



**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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*Monograph*

*Edited by Mykola Ohienko*

*Tadeusz Pokusa*

Opole 2026

**ISBN 978-83-66567-96-2**

**Transformational processes: global resilience and development:** Monograph.  
Opole: Academy of Applied Sciences Academy of Management and Administration in  
Opole, 2026; ISBN 978-83-66567-96-2; 186 pp., illus., tabs., bibls.

Recommended for publication  
by the Academic Council  
of Academy of Applied Sciences  
Academy of Management and Administration in Opole  
(Protocol No. 04 of May 2026)

45-085 Polska, Opole, ul. Niedziałkowskiego 18  
tel. 77 402-19-00/01  
E-mail: info@poczta.wszia.opole.pl

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### **Publishing House:**

Akademia Nauk Stosowanych  
Wyższa Szkoła Zarządzania i Administracji w Opolu,  
45-085 Polska, Opole, ul. Niedziałkowskiego 18  
tel. 77 402-19-00/01

200 copies

Authors are responsible for content of the materials

ISBN 978-83-66567-96-2

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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

medical services, rational use of resources, and sustainable development of the healthcare system.

**Problem Statement and Analysis of Scientific Research.** The analysis of scientific publications on the mechanisms of state regulation of public-private partnerships in the healthcare sector indicates a high level of scholarly interest in both domestic and international research. Despite the diversity of approaches, the contemporary literature consistently considers public-private partnership as an important instrument of public policy aimed at improving the efficiency and quality of medical services under conditions of limited budgetary resources and growing societal needs.

An integrative literature review by Doua and Khariss (2025) emphasizes that public-private partnership in the healthcare sector acts as “a central policy response to increasing fiscal and infrastructure challenges” in the global context, and can significantly enhance the accessibility, quality, and efficiency of medical services, provided that adequate institutional capacity and appropriate risk allocation are ensured [2].

Ukrainian researchers also devote considerable attention to the theoretical and methodological understanding of public-private partnerships. In particular, Ulyanchenko O. (2023) emphasizes that the concept of public-private partnership is debatable and multidimensional, and its essential features include a public orientation, equality of the parties, long-term relationships, joint investment of resources, and the sharing of responsibility for the implementation of socially significant projects.

Another author, Kucherenko V. (2025), provides a comprehensive analysis of international and domestic experience in public-private partnerships in the healthcare sector, emphasizing the importance of institutional and regulatory support for the effective implementation of such mechanisms in Ukraine. The author notes that existing legislative initiatives and regulatory barriers continue to complicate interaction between the state and the private sector, which significantly affects the quality and accessibility of medical services.

At the same time, the research of Ustymenko S. and Rossylina T. (2024) expands the analysis by demonstrating that the role of public-private partnership in the healthcare sector extends beyond traditional models of cooperation, particularly in the context of innovative areas such as personalized medicine, where the legal and organizational forms of partnership require adaptation in response to emerging challenges [5].

A number of publications also emphasize that the effectiveness of state regulation mechanisms for public-private partnerships largely depends on the legal and administrative environment. In particular, Bohomolov A. and Orlovska L. (2025) note that, in the context of wartime and post-war challenges, Ukraine should

transition from fragmented partnership models to a sustainable administrative and legal system that ensures legal certainty in risk allocation, limits tendencies toward the commercialization of medical services, and guarantees the fulfillment of the public mission in the healthcare sector [6].

The generalization of scientific sources also makes it possible to identify key directions and define the research objectives that dominate the scholarly discourse:

- theoretical foundations and conceptual definitions of public-private partnership, including the analysis of various approaches to the essence of partnership;

- institutional and regulatory components that shape the mechanisms of state regulation;

- models and forms of public-private partnership in the healthcare sector;

- success factors and barriers to the implementation of partnership mechanisms;

- challenges associated with innovative models of healthcare delivery in the context of reforms and crisis situations.

The aim of this study is to substantiate and examine the foundations for the formation of a mechanism of state regulation of public-private partnership in the healthcare sector, with the aim of improving the efficiency of the healthcare system, ensuring the accessibility and quality of medical services, and creating an institutional and regulatory environment for the sustainable development of public-private partnerships in the healthcare sector.

