

<https://doi.org/10.62664/cpa.2023.01.12>

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TRANSFORMATION OF PUBLIC ADMINISTRATION

MECHANISMS IN THE CONTEXT OF WAR

The article analyzes the transformation of public administration mechanisms in Ukraine caused by the ongoing military conflict with Russia. The authors see the war as a catalyst for change that requires the Ukrainian

government to adapt deeply and rapidly to new realities. The text describes in detail the challenges faced by Ukraine during the war, including the defense of its territory and sovereignty, ensuring the security of citizens, the impact of the war on the economy, and the humanitarian aspects related to millions of internally displaced persons.

It is noted that Russia's attack was the largest military aggression in Europe since World War II, causing large-scale destruction and human casualties. The authors emphasizes the difficulties faced by Ukraine in protecting its citizens from Russian shelling, as well as the humanitarian crisis that has arisen as a result of the war. In particular, working with internally displaced persons in Ukraine in the context of the war with Russia requires flexibility, a comprehensive approach and active cooperation between all stakeholders. It is not only about providing temporary assistance, but also about creating conditions for a full life and social integration of internally displaced persons, as well as comprehensive social and psychological rehabilitation, which is a guarantee of stability and resilience of Ukrainian society in difficult times of war. It is emphasized that despite the challenges, Ukraine has demonstrated the ability to adapt and innovate, attracting international support and developing new strategies for managing the crisis. The authors examines how changes in the mechanisms of public administration are aimed at restoring and strengthening the economic and social structure of the country, as well as at ensuring national security and defense.

Key words: *state, mechanisms of public administration, politics, war, economy.*

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ТРАНСФОРМАЦІЯ МЕХАНІЗМІВ ПУБЛІЧНОГО УПРАВЛІННЯ В УМОВАХ ВІЙНИ

У статті проаналізовано трансформацію механізмів публічного управління в Україні, спричинену військовим конфліктом з Росією, що досі триває. Автори розглядають війну як каталізатор змін, що вимагає від українського уряду глибокої та швидкої адаптації до нових реалій. У тексті детально описуються виклики, з якими зіткнулася Україна під час війни, уключаючи захист своєї території і суверенітету, забезпечення безпеки громадян, вплив війни на економіку, а також гуманітарні аспекти, пов'язані з мільйонами внутрішньо переміщених осіб.

Зазначається, що напад Росії став найбільшою військовою агресією в Європі з часів Другої світової війни, спричинивши масштабні руйнування

та людські жертви. Автори наголошують на труднощах, з якими зіткнулася Україна в захисті своїх громадян від російських обстрілів, а також на гуманітарній кризі, що виникла внаслідок війни. Зокрема робота з внутрішньо переміщеними особами в Україні в умовах війни з Росією вимагає гнучкості, комплексного підходу та активної співпраці між усіма зацікавленими сторонами. Йдеться не лише про надання тимчасової допомоги, а й про створення умов для повноцінного життя та соціальної інтеграції внутрішньо переміщених осіб, здійснення комплексної соціально-психологічної реабілітації, що є запорукою стабільності та стійкості українського суспільства в складні воєнні часи. Наголошується, що, попри виклики, Україна продемонструвала здатність до адаптації та інновацій, залучаючи міжнародну підтримку та розробляючи нові стратегії управління кризою. Автори досліджують, як зміни в механізмах публічного управління спрямовано на відновлення і зміцнення економічної та соціальної структури країни, а також на забезпечення національної безпеки та оборони.

Ключові слова: держава, механізми публічного управління, політика, війна, економіка.

Problem statement. In the context of a continuing military conflict, Ukraine is facing unprecedented challenges that are fundamentally changing the mechanisms of public administration. This situation requires deep and rapid adaptation, as standard management methods and practices are proven to be insufficient to respond to complex crisis situations. War, as a catalyst for change, constantly affects all aspects of public life. Russia's war against Ukraine, with its explosive wave of geopolitical and internal contradictions, is bringing fundamental changes to the mechanisms of public administration. This

war has become not only a test of the strength and efficiency of these mechanisms, but also a catalyst for their transformation.

The aggression of moscovia is the largest military aggression in Europe since the Second World War. It has caused widespread destruction and loss of life, and forced millions of Ukrainians to flee their homes. Ukraine faces a number of challenges in this war. One of the most important is the defence of its territory and sovereignty. Russia is using powerful military force to occupy Ukrainian cities and territories. Ukraine is resisting, but the war has been going on for two years. «Russia's brutal invasion of Ukraine has proved that the Enhanced Opportunities Partner (EOP) status granted to Ukraine, Sweden and Finland is not enough to deter military aggression by a potential enemy. This war in the centre of Europe has greatly accelerated the change in public opinion in Sweden and Finland, and the political leaders of both countries have made appropriate decisions to join NATO as soon as possible» [1].

