



**AKADEMIA NAUK STOSOWANYCH  
WYŻSZA SZKOŁA ZARZĄDZANIA I ADMINISTRACJI  
W OPOLU**

# **TRANSFORMATIONAL PROCESSES: GLOBAL RESILIENCE AND DEVELOPMENT**

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**PROCESY  
TRANSFORMACYJNE:  
GLOBALNA REZYLIENCJA  
I ROZWÓJ**

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**ТРАНСФОРМАЦІЙНІ  
ПРОЦЕСИ: ГЛОБАЛЬНА  
РЕЗИЛЬЄНТНІСТЬ  
ТА РОЗВИТОК**



**Akademia Nauk Stosowanych  
Wyższa Szkoła Zarządzania i Administracji w Opolu**

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*Tadeusz Pokusa*

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### **1.3. Conceptual and model-based principles of E-governance development in the system of regional public administration**

The relevance of this research is driven by the deepening of transformative processes in public administration, which are occurring under the influence of globalization challenges, societal digitalization, and the imperative of sustainable development. In contemporary conditions, the effectiveness of public authorities increasingly depends on the level of digital technology adoption, the development of electronic services, and the creation of new models of managerial interaction among the state, citizens, and businesses. E-governance, therefore, is considered one of the key instruments for modernizing public administration, enhancing its openness, transparency, and citizen-centered orientation. The development of e-governance at the regional level is particularly significant, as this is where direct interaction between authorities, the population, and economic actors takes place, electronic administrative services are delivered, and innovative managerial solutions are implemented.

At the same time, contemporary challenges – such as the need to strengthen institutional capacity in regional governance, integrate digital platforms, and ensure the resilience of administrative systems – require a scientific grounding of the conceptual and model-based principles for e-governance development.

In this context, the development of a conceptual model for e-governance within the regional public administration system is highly relevant. Such a model would enable the systematic integration of institutional, technological, organizational, and informational components of digital transformation, thereby contributing to the enhancement of managerial efficiency in regional governance.

Analysis of the Research Problem. In contemporary scientific literature, the development of e-governance is examined within the broader context of digital transformation in public administration, the establishment of open governance systems, and the implementation of innovative digital services across various levels of government. Researchers emphasize that e-governance serves as a crucial mechanism for enhancing the effectiveness of public policy, increasing transparency in administrative processes, and improving the quality of interaction between authorities and citizens. Digitalization is increasingly viewed as a tool for modernizing public administration, enabling the automation of administrative procedures, the expansion of electronic public services, and the strengthening of communication between government institutions and society (Yevtushenko, 2023, 2024).

International studies highlight e-governance as an integral component of digital governance, combining information and communication technologies (ICT), electronic participation mechanisms, and digital management platforms. Empirical evidence indicates that the development of e-governance contributes to higher

governance quality, stimulates regional innovation, enhances the efficiency of public services, and facilitates the formation of citizen-centered models of state-society interaction (Kuzior et al., 2023; Zhang et al., 2023; Ali et al., 2025).

Several studies focus specifically on the advancement of e-governance mechanisms in Ukraine. These works substantiate directions for the development of digital infrastructure, electronic document management systems, and the digital competencies of public officials (Antonova & Mokhova, 2022). Innovative approaches to e-governance under conditions of uncertainty, as well as the integration of intelligent management technologies, are explored by Stasyshyn, Olishevich, and Kravchuk (2024), while Gurzhii and Shevchenko (2025) examine the enhancement of electronic public service delivery.

Despite the growing body of research, conceptual and model-based foundations for the development of e-governance in regional public administration remain insufficiently developed. This gap highlights the need for further scholarly investigation in this area.

The aim of this study is to substantiate the conceptual and model-based principles for e-governance development within regional public administration and to identify the key structural components and mechanisms for their implementation in the context of digital transformation. The research seeks to provide a systematic framework to guide policymakers and practitioners in creating effective, transparent, and citizen-oriented digital governance systems at the regional level.

Presentation of the Main Research Material. The development of e-governance within public administration represents the evolution of managerial approaches shaped by the integration of information and communication technologies (ICT) into the operations of governmental bodies. In its early stages, e-governance was primarily perceived as a tool for electronic document management and the provision of isolated online services. However, contemporary trends reflect a gradual shift toward the concept of digital governance, which entails the comprehensive transformation of administrative processes, the integration of digital platforms, the utilization of big data, and the development of citizen participation in decision-making processes. Digital transformation has emerged as a critical factor in modernizing public administration, as it enhances the efficiency of administrative procedures, optimizes the delivery of public services, and strengthens interactions among authorities, citizens, and businesses.