Presentation of the Main Research Material. Public-private partnership in the healthcare sector is a key instrument of state regulation of healthcare systems, enabling the integration of public and private resources to enhance the efficiency and quality of services. In international academic literature, public-private partnership is defined as a policy and managerial mechanism aimed at overcoming financial constraints and modernizing healthcare infrastructure. Torchia G., Calabrò A., and Morner M. (2013) emphasize that public-private partnerships in healthcare “are becoming popular worldwide as a way to improve healthcare delivery” and identify key research areas ranging from efficiency to the roles of partners in collaboration [1]. Doua M. and Khariss M. (2025) note that public-private partnerships “should not be considered a universal solution, but rather a governance approach whose success depends on strong institutional capacity and fair risk allocation” [2]. The authors highlight the potential of partnerships to improve the accessibility and quality of medical services, but only under conditions of effective state regulation. Domestic researchers also actively analyze the theoretical and practical aspects of public-private partnership. In particular, Ulyanchenko O. (2023) defines public-private

partnership as a multidimensional phenomenon that includes a public orientation, a legal foundation, equal long-term relationships, the pooling of resources, and the joint financing of strategic objectives [3]. Kucherenko V. (2025) emphasizes the institutional capacity of the state and the necessity of a high-quality regulatory and legal framework for the successful implementation of public-private partnerships in the healthcare sector [4]. Ustymenko S. and Rossylina T. (2024) highlight the specific features of public-private partnership in the field of innovative medicine, particularly personalized medicine, where traditional models of cooperation require adaptation to new risks and technological demands [5]. The role of public-private partnership in the public governance of the healthcare sector lies in overcoming financial constraints, improving management efficiency, and ensuring the social equity of services [6].

At the same time, researchers point out the risks associated with the implementation of public-private partnerships, including potential conflicts between public objectives and private interests, difficulties in risk allocation, and the possibility of increased costs without a proportional improvement in service quality. These challenges require the development of clear mechanisms for control and performance evaluation [1,2,4].

Public-private partnership in the healthcare sector is a key mechanism that enables the combination of public social objectives and the economic capabilities of the private sector. The main goal of public-private partnership is to improve the accessibility and quality of medical services, enhance resource management efficiency, and optimize public financial expenditures. The literature identifies a number of principles that ensure the effective implementation of public-private partnerships in the healthcare system. First is the principle of partnership and equality of the parties: “successful partnerships in healthcare are based on equal rights of the public and private sectors, and risks and benefits are distributed proportionally” [2]. Adherence to this principle helps to prevent the dominance of one party and ensures motivation for effective project implementation. Second, the principle of transparency and accountability guarantees that “all aspects of cooperation must be clearly regulated, and information regarding financing and performance outcomes must be accessible for oversight” [2]. This is particularly important in the healthcare sector, where the public interest must prevail over commercial objectives. Third, the principle of orientation toward social efficiency and service accessibility implies that “the economic benefit of the private sector cannot outweigh the social mission of healthcare” [1]. Thus, public-private partnership projects are aimed at ensuring medical services for all population groups, especially socially vulnerable categories.

Regarding the forms of implementation of public-private partnership in the healthcare sector, scholars identify several main models. First, the concession model, in which the private partner assumes responsibility for managing infrastructure

facilities, ensuring their financing, modernization, and maintenance according to established standards. “Concessions allow the state to retain control over the social orientation of services while transferring managerial and financial functions to the private sector” [1]. Second, the management contract model, which implies that the private partner provides management services to a healthcare institution without owning its assets. According to the study by Doua M. and Khariss M., “a management contract is an effective tool for optimizing costs and improving hospital efficiency while keeping ownership in the hands of the state” [2]. Third, joint financing projects or joint ventures allow the public and private sectors to jointly invest in infrastructure development or the implementation of innovative technologies. This model is particularly effective for large-scale projects, such as the construction of multi-profile hospitals or the establishment of telemedicine centers [3].

Regarding the models of public-private partnership implementation, DBFO (Design-Build-Finance-Operate) and service contracts are distinguished. “DBFO models encompass the full cycle, from design to financing and operation of the facility, whereas service contracts are used for the provision of specific services with payment based on performance results” [1]. Both models enable the state to optimize costs and maintain control over service quality.

The study demonstrates that the effective implementation of public-private partnership in the healthcare system is based on adherence to the principles of partnership, transparency, and social orientation, as well as on the appropriate selection of forms and models of cooperation. Concessions, management contracts, joint financing, DBFO, and service contracts enable the integration of economic efficiency with the social mission of healthcare. The success of public-private partnership depends on the regulatory and legal framework, effective oversight, and the adaptation of international experience to national conditions [1,2,3].

In recent years public-private partnership in the healthcare sector has been regarded as one of the key mechanisms for modernizing and expanding access to medical services, optimizing management processes, and stimulating investment activity. At the same time, despite its significant potential, the implementation of public-private partnerships in the healthcare sector often faces a number of substantial limitations caused by both structural and institutional factors. The analysis of these constraints is essential for the development of effective policies and a regulatory environment capable of ensuring the sustainable development of partnership models.

One of the main factors limiting the effective implementation of public-private partnerships in the healthcare sector is the insufficient level of legal and regulatory certainty. The current legislation in many countries, particularly post-socialist ones, does not provide a clear and unified mechanism for regulating public-private

partnerships in the healthcare field, which creates uncertainty for potential investors and hinders project development. The absence of standardized contractual models, unclear requirements for risk assessment, and mechanisms for the allocation of responsibilities between the public and private partners lead to increased transaction costs and a higher risk of legal conflicts [8].