Another problem for Ukraine during the hostilities is ensuring the safety of its citizens. Russia has been shelling peaceful cities, killing Ukrainians. Ukraine is making efforts to protect its citizens from Russian shelling, but this is a very difficult task. The war has also caused a humanitarian crisis in Ukraine. Millions of Ukrainians have been forced to flee their homes and are in need of humanitarian aid. Ukraine is appealing to the international community for help, and it is receiving significant support. The conflict is also having a negative impact on Ukraine's economy. Many businesses have been damaged or destroyed, and this has led to increased unemployment and poverty. The government is making efforts to rebuild its economy: «Kyiv (in the Memorandum with the IMF) has committed to take measures to expand investment opportunities, strengthen the energy sector, return to a flexible exchange rate, reduce dependence on external financing, and bring Ukrainian tax legislation closer to EU legislation once active hostilities have abated» [2].

In this context, the key aspects are the management of internally displaced persons, economic difficulties and national security.

The most significant pressure of the war is the massive displacement of people within the country. Managing IDPs requires not only logistical solutions, but also effective social policies, including access to basic needs such as housing, healthcare, education and social support. The response to this challenge demonstrates flexibility and innovation in public administration. The war and Russia's attack on Ukraine have caused significant human tragedies, including massive population displacement within the country. Internally displaced persons (IDPs) face many challenges, from loss of homes to social and economic instability. Effective approaches to working with IDPs are key to ensuring their well-being and integration into new communities.

Effective work with IDPs requires a comprehensive approach. This means not only providing temporary housing, but also ensuring access to education, healthcare, psychological support and employment opportunities. It is important to take into account the individual needs of each displaced person, including age, gender and any disabilities. Given the limited resources and large number of displaced persons, it is important for the government to cooperate with NGOs and international partners. This includes not only financial assistance, but also the exchange of experience, best practices and resources.

Presenting the main material. The effectiveness of work with IDPs is greatly boosted when they are involved in decision-making processes that affect their lives. Such involvement not only helps to understand their needs, but also gives them a sense of control and participation in public life. It is equally important to provide psychological support to IDPs, many of whom have experienced terrible traumatic events. Social integration programmes aimed at establishing links between IDPs and local communities help them to adapt and restore normal life. Psychological work with refugees can be complex and

requires special training. Professionals working with refugees should be familiar with the psychological problems caused by war and have experience working with IDPs. Psychological work with refugees can help them cope with obstacles to adaptation in a new region. Professionals working with refugees should be familiar with psychological problems in the context of war and have experience working with a specific audience. «Assistance to IDPs should be multi-level (individual assistance, community liaison and advocacy, participation in collective political action) and focused on restoring links between people and social systems, building local support systems, and engaging community resources, including volunteers, to help people who are outside their usual environment and relationships» [3].

Working with internally displaced persons in Ukraine in the context of the war with Russia requires flexibility, a comprehensive approach and active cooperation between all stakeholders.

The economic difficulties caused by the war also require special attention. Migration is a risk for Europe, which has already spent about 26 billion euros to support refugees from our war-torn country, and about 8 million people have already moved to Europe [4]. Damaged infrastructure, job losses, and market instability are challenging public administration to implement new financial strategies. This includes not only providing emergency assistance to affected regions, but also developing long-term economic recovery plans.

In times of war, government mechanisms must be flexible and well-targeted. Effective state regulation in this difficult time not only helps to withstand economic difficulties, but also creates the foundation for future recovery and development. Faced with the challenges of war, Ukraine is demonstrating incredible resilience and adaptability, using the entire arsenal of available means to ensure not only its survival but also strategic development in a difficult historical period.

Ukraine faces the challenge not only of how to survive the war, but also of maintaining its economic efficiency and state integrity. The war with Russia has had a large-scale destructive impact, but it has also opened up new opportunities for structural change and innovation in public administration.

Ukraine's experience shows that in times of crisis, the key success factors are flexibility, speed of adaptation to changing circumstances and the ability to effectively solve the most complex problems. «The global experience of the war economy often demonstrates the acceleration of technological and medical progress. Due to this, the country's economy can strengthen its position after the war, as was the case with the United States after the First and Second World Wars» [5, p.45]. The use of various mechanisms of state regulation, from financial instruments to social programmes, creates the basis for overcoming economic difficulties and strengthening the country's defence capability.

It is important to note that not only does winning the war and overcoming economic difficulties require the government's efforts, but also the active participation of the entire society, national cohesion and support of the international community. Unity in the face of global threats of a full-scale war, dedication and unwavering faith in the future are the forces that will help Ukraine not only survive, but also emerge from this war stronger and more confident in its right to a peaceful and prosperous future.

