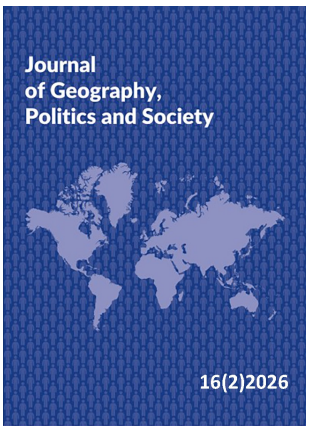


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ADAPTIVE ARCHETYPAL GOVERNANCE OF TERRITORIAL COMMUNITIES: THE UKRAINIAN EXPERIENCE IN THE CONTEXT OF REGIONAL POST-CONFLICT TRANSFORMATIONS

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Abstract
This article examines adaptive archetypal governance configurations in Ukrainian territorial communities under conditions of full-scale war and prospective post-conflict transformation. It develops an adaptive archetypal governance model that explains how foundational governance orientations may be recombined under the pressure of wartime crisis, recovery needs, digital transformation, and social-institutional instability. The methodology combines conceptual analysis with an illustrative comparative case study of six territorial communities: Irpin, Dnipro, Chernihiv, Ivano-Frankivsk, Mykolaiv, and Lviv. The proposed model distinguishes six hybrid configurations—Rebuilder, Mobilizer, Coordinator, Innovator, Modernizer, and Protector—and uses the selected cases to demonstrate how these configurations can be operationalised in the analysis of local governance practices. The cases are not treated as a statistically representative sample or as a validation of fixed archetypal types; rather, they illustrate different combinations of mobilisation, coordination, innovation, social protection, and reconstruction functions. The study argues that community resilience is better understood through context-sensitive combinations of governance functions than through reliance on a single archetypal model. The framework therefore offers a basis for further comparative research on territorial governance in conflict-affected and post-conflict regions

Key words
adaptive governance; archetypal governance; territorial communities; post-conflict recovery; community resilience; hybrid governance configurations

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1. Introduction

The full-scale war in Ukraine has fundamentally transformed the functioning of territorial communities, creating unprecedented pressures on local governance systems. In addition to direct destruction, communities have faced population displacement, disruption of critical infrastructure and public services, fiscal constraints, and growing demands on local administrative capacity. Under such conditions, territorial authorities must maintain institutional continuity while adapting rapidly to changing social, economic, humanitarian, and security environments. Governance resilience has therefore become a central concern of both public-administration research and practice.

The Ukrainian experience demonstrates that large-scale external shocks can alter established governance mechanisms and institutional priorities. Territorial communities increasingly combine crisis response, humanitarian support, reconstruction planning, digital

innovation, and long-term development within the same governance framework. Comparable tensions between immediate stabilization and longer-term institutional rebuilding are widely discussed in the literature on post-conflict governance (Brinkerhoff, 2005). Developments in the South Caucasus, including reconstruction and reintegration initiatives in territories affected by the Nagorno-Karabakh conflict, also illustrate the relevance of combining infrastructure recovery with new governance and development arrangements (Avdieiev, 2024; Ismayilova, 2022).

Resilience provides a useful conceptual bridge between these challenges and the archetypal perspective. Community resilience depends not only on financial, human, and infrastructural resources but also on institutions' capacity to adapt decision-making, coordinate stakeholders, sustain public services, and mobilise social cooperation under stress. Recent research on wartime Ukraine likewise demonstrates the importance of adaptive and collaborative governance, particularly where digital technologies enable continuity and co-production of public services (Gustafsson et al., 2025).

The archetypal approach adds a complementary interpretive layer by focusing on recurring value orientations and symbolic models of governance. Rather than treating archetypes as fixed institutional types or empirically verified causal entities, this article uses them as heuristic configurations for interpreting dominant governance orientations. Building on earlier applications of archetypal analysis in Ukrainian public administration (Amosov & Gavkalova, 2021; Makarova, 2020; Kunitsyn, 2025), the study proposes an adaptive model in which foundational orientations can combine and change under wartime and recovery pressures.

The aim of this article is to develop and illustrate a model of adaptive archetypal governance configurations in Ukrainian territorial communities under wartime and prospective post-conflict conditions. The study seeks to explain how hybrid governance orientations may emerge under external pressure and to assess the analytical usefulness of the model through six illustrative community cases. By linking archetypal interpretation with resilience and adaptive-governance perspectives, the article offers a framework for comparative research on local institutional adaptation in conflict-affected regions.