Key principles underpinning the development of e-governance include openness, transparency, client-orientation, information accessibility, and the integration of digital services. The regional level plays a particularly important role in implementing digital governance practices, as it is at this level that direct interaction occurs between public authorities and citizens, electronic public services are delivered, and effective mechanisms for digital state-society interaction are established.

Analyzing mechanisms of client-oriented public administration is crucial for understanding the successful adaptation of electronic services to the needs of citizens and businesses, as demonstrated by European experiences. Specifically, previous research has emphasized that the effective implementation of e-governance relies on a comprehensive approach that considers technical, legal, and social aspects of digital solution deployment, as well as the expansion of electronic services with active citizen engagement in decision-making processes (Kyenko Romaniuk, 2024).

This approach highlights the necessity of tailoring regional digital transformation strategies to the specific needs of the population, developing infrastructure for electronic interaction, and enhancing digital literacy. These measures are essential for improving the quality of public services, fostering citizen trust in government institutions, and ensuring the sustainable advancement of client-oriented, digitally empowered public administration at the regional level.

Methodological approaches to modeling the development of e-governance at the regional level are based on the application of a comprehensive set of scientific methods commonly used in public administration for analyzing and forecasting managerial processes. Among these, systemic, institutional, functional, and process-oriented approaches play a particularly important role, as they allow the development of e-governance to be considered as an integrated, multi-level system of interactions among public authorities, citizens, and businesses. The application of these approaches facilitates the identification of structural elements within the administrative system, their functional interconnections, and the mechanisms of interaction in the course of digital transformation in public administration.

The formation of an e-governance development model requires adherence to several guiding principles, including systemness, comprehensiveness, adaptability, institutional coherence, and a focus on the needs of public service users. A critical condition for the effectiveness of such a model is the consideration of regional governance specifics, the level of digital infrastructure development, the human resource capacity of public authorities, and the digital literacy of the population.

The development of e-governance at the regional level is influenced by both institutional and socio-economic factors. These include the legal and regulatory framework supporting digital transformation, the accessibility of information and communication technologies, the maturity of electronic public services, and the readiness of authorities to implement innovative managerial practices. In this context, the methodological foundation for constructing a conceptual model of e-governance development involves the integration of these approaches and principles. Such integration enables the creation of a coherent system of interrelated components of digital governance at the regional level. By combining systemic, institutional, functional, and process perspectives, this approach ensures that the model captures

the complexity of regional digital governance, provides a structured framework for implementation, and supports the sustainable modernization of public administration through the effective use of digital technologies and citizen-centered practices.

The development of a conceptual model for e-governance within the regional public administration system is grounded in the imperative of comprehensive digital transformation of administrative processes. Such transformation is essential to enhance the efficiency of public authorities, improve accessibility of public services, and strengthen interaction among the state, citizens, and businesses. A well-elaborated conceptual model reflects a system of interconnected elements, actors, and interaction mechanisms designed to ensure the sustainable development of digital governance practices at the regional level.

At its core, the proposed conceptual model views e-governance as an integrated socio-technical system that unifies institutional, technological, organizational, informational, and human resources components. It emphasizes not only the deployment of digital platforms and electronic services but also the governance structures, procedural reforms, and collaborative mechanisms necessary to produce meaningful outcomes in regional public administration. Structurally, the conceptual model comprises several key elements: governance actors, governance objects, the institutional environment, digital infrastructure, and implementation mechanisms of digital policy. The principal actors include national and local government authorities, regional public administration bodies, civil society institutions, private sector entities, and citizens as direct users of electronic public services. As such, the model recognizes multi-stakeholder engagement as essential for co-creating and co-delivering digital public services.

The objects of governance encompass processes associated with the delivery of public services, information exchange among governance actors, and digital platforms that facilitate the provision of e-services. An essential component of the model is the set of interaction mechanisms among these actors. These mechanisms are operationalized through the use of digital platforms, electronic document management systems, integrated information resources, and tools of electronic democracy. They contribute to enhancing the transparency of administrative processes, enabling the rapid exchange of information, and broadening citizens' opportunities to participate in decision-making.