An additional barrier is the low level of managerial capacity within public authorities. The effective implementation of public-private partnerships requires government institutions to possess a high level of competence in the preparation, evaluation, and monitoring of partnership projects. However, research shows that in many cases public authorities lack sufficient experience in risk management, conducting expert assessments of the economic feasibility of projects, and monitoring their implementation [9]. This leads to inadequate decision-making, delays in project implementation, and, consequently, a decline in trust from both the business sector and society.

Financial constraints also represent a significant barrier to the implementation of public-private partnerships in healthcare. In many cases, the public sector is unable to ensure stable financing of its obligations under partnership agreements, which creates additional risks for private investors. Instability of funding, particularly during periods of economic downturns or budget restrictions, may lead to disruptions in financial flows within contractual commitments. Therefore, private companies typically incorporate higher risk premiums into service costs, which increases the overall cost of projects and reduces their attractiveness for public procurers [8].

An equally important issue is the socio-cultural factor, which manifests itself in mistrust between the public and private sectors, as well as in low public awareness regarding the nature and benefits of public-private partnerships. In many cases, society perceives public-private partnerships as a form of hidden privatization or as a threat to the accessibility of medical services, which leads to resistance against the implementation of new cooperation models. Such mistrust complicates the formation of consensus among stakeholders, which is critical for the implementation of long-term projects in the healthcare sector, especially within the context of public governance [7].

Among the significant barriers, institutional fragmentation in healthcare governance should also be highlighted. In many countries, healthcare systems are characterized by a large number of multi-level governing bodies with their own mandates, budgets, and regulatory frameworks. Such fragmentation creates difficulties in coordinating actions and decision-making, which prevents the formation of a unified public-private partnership strategy aligned across central, regional, and local levels of governance. The lack of a comprehensive approach to strategic planning leads to duplication of functions, reduced efficiency in resource utilization, and an increased risk of corrupt practices [8].

Another critical aspect is technological inequality and the insufficient level of innovation readiness of healthcare institutions. Public-private partnerships tend to function effectively in areas where the implementation of modern technologies and digital solutions can enhance the efficiency of healthcare delivery. However, in many healthcare facilities, particularly in rural or economically depressed regions, infrastructure and technical equipment do not meet the requirements for implementing such initiatives. This complicates the attraction of private capital, as investors often do not see opportunities to obtain an adequate return on their investments [9].

It should also be noted that the risk of political changes can significantly affect the stability of public-private partnerships, especially under conditions of martial law. Political instability, frequent changes in government priorities, or shifts in administrative teams may lead to the revision or cancellation of concluded agreements, thereby jeopardizing investments and undermining confidence in the partnership mechanism. Such uncertainty is particularly characteristic of countries with unstable political environments or frequent rotation of officials in key managerial positions, especially in the context of post-war recovery [7].

**Conclusions and Prospects of Research.** Public-private partnership in the healthcare sector is perceived as a dynamic and adaptive model of cooperation that combines economic efficiency with a strong social orientation. For its successful implementation, it is necessary to integrate theoretical understanding, legal mechanisms, institutional support, and economic incentives, while scientific research forms a comprehensive theoretical and methodological framework that defines public-private partnership not only as a tool for attracting private resources, but also as a mechanism of state regulation capable of adapting to the specific features of national healthcare systems and contemporary socio-economic challenges. This highlights the need for further empirical studies aimed at assessing the effectiveness of individual public-private partnership mechanisms and their impact on the level of access to and quality of medical services.

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### **1.5. Mediation competence of public servants in the conditions of digital transformation: from ai simulators to digital co-pilots**

#### **Медіаційна компетентність публічних службовців в умовах цифрової трансформації: від ai-тренажерів до цифрових ко-пілотів**

Сучасний етап розвитку публічного управління в Україні характеризується не лише високою динамічністю трансформаційних процесів, а й суттєвим ускладненням структури соціальних взаємодій, що відбуваються в умовах багаторівневої політичної, економічної та суспільної турбулентності. У контексті європейської інтеграції, імплементації стандартів належного врядування (good governance), а також постконфліктного відновлення держави, особливої ваги набуває здатність публічних інституцій забезпечувати ефективний, інклюзивний і конструктивний діалог між різними групами стейкхолдерів.

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 OHIIENKO, 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 OHIIENKO, 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

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

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PART 3

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TO LEARNING AND DEVELOPMENT**

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REZYLIENCJA I ROZWÓJ**

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ГЛОБАЛЬНА РЕЗИЛЬЄНТНІСТЬ ТА РОЗВИТОК**

**ISBN 978-83-66567-96-2**

Monograph  
2026

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Academy of Applied Sciences  
Academy of Management and Administration in Opole, 2026.  
45-085 Polska, Opole, ul. Niedziałkowskiego 18 tel. 77 402-19-00/01.

