, and the business sector, creates additional opportunities for attracting investment resources for territorial development, infrastructure modernization, and the implementation of innovative future projects.

Effective implementation of the "Smart Villages" concept through PPP mechanisms requires coordinated actions at all levels of public administration. At the national level, a key task is to formulate a comprehensive "Smart Villages of Ukraine" development program, which involves defining target indicators, funding sources, and coordination mechanisms between central authorities, international partners, and the private sector. It is also important to develop standard model PPP agreements for digitalization projects and to provide regulatory support for innovative forms of partnership [6].

Key mechanisms for managing socio-economic development in the context of sustainable growth include not only attracting investors and developing PPPs but also stimulating strategically important economic sectors, promoting entrepreneurship, forming sustainable competitive advantages for territories, digitalizing management, and integrating the principles of corporate social responsibility [4].

The conceptual model of public management for sustainable territorial development is presented in Figure 1.

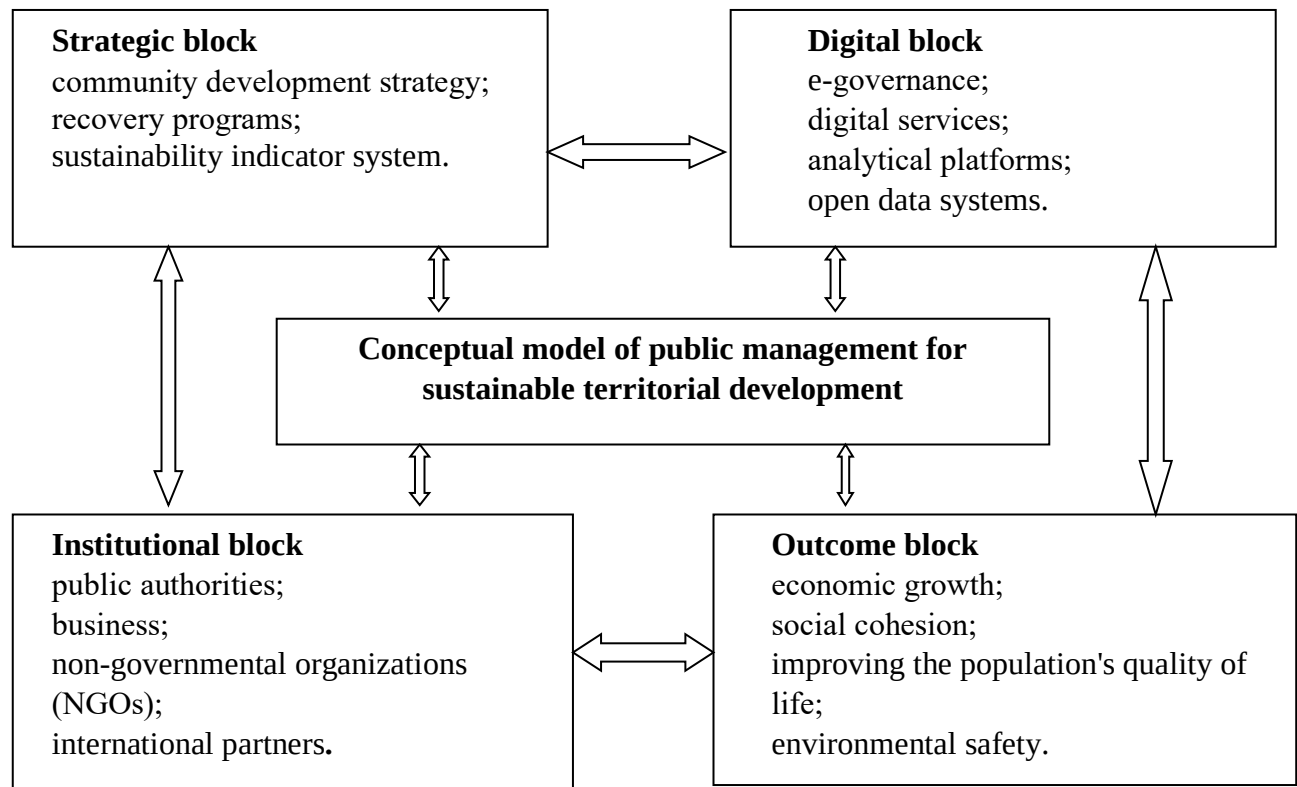


Fig. 1. Conceptual model of public management for sustainable territorial development

To enhance the effectiveness of public management for sustainable territorial development, it is necessary to:

- create a unified digital platform for monitoring the development of territorial communities;
- intensify the use of public-private partnership mechanisms;
- provide training for personnel in the field of digital governance;
- implement international best practices of "Smart City" and "Smart Community";
- introduce a system for assessing community resilience;
- integrate environmental criteria into all recovery programs for the territories of Ukraine.