The operation of the conceptual model is based on the synergy of several interrelated components that form the foundation of digital transformation in regional public governance. These functional components are institutional, technological, organizational, human resources (personnel), and informational. Each plays a specific role in ensuring the effective functioning of the e-governance system (see Table 1).

Table 1

**Functional Components of the Conceptual Model for E-Governance in Regional Public Administration**

<b>Component</b>	<b>Characteristic</b>
Institutional	Formation of the legal and regulatory framework for digital transformation; definition of authorities and mandates; establishment of institutional mechanisms for e-governance policy implementation
Technological	Development of digital infrastructure; deployment of information and communication technologies; electronic platforms and document management systems
Organizational	Optimization of administrative processes; integration of digital services into the work of public authorities; coordination of interaction among governance actors
Human Resources	Development of digital competencies among civil servants; training and professional development in digital governance
Informational	Ensuring openness and accessibility of public information; development of electronic information resources and data management systems

These components are closely interconnected and mutually reinforcing, enabling holistic development of e-governance. For example, effective technological advancement cannot occur without a supportive institutional framework, while the expansion of information resources depends on adequate organizational coordination and skilled personnel. This interaction fosters the formation of an integrated digital governance system at the regional level.

The realization of the proposed conceptual model is expected to contribute to achieving a range of strategic outcomes. First, it will bolster the operational efficiency of public authorities by streamlining processes, reducing administrative burdens, and improving service delivery. Second, it will expand the accessibility and quality of electronic administrative services, enabling citizens and businesses to engage with public services more conveniently and effectively. Third, the model's emphasis on digital interaction and transparency will enhance accountability and responsiveness in governance.

Furthermore, the model supports the development of robust electronic interaction among government bodies, citizens, and businesses. By fostering inclusive participation and enabling real-time feedback, digital mechanisms can strengthen

democratic governance and trust in public institutions. In the long term, the implementation of the conceptual model is expected to contribute to the establishment of a modern, client-oriented system of public administration. This system will be better equipped to respond strategically to the challenges of digital transformation and to support sustainable regional development.

The conceptual model presented offers a comprehensive framework for integrating institutional, technological, organizational, human, and informational dimensions of e-governance. It underscores that successful digital transformation in regional public administration requires balanced attention to all components and their interactions. By advancing this model, scholars and practitioners can work toward more effective, inclusive, and sustainable digital governance systems that meet the needs of contemporary societies. The practical implementation of the conceptual model for e-governance development at the regional level entails its systematic integration into the operations of public authorities with the aim of enhancing administrative efficiency, optimizing the delivery of public services, and fostering digital interaction among the state, citizens, and businesses. The adoption of this model contributes to the formation of a comprehensive digital governance system that relies on modern information and communication technologies (ICT), integrated information resources, and electronic services to support effective public administration.

A key direction in the practical deployment of the model is the development of digital governance tools in the regions. This includes the introduction and expansion of electronic document management systems, the establishment of digital platforms facilitating interaction among public authorities, the enhancement of data management systems, and the application of analytical tools to support decision-making processes. Such tools enable authorities to collect, process, and analyze information more efficiently, thereby improving the timeliness and quality of managerial decisions. Equally important is the integration of information systems across different government bodies, which ensures seamless information exchange and increases the coherence of administrative actions.

A central aspect of the model's implementation is the improvement of electronic administrative services, aimed at enhancing their accessibility, convenience, and quality for citizens and business entities. This involves expanding the range of online services, simplifying procedures for obtaining them, and developing unified electronic portals for public services that enable citizens to access comprehensive digital services through a single platform. By streamlining administrative processes and providing integrated digital solutions, the model fosters greater citizen satisfaction and reduces bureaucratic inefficiencies.

The implementation of the model also strengthens the interaction between public authorities, citizens, and businesses. The use of electronic democracy tools,

open data initiatives, and digital communication platforms broadens public participation in governance processes, allowing citizens and business actors to provide input on policy development and administrative decisions. Such mechanisms increase transparency, accountability, and public trust in governmental institutions, creating favorable conditions for the establishment of an open and client-oriented system of regional public administration.

