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Multilevel Public Governance of Human Capital in Ukraine under Conditions of Decentralization, Crisis Transformations and Digitalization

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ABSTRACT

This research focuses on the multilevel state governance of human capital in Ukraine during the circumstances of decentralization and crisis changes. The decentralization reform has been in place since 2014, which reallocated powers and fiscal resources to local self-government, enhancing multilevel structures of public governance. Crisis transformation was increased with the full-scale invasion in 2022 and challenged institutional capacity and adaptive governance levels. The article is based on a qualitative secondary research design in the form of a systematic literature review and policy analysis, which identifies the relationship between decentralization, digital transformation, and the development of human capital. The results suggest that resilience to war was positively related to polycentric coordination, digital tools of public administration, and increased local autonomy. Nevertheless, institutional capacity and human resource differences are also notable limitations. Human capital becomes both a strategic goal of the existence of a state and an important asset that will help to respond to the crisis and recover after the war successfully. The paper suggests a composite system of governance that focuses on coordinated multilevel processes and long-term investment in institutional capacity for long-term resilience and sustainable development.

Keywords: human capital, mechanisms of public administration, public governance, decentralization, digital transformation, institutional capacity, crisis transformations.

Introduction

Since 2014, Ukraine has been undergoing significant institutional reforms aimed at restructuring its public governance system through decentralization and modernization of public administration. These reforms include the transfer of administrative powers, financial resources, and governance responsibilities from the central government to local self-government bodies. The implementation of these reforms was additionally enhanced by the full-scale Russian invasion of 2022, which created unprecedented socio-economic, institutional, and human capital challenges. In these circumstances, multilevel public governance has become one of the main tools for ensuring resilience, continuity of public services, and strategic recovery. Human capital is also one of the most important factors of national resilience and sustainable development, especially in wartime and post-war recovery. Changes in governance systems directly affect the ability to mobilize, preserve, and develop human capital at the national, regional, and local levels. According to Goncharenko et al. (2023), state regulation during wartime has a decisive

effect on stabilizing the national economy and harmonizing governance mechanisms in accordance with the Sustainable Development Goals. Their results emphasize the strategic significance of state action in coordinating state intervention to maintain economic and social structures in the case of crisis.

The decentralization reform in Ukraine was designed to redistribute power, financial resources, and administrative responsibilities of the central government to local self-government bodies (Romanova and Umland, 2023). This reform was oriented towards bettering institutional capacity at the local level, improving the delivery of public services, and boosting regional development. Nevertheless, the changes in the context of decentralization of operation have been immense due to crisis changes, especially military aggression, internal displacement, and fiscal requirements. Decentralization and crisis governance interaction have led to a compound multilevel governance frame with polycentric coordination and reactionary structures (Keudel and Huss, 2023). Multilevel public governance is a system whereby authority, decision-making, and responsibility are shared among linked levels of government– national, regional, and local– and other non-state actors are involved. This structure has been dynamically developed in a state of crisis in Ukraine. According to Sakhanienko et al. (2021), the concept of multilevel governance was particularly applicable to the internally displaced population (IDP), which proves that the coordination of global, national, and local actors is essential. From a similar point of view, Suvorov (2024) claims that the application of integrated approaches and management tools is crucial to the efficiency of governance in crisis settings, where there is uncertainty.

The research is intended to examine the multilevel governance of human capital in Ukraine in the framework of the transformation of decentralization and crisis. Specifically, it seeks to:

1. Consider the development of mechanisms of public administration in the context of decentralization reform;
2. Dissect the effects of crisis transformations on institutional capacity and development of human capital;
3. Suggest a multilevel governance model with resilience and recovery in the aftermath of the war.

The qualitative research methodology of the article is a systematic review and analytical synthesis of new academic publications (2020–2026), policy studies and institutional reports. Specific emphasis is placed on the relationship between the processes of decentralization, digital transformation, and crisis governance. The research examines the structure of public governance in Ukraine before and after decentralization reforms, with particular attention to the major institutional and administrative changes introduced during this period.

The contribution of this article to the study of public sector innovation is that it demonstrates how decentralization, digital transformation, and polycentric governance enhance human capital development and institutional resilience in times of crisis, using Ukraine's military administration as an empirical context.

Literature Review

Discussion of the transformation of government in Ukraine has been mostly reviewed using the perspective of decentralization reform, multilevel administration, and crisis governance. Since 2014, decentralization has been theorized as a structural redistribution of competencies, financial resources, and administrative power with the purpose of enhancing local self-government and increasing the capacity of institutions (Romanova and Umland, 2023). Scholars argue that decentralization has contributed to greater fiscal independence and regional development; however, uneven institutional capacity and insufficient professionalization of public administration remain persistent challenges (Martynenko et al., 2023; Davydenko et al., 2022).

Multilevel governance has emerged as one of the central concepts explaining Ukraine's adaptive capacity during periods of crisis and transformation. Sakhanienko et al. (2021) define multilevel governance as an organized arrangement of the interconnection of national, regional, and local actors that is especially applicable in the context of controlling internally displaced persons. On the same note, Keudel and Huss (2023) refer to the polycentric nature of decentralized crisis response in Ukraine, which involves horizontal relations and vertical integration. Literature on crisis governance highlights the need to have institutional capacity, leadership, and intergovernmental cooperation in times of uncertainty (Kuhlmann et al., 2024; Suvorov, 2024).

Recent reports show more and more connections between continual decentralization and digitalization and the development of human capital. Digital governance tools increase transparency and continuity of administration (Bondarenko et al., 2025), but their effectiveness remains dependent on professional competencies and skills of the public sector (Blyzniuk and Shumska, 2025). Furthermore, human capital is also considered a consequence and a force of the reform, and the role of public regulation in the stabilizing process is considered during wartime (Goncharenko et al., 2023). Modern-day studies, therefore, come to a conclusion that integrated governance mechanisms encompassing decentralization, digital modernization, and institutional fortification are necessary towards sustainable resilience and post-war recovery.