To acquire full membership in the European Union, Ukraine must undertake a profound reform of its public management system, adapt national legislation to European standards, and prepare its institutional framework for new challenges. The harmonization of the legal system must be accompanied by updating the current legislation to reflect EU legal standards. One of the key directions of this transformation is personnel policy, which requires revision in line with European integration requirements. Modern state personnel policy must be based on scientific principles, consider the historical context and current societal needs for specialists, be planned and future-oriented, and rely on knowledge of social processes, management, legal norms, democratic principles, citizens' worldviews and ideological convictions, as well as the actual state of the nation, its potential, and its capacity to achieve set

goals. In foreign countries, the efficiency of public authorities is largely ensured by clearly structured human resource management technologies: transparent selection of candidates for civil service, creating conditions for professional growth, professional development, and the implementation of civil servant evaluation systems [2].

Priority directions for the post-war recovery of Ukraine's territories are summarized in Table 2.

The war has significantly altered the operating conditions of the public management system in Ukraine, necessitating a transformation of traditional mechanisms for ensuring sustainable territorial development. While in the pre-war period the primary focus was on increasing community competitiveness, economic growth, and improving the quality of public services, under martial law the priorities shifted to population safety, ensuring the resilience of critical infrastructure, rapid crisis response, and establishing the prerequisites for the future recovery of territories.

Table 2 Priority Directions for the Post-War Recovery of Ukraine's Territories

DIRECTIONS	MEASURES
Infrastructure Recovery	Reconstruction of roads, bridges, housing, and utility networks
Economic Recovery	Business support, development of industrial parks, and stimulation of investments
Social Development	Restoration of educational and healthcare facilities
Digital Transformation	Development of electronic services and digital infrastructure
Environmental Modernization	Green building, energy efficiency, and renewable energy
Institutional Development	Enhancing the managerial capacity of communities

Each region of Ukraine, while preserving the uniqueness of its potential to expand competitive opportunities in the post-war period, will face the necessity of developing and implementing its own strategic project to strengthen competitiveness. While demonstrating their competitive advantages for the national economy, regions simultaneously run the risk of losing interest in maintaining their own regional development. The duration of competitive coexistence, which drives the unification of regional socio-economic development priorities, leads to the loss of their specific typology in defending competitive advantages and competitiveness regarding the creation of new public services, which would otherwise confirm their competitive exceptionalism. The weakening of interregional competition, particularly in the post-war period, constitutes one of the critical challenges to maintaining the sustainability of the state's socio-economic development [1].

The transformation of public management mechanisms involves adapting organizational, legal, economic, social, environmental, and information-communication tools to the new operating conditions of territorial communities. Concurrently, the modern management model must be oriented not only toward

overcoming the consequences of war but also toward building long-term territorial resilience in accordance with the principles of sustainable development and European governance standards.

The organizational component of the public management mechanism has undergone significant changes due to the need to ensure rapid decision-making and coordination among state authorities, local self-government bodies, military administrations, and humanitarian organizations. Under martial law, there has been a strengthening of vertical management coordination, which has ensured the continuity of critical life-sustaining sectors.

In the post-war period, organizational transformation should be aimed at developing a network model of governance based on partnerships between the state, communities, business, and civil society. Currently, the establishment of regional development management centers, reconstruction project offices, and inter-municipal cooperation platforms in the regions is of paramount importance.

The security component has become a foundational element of the public management system for territorial development. While safety and security were previously considered mere components of development, today they serve as an imperative prerequisite.

The modern system of territorial management must be based on the principles of risk-oriented management, which implies the identification, assessment, and forecasting of threats. Key instruments include risk monitoring systems, digital crisis response platforms, civil protection plans, and mechanisms for ensuring the resilience of critical infrastructure.

Furthermore, the need to increase the flexibility of legal and regulatory frameworks has become urgent. There is a growing demand for reducing bureaucratic procedures, accelerating management decision-making processes, and creating favorable conditions for the implementation of investment projects.

In the post-war period, crucial directions for legal transformation will include the harmonization of Ukraine's legislation with European Union law, the improvement of public-private partnership mechanisms, the development of digital governance tools, and the regulatory support for the implementation of reconstruction projects. Legal regulation of international financial assistance management and oversight regarding the efficient utilization of recovery resources will play a specific role.

The economic mechanism of territorial development management is transforming from a model of supporting economic growth to a model of ensuring the economic resilience and adaptability of communities.