Furthermore, the model supports continuous monitoring and evaluation of e-governance performance. Through the collection and analysis of key performance indicators, public authorities can assess the effectiveness of digital services, identify gaps or inefficiencies, and implement corrective measures in a timely manner. This data-driven approach ensures that digital transformation efforts remain aligned with the needs and expectations of citizens and businesses, contributing to the resilience and adaptability of regional governance systems. The practical application of the model is also closely linked to capacity building and skill development among public servants. Training programs and professional development initiatives are necessary to equip personnel with the competencies required for operating digital platforms, managing data, and engaging in e-governance processes effectively. Developing a digitally competent workforce is essential for sustaining the efficiency, reliability, and quality of public services in the context of regional digital transformation.

In the long term, the adoption of the conceptual model facilitates the establishment of a modern, client-centered approach to regional governance, capable of responding efficiently to the challenges of digitalization. By integrating institutional, technological, organizational, informational, and human resource components, the model creates a holistic framework for regional e-governance that strengthens public sector efficiency, enhances service delivery, and promotes sustainable development. The cumulative effect of these interventions is the creation of a transparent, participatory, and digitally empowered public administration system that aligns with contemporary global trends in digital governance.

In conclusion, the practical implementation of the proposed conceptual model provides a structured pathway for regional authorities to leverage ICT and digital tools effectively. By fostering integrated digital management, enhancing accessibility of electronic services, enabling informed decision-making, and expanding public participation, the model contributes to the development of a resilient, efficient, and citizen-oriented governance system. It establishes a foundation for the sustainable digital transformation of regional public administration, promoting both administrative modernization and the long-term well-being of communities.

**Conclusions and Prospects of Research.** The conducted study has substantiated the conceptual and model-based principles for the development of e-governance within regional public administration in the context of digital transformation. The

research demonstrates that effective e-governance development requires a comprehensive approach integrating institutional, technological, organizational, human resources, and informational components of digital management. The proposed conceptual model represents a system of interactions among public authorities, citizens, and businesses, and delineates the key mechanisms for implementing digital governance practices at the regional level.

Its practical implementation is expected to enhance the efficiency of administrative processes, improve the quality and accessibility of electronic public services, and expand opportunities for citizen participation through digital platforms. Moreover, the model supports the creation of an open, client-oriented public administration system capable of responding effectively to contemporary challenges, fostering transparency, accountability, and sustainable regional development. The study thus provides a foundation for further research and practical application in the modernization of regional governance through digital transformation.

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#### **1.4. Theoretical foundations for the formation of a mechanism of state regulation of public-private partnership in the healthcare sector**

The relevance of this study is caused by the fact that the modern development of the healthcare system is characterized by the growing needs of the population for high-quality and accessible medical services under conditions of limited public financial resources. In this context, the use of public-private partnership mechanisms as a tool for attracting investment, improving management efficiency, and modernizing healthcare infrastructure becomes particularly important. At the same time, despite the existence of certain practices of implementing public-private partnerships in the healthcare sector, there remains an insufficient level of their development, which is due to the imperfection of the institutional environment, the fragmented nature of the regulatory and legal framework, and the absence of a comprehensive mechanism of state regulation. Existing approaches to the formation of such a mechanism often fail to take into account the specific features of the healthcare sector, which limits the effectiveness of the implementation of relevant projects.

In addition, the lack of alignment between the interests of the state and the private sector, insufficient levels of transparency, and risks associated with the distribution of responsibilities complicate the implementation of effective partnership models. This necessitates a deeper theoretical understanding of the foundations for the formation of a mechanism of state regulation of public-private partnerships in the healthcare sector.

Thus, the relevance of the study is determined by the need to develop scientifically grounded approaches to the formation of an effective mechanism of state regulation of public-private partnerships, which will ensure the improvement of the quality of

ANNOTATION

PART 1

**MODERNIZATION OF PUBLIC ADMINISTRATION IN THE FACE OF GLOBAL CHALLENGES: DIGITALIZATION AND SUSTAINABLE DEVELOPMENT STRATEGY**