The article proceeds as follows. Section 2 presents the methodological framework and case-selection logic. Section 3 develops the adaptive archetypal governance model, characterises the six hybrid configurations, and illustrates them through selected Ukrainian territorial communities. Section 4 summarises the main findings, limitations, and directions for comparative research.

2. Materials and Methods

The research combines conceptual analysis, archetypal interpretation, and an illustrative comparative case-study design. This approach is used to examine how local governance systems respond to large-scale external shocks and how hybrid governance configurations can be interpreted under conditions of war and prospective post-conflict transformation. The study integrates insights from archetypal public-governance research, resilience studies, adaptive governance, and post-conflict institutional rebuilding.

The archetypal component of the framework draws on Jungian-inspired approaches subsequently adapted to management and organisational studies, including the typology developed by Mark and Pearson (2001). In the present article, however, archetypes are not treated as universal determinants of administrative behaviour. They are used as heuristic models that condense recurring orientations in governance—such as mobilisation, coordination, innovation, and care—and thereby help structure comparison across complex institutional settings. Ukrainian scholarship has increasingly explored the relationship between archetypal patterns, institutionalism, public administration, and territorial development (Amosov & Gavkalova, 2021; Makarova, 2020).

Adaptive governance is particularly relevant under wartime conditions, when local authorities must address security risks, humanitarian needs, infrastructure recovery, service continuity, and strategic modernisation simultaneously. Research on Ukraine has shown that institutions and civil-society organisations can strengthen resilience by adjusting governance arrangements, coordinating across organisational boundaries, and using digital tools to maintain service provision and public interaction (Dyakonenko & Nechytailo, 2024; Gustafsson et al., 2025). Broader studies of local democracy under martial law also show that Ukrainian communities vary substantially in institutional capacity, civic engagement, and adaptation pathways (Darkovich et al., 2025).

Against this background, the study proposes an adaptive archetypal governance model of territorial communities. It builds on the author's earlier analysis of public-governance archetypes and financial resilience (Kunitsyn, 2025) but shifts the emphasis from relatively stable orientations to hybrid configurations that may emerge under external shocks. The model therefore does not assume that a community possesses a single

permanent archetype. Instead, it examines how different governance functions can be combined in response to changing institutional demands.

Four transformation factors structure the model: wartime crisis pressure, prospective post-war recovery needs, digital transformation, and social-institutional instability. These factors were identified through conceptual analysis of resilience and adaptive-governance literature together with contemporary Ukrainian governance practice. Digital participation and e-governance are treated as cross-cutting mechanisms because they can support service continuity, transparency, coordination, and public engagement under conditions of disruption (Hennen et al., 2020; Gustafsson et al., 2025).

To operationalise the model, six analytical criteria are used: governance priority; decision-making style; resource and crisis management; community interaction; digital-governance orientation; and the principal contribution to resilience. These criteria capture institutional, social, and technological dimensions of local adaptation and allow the proposed configurations to be compared systematically. They are used as interpretive criteria rather than as a quantitative measurement scale.

The empirical component consists of six purposively selected territorial-community cases: Irpin, Dnipro, Chernihiv, Ivano-Frankivsk, Mykolaiv, and Lviv. The cases were chosen to represent different geographical positions and wartime pressures, including direct destruction, humanitarian transit and displacement, reconstruction management, participatory adaptation, institutional modernisation, and long-term social support. The analysis draws on municipal strategies and recovery plans, official reports, international-organisation materials, digital-reconstruction platforms, and recent analytical and academic studies. Importantly, the cases are illustrative rather than statistically representative. Because they were selected partly for their analytical fit with the proposed configurations, they cannot independently validate the model; instead, they demonstrate how its categories can be applied and generate propositions for subsequent comparative testing.

The resulting framework therefore combines conceptual model-building with structured illustration rather than formal causal validation. Its value lies in making governance adaptation comparable across cases while preserving sensitivity to local context. Future research can test the model through larger comparative samples, longitudinal observation, and mixed-method designs in Ukraine and other conflict-affected regions, including the Caucasus.

3. Results and Discussion

The analysis suggests that territorial communities rarely rely on a single governance logic when responding to large-scale external shocks. Wartime conditions create a complex environment in which local authorities must address security threats, humanitarian needs, reconstruction tasks, service continuity, and long-term development priorities at the same time. Governance responses therefore tend to combine several functions whose relative importance changes with local circumstances.