From the perspective of economic growth, the priority tasks become:

- recovery and modernization of the productive potential of territories;
- support for small and medium-sized enterprises (SMEs);
- investment attraction;
- development of industrial parks;
- stimulation of innovative activities;

- restoration of logistical infrastructure;
- digitalization of the local economy.

The social component of sustainable territorial development is significantly influenced by demographic changes, internal migration, and the necessity of integrating internally displaced persons (IDPs).

The primary directions for transforming the social management mechanism should include:

- development of inclusive social policy;
- support for war veterans;
- integration of IDPs into the economic and social life of communities;
- restoration of educational and healthcare infrastructure;
- human capital development;
- formation of a resilient system for social support of the population.

Currently, there is a visible transition from a model of passive social assistance to a model of social development, which implies creating conditions for individual self-fulfillment and enhancing the economic activity of the population.

The war has caused significant environmental degradation, necessitating a comprehensive revision of approaches to natural resource management and territorial ecological safety in the future.

Modern state environmental policy must encompass:

- environmental monitoring of affected territories;
- land reclamation of contaminated areas;
- development of renewable energy;
- implementation of circular economy principles;
- enhancement of energy efficiency;
- realization of the "green recovery" concept.

The recovery and remediation of territories must be carried out in accordance with the "Build Back Better" concept, which implies the creation of more resilient, environmentally safe, and technologically advanced life-sustaining systems.

One of the most modern and key factors is the digitalization of the public management system. The information and communication mechanism is gradually transforming into a digital platform for interaction between the government, business, and the population.

The primary directions of digital transformation include the development of e-governance, the utilization of cutting-edge information technologies, the expansion of digital services for citizens, and the establishment of digital platforms for monitoring recovery projects. Digital technologies ensure transparency in resource utilization, enhance the quality of management decisions, and facilitate citizen engagement in territorial development management processes.

The digital transformation of public management is shaped by the principles of openness, accessibility, transparency, accountability, and citizen-centricity. The application of modern digital technologies enables a more efficient utilization of state

resources, reduces bureaucratic procedures, and increases public trust in state authorities.

An important component of digitalization is the implementation of electronic document management. The utilization of electronic documents, digital signatures, and automated data processing systems accelerates management decision-making, increases the agility of information exchange among public authorities, and ensures an appropriate level of oversight over the performance of managerial functions.

Of particular significance is the development of the "data-driven governance" concept, according to which management decisions are made based on the analysis of current data and digital analytics. This approach increases the objectivity of management decisions, minimizes the impact of subjective factors, and ensures more efficient allocation of budgetary resources.

Complete transparency, open access, and online accountability can significantly increase citizen satisfaction and trust, even in the absence of complex forms of E-government, such as electronic interactions and transactions [3].

A distinct direction of digital transformation is the development of open data. The publication of state information resources in the open access format ensures the transparency of public authorities' activities, creates conditions for public oversight, and stimulates the development of innovative digital services.

Concurrently, the process of digitalizing the public management system is accompanied by a number of challenges. Among the primary issues, one should highlight the uneven level of digital development across territories, the insufficient level of digital competencies among civil servants, limited financial resources for modernizing digital infrastructure, and cybersecurity risks.

For Ukraine, the digitalization of public management is of particular importance in the context of post-war recovery, European integration, and the necessity to increase the efficiency of public administration. The implementation of digital technologies facilitates the creation of a modern service-oriented state tailored to the needs of citizens, ensures increased transparency in the activities of public authorities, and establishes the prerequisites for the sustainable socio-economic development of the nation.

Conclusions. The transformation of public management mechanisms for sustainable territorial development reflects a transition from a traditional administrative model to an integrated model of adaptive and resilient governance. Its key characteristics include the digitalization of management processes, the reinforcement of the security component, the development of collaborative forms of interaction, an orientation toward innovation, and ensuring a balance between economic, social, and environmental development goals. It is precisely this model that establishes the prerequisites for the effective post-war recovery of territories and the achievement of Ukraine's long-term sustainable development goals.

Public management of sustainable territorial development serves as a crucial prerequisite for ensuring the competitiveness of territorial communities and enhancing the population's quality of life. In the context of Ukraine's post-war recovery, the digitalization of management processes, the implementation of strategic planning, the development of partnerships, and the enhancement of public participation are of paramount importance.

The implementation of the proposed recommendations will ensure the balanced development of territories, the efficient utilization of resources, and the increased resilience of communities to modern challenges, thereby helping to construct a modern model of public management in Ukraine during the post-war period.

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