- 1.1. Tetiana DROZD. The integrative character of strategic competence of public servants.** The article provides a theoretical rationale for the strategic competence of public servants as an integrative professional competence that ensures effective strategic governance amidst contemporary challenges. The study analyzes the articulation of this concept within the current regulatory and legal framework and synthesizes scholarly approaches to its interpretation. It identifies a correlation between strategic planning for the development of territorial communities and the level of strategic competence among public administrators. Furthermore, the study characterizes the functional differentiation of strategic competence and emphasizes the necessity of its systemic development through initial professional training and continuous professional development for public servants.
- 1.2. Larysa KYIENKO-ROMANIUK, Mariela MACOLA. Mechanisms for ensuring the development of territorial communities under transformational change: integration of organizational-legal, resource, and competency components.** The subsection substantiates the theoretical and methodological foundations and practical mechanisms for ensuring the development of territorial communities under conditions of transformational change characterized by decentralization, digitalization, and European integration processes. The essence of organizational-legal, resource, and competency-based components is revealed, and their systemic integration within strategic planning and intermunicipal cooperation is emphasized. Particular attention is paid to the role of managerial professional competence as a key determinant of effective resource utilization, innovation implementation, and achievement of sustainable development goals at the local level. The study

generalizes regional experience of territorial communities, highlighting both successful practices and existing challenges related to resource asymmetry, institutional capacity, and digital maturity. Based on the analysis, directions for improving public governance are proposed, aimed at strengthening community resilience, enhancing administrative efficiency, and ensuring balanced socio-economic development in a dynamic environment.

- 1.3. **Ievgenii KYIENKO-ROMANIUK, Yulia OKUNYOVSKA. Conceptual and model-based principles of E-governance development in the system of regional public administration.** This section examines the conceptual and model-based principles for developing e-governance within the system of regional public administration in the context of digital transformation. It substantiates methodological approaches to modeling e-governance development and identifies the key structural components of the conceptual model. The study highlights the interaction of institutional, technological, organizational, human-resource, and informational components of the digital governance system. Practical directions for implementing the model at the regional level are also outlined.
  
- 1.4. **Mykhailo MAZUR. Theoretical foundations for the formation of a mechanism of state regulation of public-private partnership in the healthcare sector.** This section of the monograph examines the theoretical foundations for the formation of a mechanism of state regulation of public-private partnership in the healthcare sector. The essence of public-private partnership is revealed, its key principles are defined, and its role in enhancing the efficiency of the healthcare system is substantiated. The core elements of the state regulation mechanism are justified, in particular legal, economic, and organizational instruments. The challenges of implementing public-private partnerships are identified, and directions for improving state policy in this field are outlined.
  
- 1.5. **Yuliia NIKOLAIETS. Mediation competence of public servants in the conditions of digital transformation: from ai simulators to digital co-pilots.** This article explores the transformation of mediation competence of public servants under conditions of digitalization and the integration of

artificial intelligence (AI). The increasing complexity of social interactions in the context of European integration and post-conflict recovery necessitates enhanced conflict resolution capacities within public administration. The study conceptualizes the development of mediation competence through AI-enabled tools, from simulation-based training to real-time digital assistants. It identifies key components of this competence—cognitive-analytical, emotional-perceptive, and instrumental-technological—and introduces the concept of the “augmented mediator,” where AI supports decision-making by restructuring the salience of conflict factors. An evolutionary framework of AI integration is proposed, alongside an analysis of ethical challenges such as algorithmic bias and data confidentiality. The findings demonstrate a shift from individual to institutional mediation capacity, establishing a new paradigm of human – AI collaboration in public administration.

- 1.6. Tetyana NOVYTSKA, Tatiana BRANITSKA. Mechanisms for implementing supervision in the public sector: strategic guidelines for sustainable development.** The aim is to examine the mechanisms of public administration regarding the implementation of supervision as a tool for psychosocial support within the public mental health care system under the extreme conditions of martial law. The methodological basis of the study is a comprehensive interdisciplinary approach based on a combination of public administration theory and modern concepts of psychosocial support. In particular, the following methods were used in the study: Theoretical and methodological analysis, System-structural analysis, Technological modeling method, Case method. The relationship between supervision and the country’s sustainable development goals has been identified. The integration of supervision as a tool for psychosocial support for civil servants and professionals in socio-economic fields has been theoretically substantiated. Supervision has been identified as a tool for human capital development in the civil service.
- 1.7. Maiia SEMKO. Regulatory and organizational foundations of the institutional framework for public governance of education at the regional level.** The article examines the regulatory and organizational foundations of the institutional framework for public governance of education in the regions of Ukraine. It is substantiated that the contemporary model of education governance is multi-level in nature and integrates the powers of central executive authorities, local state