To conceptualise this process, the study proposes an adaptive archetypal governance model for territorial communities (Fig. 1). The model interprets governance systems as adaptive institutional arrangements whose dominant orientations can change or combine in response to external pressures. Four foundational archetypal orientations—Hero, Creator, Caregiver, and Ruler—are used as heuristic models of mobilisation, innovation, social protection, and institutional coordination respectively. Their analytical value lies not in assigning a permanent identity to a community but in describing combinations of governance functions under particular conditions.

The transformation mechanism is structured around four pressures: wartime crisis, prospective post-war recovery, digital transformation, and social-institutional instability. Their interaction creates conditions in which foundational orientations may combine into six adaptive configurations: Rebuilder, Mobilizer, Coordinator, Innovator, Modernizer, and Protector. These configurations should be read as ideal-typical analytical constructs rather than fixed empirical categories.

The six configurations represent different combinations of governance functions relevant to crisis response, recovery, and long-term development. The Rebuilder combines rapid mobilisation with innovation-oriented reconstruction; the Mobilizer links emergency mobilisation with social protection; the Coordinator combines crisis responsiveness with administrative coordination; the Innovator integrates participatory innovation with inclusive social development; the Modernizer links innovation with institutionally coordinated reform; and the Protector combines administrative continuity with sustained social support. Table 1 summarises these ideal-typical configurations. The purpose of the typology is comparative: it enables researchers to identify dominant governance orientations without reducing a community to a single permanent archetype.



Fig. 1. Adaptive archetypal governance model for territorial communities.

Source: author's elaboration.

Tab. 1. Typology of Adaptive Archetypal Governance Configurations

The Adaptive Hybrid Archetypes	Governance priority	Decision-making style	Resource and crisis management	Community interaction	Digital governance orientation	Main resilience contribution
Rebuilder (Hero and Creator)	Rapid reconstruction combined with adaptive modernisation after crisis-related destruction	Flexible crisis-oriented decisions combined with long-term recovery planning	Mobilisation of external and internal resources for reconstruction and development	Strong involvement of citizens and external partners in recovery processes	Use of digital platforms and data-driven tools for planning and monitoring	Accelerates recovery while strengthening long-term adaptive capacity
Mobilizer (Hero and Caregiver)	Humanitarian stabilisation and protection of vulnerable groups under wartime conditions	Rapid and socially responsive governance focused on emergency support and solidarity	Concentration of resources on emergency support, health care, and assistance to internally displaced persons	High levels of humanitarian and volunteer cooperation	Digital tools for humanitarian coordination and social support	Strengthens social cohesion and crisis-response capacity
Coordinator (Hero and Ruler)	Stabilisation of territorial governance under direct security threats	Centralised and operational decision-making with strong administrative coordination	Prioritisation of critical expenditure, emergency infrastructure, and crisis-response management	Mobilisation of community actors under coordinated municipal leadership	Digital monitoring and crisis-communication tools	Preserves institutional continuity and essential public services
Innovator (Creator and Caregiver)	Socially inclusive recovery through participatory development and innovation	Strategic planning that combines innovation with administrative coordination	Structured implementation of modernisation, infrastructure, and institutional reform projects	Public engagement integrated into coordinated recovery and development planning	E-participation, digital public services, and inclusive communication platforms	Strengthens strategic resilience and institutional adaptability
Modernizer (Creator and Ruler)	Institutionally coordinated modernisation and strategic territorial transformation	Strategic planning that combines innovation with administrative coordination	Structured implementation of modernisation, infrastructure, and institutional reform projects	Public engagement integrated into coordinated recovery and development planning	Digital governance, analytical monitoring, and transparent management platforms	Strengthens strategic resilience and institutional adaptability
Protector (Caregiver and Ruler)	Institutional stability and coordinated social protection during crisis and recovery	Administratively coordinated governance focused on continuity of essential services	Coordinated management of humanitarian, rehabilitation, and social-welfare resources	Stable institutional partnerships supporting vulnerable groups and public trust	Digital welfare and social-service coordination systems	Maintains long-term social stability and continuity of institutional support

Source: compiled by the authors.

The Rebuilder configuration combines the mobilisation capacity associated with the Hero orientation and the innovative capacity associated with the Creator. It is most relevant where communities must restore damaged infrastructure while simultaneously redesigning institutions and development pathways. The Mobilizer combines Hero and Caregiver orientations and prioritises rapid humanitarian response, social solidarity, and support for vulnerable groups. The Coordinator combines Hero and Ruler orientations and is characterised by concentrated crisis coordination and the preservation of institutional continuity. The Innovator links Creator and Caregiver orientations and emphasises participatory development, social inclusiveness, and collaborative governance. The Modernizer combines Creator and Ruler orientations and focuses on strategic, digitally supported institutional reform. The Protector combines Caregiver and Ruler orientations and prioritises continuity of essential services, coordinated social protection, and institutional trust.