Continuing with this topic, it is important to emphasise that the war between Ukraine and Russia has become a kind of challenge for the Ukrainian nation, its state institutions and economy. Nevertheless, these challenges have revealed the country's internal strength, endurance and innovative potential. The effective use of state regulation in the context of war proved to be critical to maintaining economic stability. Adaptation of economic policies aimed at supporting key industries, providing jobs and protecting socially vulnerable groups of the population became the basis for maintaining economic stability

and reducing the impact of hostilities on the daily lives of citizens. The need to respond to unpredictable challenges required the state to be both responsive and creative in finding effective solutions. The introduction of innovative technologies, the digitalisation of public services, and the involvement of civil society in governance processes have shown that the crisis can be a catalyst for positive change.

The task of Ukraine in this difficult period is not only to overcome the immediate consequences of the war, but also to plan long-term development. «The most important thing in changing the situation for the better regarding the investment attractiveness of domestic enterprises is their implementation of NATO standards» [6, p. 60]. This involves rebuilding infrastructure, developing new economic strategies based on innovation, and strengthening international relations that will support Ukraine in its quest for peace, stability, and prosperity.

The threats posed by the war open up new horizons for Ukraine. This is a chance not only to return to pre-war status, but also to create a new, more resilient and innovative economy that will be able to withstand future challenges and respond effectively to them, demonstrating indomitable spirit and strategic vision.

National security is another critical aspect. In a time of war, ensuring the country's defence capability and protection of its citizens becomes a priority. This requires not only military action, but also the development of comprehensive security strategies that include information security, cyber defence and international cooperation.

In the context of a long and exhausting war, Ukraine has demonstrated an incredible ability to adapt and respond to the constant changes in national security and defence. Supporting national security in this critical time is not limited to military operations, but also covers a wide range of measures: from

domestic mobilisation to international cooperation. Attention is drawn to «the formation of a high-tech military-industrial complex through the involvement of European and world technologies, investment in design and construction of military production facilities» [7].

Efforts to strengthen defence capabilities include the integration of modern technologies, the development of domestic defence production and the active use of international military assistance. This emphasises not only the importance of military strength, but also Ukraine's ability to innovate and adapt in the modern warfare environment.

The development of cybersecurity and digital technologies is also a key aspect of strengthening national security. In a world where cyberspace is becoming a new frontline of conflict, protecting digital infrastructure and ensuring the security of information flows is becoming a priority.

Equally important is the issue of civil defence and interaction with civil society. Preparing the population for emergencies, developing an early warning system and providing psychological support help to strengthen the internal front and increase the resilience of society.

It is important to note that success in strengthening national security largely depends on the state's ability to respond quickly and flexibly to new challenges. Ukraine shows that even in the most difficult conditions, it is possible not only to withstand, but also to find ways to develop and strengthen its position.

Ukraine's experience in this war is a testament to the nation's resilience and commitment to its security and freedom. This war requires from Ukraine not only strength on the battlefield, but also strategic thinking, diplomatic dexterity and social responsibility. Despite the enormous challenges, Ukraine continues to adapt and evolve, taking every opportunity to strengthen its defences and protect its people.

The effective mechanisms of state regulation that have been implemented and adapted during the conflict indicate a deep understanding of the country's needs and the ability to respond quickly. Ukraine demonstrates that even in the most difficult times, it is possible to find ways to survive, develop and even progress.

This experience is becoming not only a symbol of Ukraine's resilience, but also an example for other countries facing similar challenges. It shows that with unity, determination and strong leadership, it is possible to withstand external threats while preserving democratic values and national dignity.

Through its efforts to strengthen national security, Ukraine not only protects its present, but also lays the foundation for future peace and prosperity. In this process, every step, every decision, every initiative is an important contribution to the creation of a stable and secure state capable of meeting the challenges of the modern world.

Particular attention should be paid to adaptability and innovation in responding to these challenges. Digitalisation and implementation of e-governance, involvement of citizens in decision-making processes and development of transparent accountability mechanisms are key to improving the efficiency and legitimacy of public administration.

Considering these factors, it can be argued that public administration in Ukraine is on the path of profound and necessary changes. The key to success in this environment is flexibility, innovation and willingness to cooperate both within the country and with the international community. In continuation of these conclusions, it is worth emphasising that the war with Russia is forcing Ukraine not only to respond to immediate challenges, but also to rethink and rebuild traditional approaches to public administration. This situation requires not only urgent solutions, but also long-term strategies aimed at ensuring stability, security and sustainable development of the country.

Involvement in international assistance and expertise, as well as the integration of the world's best practices and technologies, allow Ukraine to more effectively address its internal and external challenges. At the same time, the role of civic engagement and the volunteer movement is growing, which is becoming an important factor of social support and solidarity in the country.

Conclusions. The issue of the development of domestic resources, in particular in education, science and technology, is particularly important. Investments in these areas will not only contribute to economic growth, but also strengthen national security by ensuring technological independence and innovative development.

Therefore, in the face of current challenges, Ukraine has a unique opportunity not only to adapt to new conditions, but also to fundamentally transform its public administration, laying the foundation for the future built on the principles of flexibility, innovation and open cooperation.

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(Received on November 10, 2023)