administrations, local self-government bodies, territorial bodies of state supervision (control), as well as governing bodies of educational institutions. It is determined that the core legal acts shaping the regulatory framework for regional education governance include the Constitution of Ukraine; the Laws of Ukraine “On Education,” “On Complete General Secondary Education,” “On Higher Education,” “On Professional Pre-Higher Education,” “On Vocational Education,” “On Local Self-Government in Ukraine,” and “On Local State Administrations,” along with secondary legislation of the Cabinet of Ministers of Ukraine regulating the functioning of the Ministry of Education and Science of Ukraine, the State Service for Education Quality of Ukraine, the educational subvention mechanism, and the network of hub (core) educational institutions. It is demonstrated that decentralization has significantly transformed the institutional architecture of education governance by transferring a substantial scope of powers to the level of territorial communities. At the same time, it has preserved the need for coordination, quality monitoring, resource equalization, and strategic planning at the regional level. Key challenges of institutional support are identified, including duplication of competences, uneven managerial capacity across communities, imbalance between institutional autonomy and state control functions, and fragmented coordination among regional governance actors. The study proposes key directions for improvement, namely: regulatory clarification of competences across governance levels, strengthening the strategic role of the regional (oblast) level, digitalization of administrative procedures, development of state–public governance mechanisms, and enhancement of financial instruments to ensure equal access to quality education.

- 1.8. Oleksandr SHVETS. Determinants and Barriers to the Strategic Development of Territorial Communities of Eastern Podillia under Decentralization.** The chapter substantiates the determinants and barriers to the strategic development of territorial communities of Eastern Podillia under decentralization. It is argued that decentralization has transformed communities into key actors of local development, but their strategic capacity depends on the interaction of resource, demographic, infrastructural, institutional, financial and security factors. The study proves that Eastern Podillia possesses considerable agricultural, entrepreneurial, human, cultural, recreational and logistic potential; however, its development is constrained by depopulation, ageing,

migration losses, infrastructural disparities, personnel shortages in local self-government, limited investment capacity, dependence on transfers, digital inequality and the insufficient quality of strategic planning. Particular attention is paid to the need to interpret strategic development not only through the category of growth, but also through the categories of resilience, adaptability and recovery. It is concluded that strengthening the strategic development of communities in Eastern Podillia requires better coordination between local and regional strategies, development of intermunicipal cooperation and clustering, support for human capital, smart specialization, digitalization of management and diversification of local economies.

- 1.9. Nadiia VASYLENKO, Olena STAKHOVA. Professional competence of public servants in the context of transformational changes in sustainable development of Ukraine.** The section of the monograph explores theoretical and applied aspects of the transformation of professional competence of public servants and local self-government officials. The impact of the UN Global Sustainable Development Goals on the formation of a new ethical and digital profile of managers is determined. Particular attention is paid to the implementation of artificial intelligence tools, the Diia ecosystem and green governance strategies under martial law and post-war recovery. the concept of lifelong learning as a factor in ensuring the institutional resilience of the state.
- 1.10. Serhiy POYDA, Olena POVAZHUK Current challenges of digitalization of public administration in the conditions of martial state in Ukraine.** A comprehensive analysis of the key challenges facing the digitalization system of public administration in Ukraine under martial law, introduced as a result of the full-scale invasion of the Russian Federation on February 24, 2022, was carried out. The transformation processes taking place in the field of e-government, the provision of digital public services, and the functioning of state information systems under the influence of unprecedented security, infrastructure, and institutional threats were studied.

**1.11. Petro KUKHARCHUK, Olena PAVLENKO, Kseniia DITSMAN. Conceptual bases of socio-communicative public administration in the educational sphere.** The section explores the conceptual foundations of socio-communicative public administration in the educational sphere as a holistic management paradigm based on the integration of communicative mechanisms into the system of public education management. The theoretical and methodological principles of the formation of a socio-communicative model of public administration are substantiated, which involves active interaction between public authorities, educational institutions, civil society and other stakeholders of the educational process. The essence, structure and key components of the socio-communicative approach in the context of reforming the education management system in Ukraine are analyzed.