The proposed configurations can be illustrated through the governance practices of Ukrainian territorial communities operating under different wartime pressures. The cases below do not demonstrate that each community possesses a single archetype; rather, they identify dominant orientations that make the typology analytically visible in concrete institutional settings.

Irpin Territorial Community illustrates the Rebuilder configuration. Following extensive wartime destruction and de-occupation, local recovery planning combined urgent reconstruction with a longer-term investment and development agenda.

The city's recovery plan was presented as an unusually detailed municipal reconstruction framework, while the use of digital recovery systems and cooperation with external partners demonstrates the combination of immediate rebuilding and institutional modernisation (Irpin City Council, 2023; Open Contracting Partnership, 2023).

Dnipro Territorial Community illustrates the Mobilizer configuration. Its role as a major humanitarian and logistical hub created sustained pressure related to evacuation, internally displaced persons, temporary accommodation, and social support. The response involved municipal authorities, civil-society organisations, international agencies, and volunteer networks. The case therefore highlights resilience based on rapid coordination, social protection, and humanitarian mobilisation rather than on a single administrative instrument (United Nations Development Programme, 2023; United Nations High Commissioner for Refugees, 2024a, 2024b).

Chernihiv Territorial Community illustrates the Coordinator configuration. After direct military attack and severe infrastructure damage, the community faced the simultaneous tasks of restoring critical services, coordinating reconstruction, and preserving administrative continuity. Its recovery strategy and the development of digital tools for reconstruction planning demonstrate the importance of coordinated institutional management under conditions of prolonged uncertainty (Chernihiv City Council, 2025; Egis, 2024).

Tab. 2. Illustrative Applications of Adaptive Archetypal Governance Configurations in Territorial Communities

Territorial community	Governance priority	Decision-making style	Resource and crisis management	Community interaction	Digital governance orientation	Main resilience contribution
Irpin Territorial Community (Rebuilder)	Reconstruction combined with long-term territorial recovery.	Urgent rebuilding integrated with strategic recovery planning.	Mobilisation of international assistance and reconstruction resources.	Resident and partner involvement in rebuilding housing and public infrastructure	Digital recovery coordination and reconstruction monitoring, including DREAM-linked tools.	Combines rapid recovery with strategic territorial modernisation.
Dnipro Territorial Community (Mobilizer)	Humanitarian stabilisation and support for internally displaced persons	Rapid coordination of evacuation, transit, and emergency support.	Concentration of municipal and humanitarian resources on shelters, health care, and accommodation.	Strong volunteer and humanitarian-solidarity networks	Digital communication and coordination tools supporting aid and services.	Maintains social cohesion under prolonged humanitarian pressure
Chernihiv Territorial Community (Coordinator)	Restoration of critical infrastructure and municipal continuity.	Coordinated reconstruction and emergency governance after direct military attack.	PPrioritisation of critical infrastructure and coordinated recovery financing.	Cooperation between municipal authorities, civil society, and external partners	Digital reconstruction planning and monitoring tools.	Preserves institutional continuity under direct security pressure.
Ivano-Frankivsk Territorial Community (Innovator)	Participatory adaptation and socially oriented local development	Collaborative governance emphasising citizen involvement.	Balanced support for civic initiatives and wartime local priorities.	Continued use of participatory budgeting under martial law	Digital voting and e-participation mechanisms supporting inclusive governance	Supports democratic resilience and adaptive community development
Mykolaiv Territorial Community (Modernizer)	Strategic modernisation integrated with infrastructure recovery	Coordinated governance combining institutional control with modernisation-oriented planning	Structured implementation of modernisation, infrastructure, and institutional reform projects	Cooperation among local authorities, donors, and civil-society actors	DREAM and other digital public-investment and reconstruction-management systems.	Strengthens institutional modernisation and strategic resilience
Lviv Territorial Community (Protector)	Continuity of social, rehabilitation, and support services for displaced and vulnerable groups	Institutionally coordinated governance focused on sustained service provision.	Coordinated humanitarian, rehabilitation, and social-support resources	Partnerships among municipal institutions, humanitarian organisations, and social-service providers	Digital information and service-coordination mechanisms for displaced and vulnerable groups	Maintains long-term institutional and social resilience.