**1.12. Tetiana HALYCH, Volodymyr ZAIACHKOVSKYI. Leadership in the context of digital transformation of public administration: mechanisms for the development of e-governance and professionalization of the public service.** The section examines the development of leadership in the context of the digital transformation of public administration and identifies key mechanisms for advancing e-government and the professionalization of the public service. It is substantiated that the digitalization of the public sector leads to profound changes in governance approaches, the evolving role of public servants, and the emergence of new requirements for leadership and digital competencies. Digital leadership is conceptualized as a crucial factor for the effective implementation of e-government, the development of digital public services, and the modernization of public administration systems. The study analyzes institutional, organizational, technological, and communication mechanisms of e-government development, including the implementation of GovTech solutions, digital platforms, e-democracy tools, open data initiatives, and citizen-centered public services. Particular attention is given to the professionalization of the public service, emphasizing the development of strategic competence, digital literacy, and continuous professional learning for public servants. The paper identifies key challenges of digital transformation in public administration in Ukraine, such as regional disparities in digital development, insufficient digital competencies, human resource constraints, and resistance to organizational change. It also outlines promising directions for the advancement of digital leadership, smart governance, and digital governance within the broader context of public sector modernization and Ukraine's European integration.

PART 2

**CURRENT MANAGEMENT PROBLEMS: BY TYPE OF ACTIVITY**

- 2.1. Alona OHIENKO, Tadeusz POKUSA, Filip POKUSA. Leveraging tourism for national development: governance models and management instruments.** This section explores the multifaceted role of sports tourism as a vital component of the modern socio-economic system. It highlights how sports tourism serves both social functions—improving public health and promoting active lifestyles—and economic ones, such as generating income, creating jobs, and attracting investment. The author emphasizes that in the context of globalization, sports tourism becomes a promising factor for the diversification of national economies and the formation of a positive international image. The text further details the specific economic impacts, including the significant multiplier effect where tourism expenditures stimulate related sectors like transportation, construction, and sports equipment production. Additionally, it discusses how sports tourism helps smooth out the seasonality of tourist flows, ensuring year-round utilization of infrastructure and stabilizing regional revenues. The section concludes by linking these developments to long-term investment activity and sustainable territorial growth.
- 2.2. Mykola OHIENKO, Jozef KACZMAREK. Instrumental and applied aspects of personnel movement management.** This subsection provides a comprehensive analysis of managing personnel movement within an organization as a key factor in labor optimization and productivity. It covers various strategic aspects, including the optimization of travel routes, succession planning, and the improvement of conditions for workers, particularly those with disabilities. The research identifies how analyzing workforce flow can help identify "personnel reserves"—employees with leadership potential who are ready for advancement. The discussion also delves into modern management methodologies, such as the systematic and functional approaches, and tools like "Just-in-Time" (JIT) to minimize delays and costs. Furthermore, it addresses contemporary challenges like globalization, remote work, and the need for digital communication tools to coordinate teams across different time zones. The author stresses the importance of continuous professional development and maintaining employee health and safety in a changing work environment.

- 2.3. Svitlana ANTYKALO, Nelli SIEVIERINA, Iryna SVIATCHENKO, Olena ANDRIEIEVA. Management of the development of the creative potential of the teaching staff of the general secondary education institution in the conditions of modern educational transformations.** The article examines the theoretical and methodological foundations of managing the development of the creative potential of teaching staff in general secondary education institutions in the context of modern educational transformations. The role of strategic management in ensuring the quality of educational services and enhancing teachers' professional development is substantiated. Particular attention is paid to the definition of creative potential and pedagogical creativity as key factors in the effective functioning of an educational institution. The importance of innovative approaches to management is emphasized. Practical directions for improving management activities aimed at developing teachers' creativity are proposed.
- 2.4. Svitlana PROKHORCHUK, Mykhailo SYDORENKO. Instrumental support for managing financial risks in international corporations.** This section defines financial risk as an economic category characterized by uncertainty and the potential loss of income during business activities. It outlines the fundamental components of risk management: identifying potential threats, analyzing their probability and impact, and implementing mitigation measures. The text emphasizes that effective risk management is a balance between seeking rewards and avoiding excessive losses, which is crucial for corporate resilience. The author details various risk management strategies, such as risk avoidance, acceptance, and transfer (e.g., through insurance or partnerships). It also introduces specific quantitative tools for risk assessment, including statistical methods (calculating dispersion and standard deviation) and expert assessment methods (logical analysis and intuitive evaluation by specialists). These tools enable international companies to make informed decisions and maintain financial stability amidst global economic and political instability.
- 2.5. Tymur MYKHAILOVSKYI, Serhii DARKOV. Implementation of corporate governance technologies in global markets.** The final section analyzes international business as a complex phenomenon driven by globalization and the pursuit of benefits from interstate transactions. It explores how transnational corporations (TNCs) utilize corporate management

technologies to coordinate operations across borders and movement of capital, labor, and technology. The discussion highlights three main sources of competitive advantage for international firms: increased efficiency through globalization, economies of scale, and economies of scope. The text also examines modern management strategies like outsourcing, which allows corporations to reduce costs and focus on innovation. It details the internationalization of boards of directors and the increasing use of specialized committees (audit, risk, CSR) to improve governance effectiveness. Finally, the author suggests a shift toward "dialogue management," where interaction and the coordination of interests between global and local levels become the primary mechanisms for stable functioning in the global economy.

### PART 3

#### **PEDAGOGICAL AND PSYCHOLOGICAL PRACTICES: NEW APPROACHES TO LEARNING AND DEVELOPMENT**

- 3.1. Olena BARABANOVA, Dmytro HORBACHUK. Pedagogical practices of reflective interaction with veterans in the context of overcoming educational barriers.** The article theoretically substantiates, develops and experimentally tests a model of a barrier-free, safe and inclusive educational environment for war veterans and demobilized people in the context of overcoming educational barriers. The scientific novelty of the study lies in the definition of the architectonics of reflective interaction as a leading andragogic tool, based on the synergy of the principles of subject-subject partnership, axiological parity and open dialogue. The specifics of the transition of veteran students from a military subculture to a civilian academic space are studied, and the factors of the emergence of academic alienation and didactic anxiety are classified.
- 3.2. Olena ISHUTINA, Mykola KOLESNYK. Scaffolding age-appropriate AI understanding in primary education.** The rapid integration of artificial intelligence into daily life demands that primary school teachers develop robust pedagogical competencies to introduce AI concepts to children aged 6 to 11. Despite growing policy interest in AI literacy education, limited empirical research has examined what specific knowledge and instructional skills teachers need to scaffold age-appropriate understanding of AI at the

elementary level. This paper presents an investigation into the pedagogical dimensions of AI teaching competence in primary education. Four core competence domains are identified: conceptual knowledge of AI fundamentals suitable for young learners; a pedagogical repertoire encompassing unplugged activities and storytelling; the ability to foster inquiry-based learning around AI; and a reflective professional awareness of ethical implications.

- 3.3. Tetiana KOLGAN, Valentyna POUL, Olena KOLHAN. Organizational culture of a general secondary education institution as a factor of psychological stability of the teaching staff in crisis conditions.** The article analyzes the role of the organizational culture of the educational institution as a basic factor in the formation of the psychological stability of the teaching staff in the conditions of war and systemic crises. The experience of the Donetsk In-Service Teacher Training Institute regarding the development and implementation of professional development programs in four strategic areas: educational and informational, preventive, trauma-informed care and strengthening of professional potential was considered. Special attention is paid to the integrated approach and game technologies as tools for adaptation, restoration of teachers' resources and creation of a safe educational environment.
- 3.4. Larysa OSTANKOVA, Olena SMYRNOVA. Науково-дослідне навчання як механізм розвитку критичного мислення та інформаційної грамотності.** The article examines research-based learning as a methodology that combines the development of critical thinking with the advancement of information literacy. It ensures the integration of research tasks into the educational process, promotes interdisciplinary interaction, and creates conditions for the formation of key competencies of the New Ukrainian School. This approach opens up prospects for the modernization of educational programs, the development of authorial solutions, and the use of digital resources that meet the challenges of the modern world.

**ABOUT AUTHORS**

PART 1

**MODERNIZATION OF PUBLIC ADMINISTRATION IN THE FACE OF GLOBAL CHALLENGES: DIGITALIZATION AND SUSTAINABLE DEVELOPMENT STRATEGY**

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PART 2

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PART 3

**PEDAGOGICAL AND PSYCHOLOGICAL PRACTICES: NEW APPROACHES  
TO LEARNING AND DEVELOPMENT**

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**PROCESY TRANSFORMACYJNE: GLOBALNA  
REZYLIENCJA I ROZWÓJ**

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ГЛОБАЛЬНА РЕЗИЛЬЄНТНІСТЬ ТА РОЗВИТОК**

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