Source: compiled by the author from the sources cited in the accompanying case descriptions

Ivano-Frankivsk Territorial Community illustrates the Innovator configuration. Unlike frontline communities, its wartime challenges have centred more strongly on population inflows, social adaptation, civic participation, and the reorientation of local priorities. Participatory budgeting, which was restored under martial law and adapted to wartime needs, offers a particularly clear example of how citizen participation and digital procedures can remain part of local governance during crisis conditions (Brovko & Kersting, 2025; Ivano-Frankivsk City Council, 2024).

Mykolaiv Territorial Community illustrates the Modernizer configuration. Despite prolonged wartime pressure and infrastructure damage, the city and region have combined recovery planning with digital public-investment and reconstruction tools. The deployment of DREAM and related transparent project-management mechanisms demonstrates how modernisation can be integrated into recovery governance rather than postponed until after the crisis (DREAM, 2024; Rodríguez Bolívar, 2026).

Lviv Territorial Community illustrates the Protector configuration. Since 2022, Lviv and the wider region have hosted large numbers of displaced people while expanding social, rehabilitation, and integration services. Cooperation among municipal institutions, regional authorities, humanitarian organisations, and rehabilitation initiatives illustrates a governance orientation in which institutional continuity is closely linked to sustained social protection and support for vulnerable groups (United Nations High Commissioner for Refugees, 2023; Central Project Management Agency, 2024).

Taken together, the six cases demonstrate the usefulness of distinguishing different governance pathways under wartime conditions. They do not establish a one-to-one relationship between communities and archetypes; each community combines several functions, and the dominant configuration may change over time. The cases therefore support the analytical plausibility of the model while also showing why longitudinal and comparative testing is necessary.

The model contributes to research on resilience and adaptive governance by adding an interpretive account of how institutional functions can be combined and culturally framed. Existing studies of post-conflict recovery often emphasise financial resources, infrastructure reconstruction, administrative capacity, and institutional reform (Brinkerhoff, 2005; OECD, 2022). The present framework complements these approaches by asking how mobilisation, coordination, innovation, and social protection are combined in practice and how these combinations may shape local resilience.

An important implication is that there is no universal governance configuration appropriate to all wartime and recovery conditions. Communities exposed to direct destruction may prioritise reconstruction and crisis coordination, whereas those experiencing humanitarian pressure may place greater emphasis on social protection and participatory adaptation. Similar combinations may also be relevant in other post-conflict settings. Reconstruction initiatives in Azerbaijan, for example, combine infrastructure renewal, digitalisation, and new settlement models, although their institutional context differs substantially from that of Ukrainian local self-government (Ismayilova, 2022). Such parallels justify comparative research but do not imply direct equivalence between national or regional cases.

The proposed model should therefore be treated as a framework for hypothesis generation and structured comparison. Future research can examine whether similar hybrid configurations emerge in other post-conflict contexts and how legal systems, fiscal autonomy, political institutions, cultural expectations, and conflict histories affect their development. Comparative work of this kind would help distinguish context-specific features from more general mechanisms of adaptive territorial governance.

4. Conclusion

The study has developed an adaptive archetypal governance model for analysing how territorial communities combine different governance functions under large-scale external shocks. The full-scale war in Ukraine has created conditions in which local authorities must address humanitarian needs, infrastructure recovery, institutional continuity, digital transformation, and long-term development simultaneously. Under such circumstances, a single static archetypal model provides an insufficient account of governance adaptation.

The model distinguishes four foundational orientations—Hero, Creator, Caregiver, and Ruler—and six hybrid configurations: Rebuilder, Mobilizer, Coordinator, Innovator, Modernizer, and Protector. These configurations are ideal-typical analytical constructs that describe combinations of mobilisation, innovation, coordination, and social-protection functions. Their purpose is not to assign a permanent archetypal identity to particular communities but to make patterns of adaptation conceptually comparable.

The six Ukrainian cases illustrate how the model can be applied to different wartime governance settings. Irpin, Dnipro, Chernihiv, Ivano-Frankivsk, Mykolaiv, and Lviv display contrasting dominant orientations shaped by destruction, humanitarian pressure, reconstruction needs, participatory practices, digital modernisation, and social-support responsibilities. Because the cases were purposively selected and partly matched to the proposed configurations, they should be regarded as illustrative applications rather than independent empirical validation.

The study consequently suggests that adaptive archetypal governance is best treated as a research hypothesis and comparative framework. Its further development requires larger and more diverse samples, longitudinal analysis of changes within the same communities, clearer indicators for distinguishing configurations, and comparison with conflict-affected and post-conflict regions beyond Ukraine. Such research could clarify when hybrid governance configurations contribute to resilience and when they instead reproduce institutional weaknesses or excessive centralisation.

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