Methodology

The research uses a qualitative secondary research design, which is based on a systematic literature review and comparative policy analysis. The corpus of the research consists of peer-reviewed journal articles, academic monographs, and policy research on the topic of decentralization reform, multilevel government, human capital formation, and crisis state administration in Ukraine.

The following criteria were used to select the sources:

1. Relevance to decentralization and multilevel governance in Ukraine;
2. Direct emphasis on public governance tools, institutional capacity, or human capital development;
3. Publix date: 2020–2026 reflecting developments during the crisis period;

4. Inclusion of at least three key scholarly references.

In order to ensure the analytical depth and representativeness of the study, the key works were those that directly reveal the mechanisms of state regulation of human capital in Ukraine under the conditions of decentralization and military transformations. In particular, the study by Goncharenko et al. (2023) contains an analysis of the role of public regulation in stabilizing the national economy during the war; Stativka et al. (2025a) offer a methodology for assessing the effectiveness of public policy, which is necessary for the formation of evidence-based human capital management; Stativka et al. (2025b) establish the relationship between decentralization and the stability of rural development, which is important for understanding the regional aspects of human capital. That is why these works became central for building the conceptual framework of the study and substantiating the proposed matrix of multi-level governance.

The analysis is organized around three interrelated dimensions:

1. Decentralization and Institutional Capacity - decentralization of competencies, financial independence, administrative reformation.
2. Transformations and Governance in Crisis - government in wartime, polycentric crisis, and resilience.
3. Human Capital and Digital Transformation - human resource growth, government modernization, government online services.

By applying thematic synthesis, the research establishes the trend patterns of interactions between these dimensions and develops a composite conceptual framework of multilevel governance amidst crises.

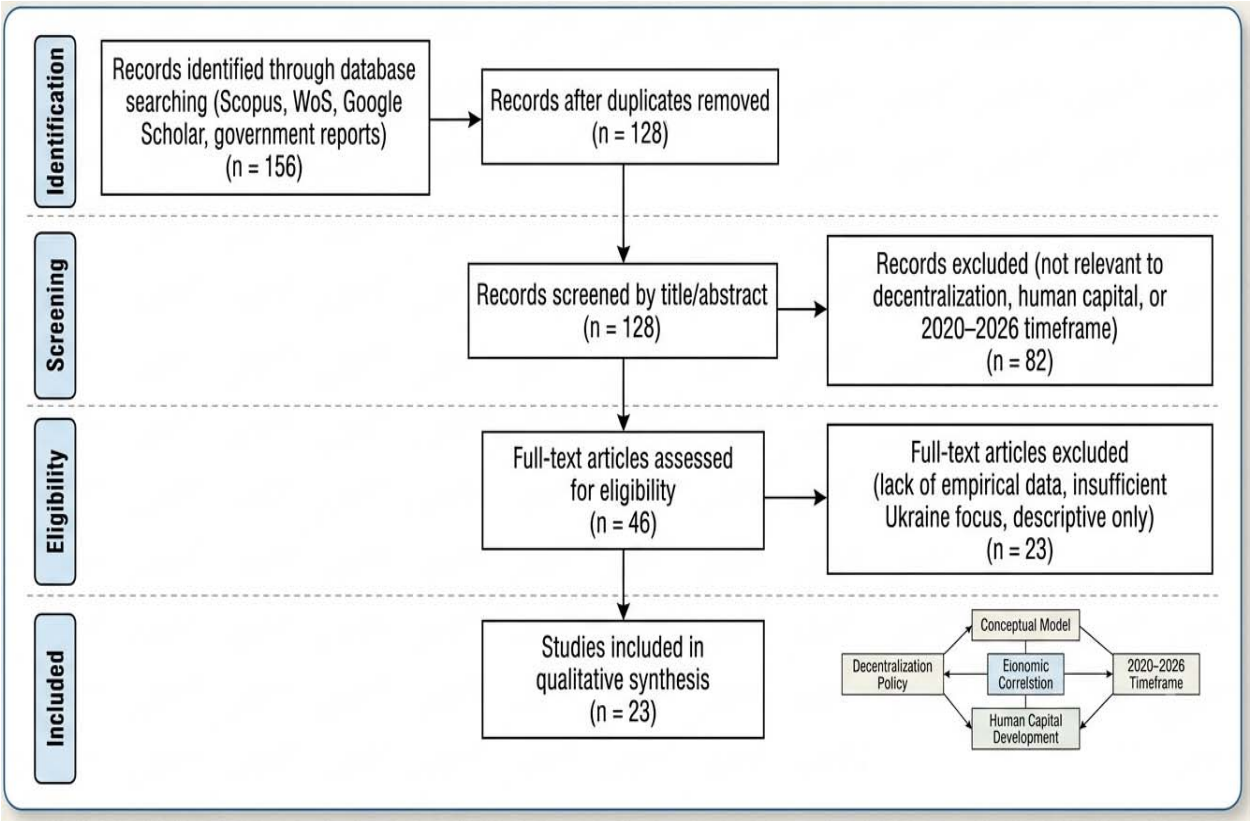
Limitations. Being a secondary study, the research is based on the current higher learning meanings and empirical evidence. The continued conditions of war can restrict access to the recent quantitative data. However, the scope of recent research offers enough analytical depth.

Results

The contribution of this article to the study of public sector innovation is that it demonstrates how decentralization, digital transformation, and polycentric governance enhance human capital development and institutional resilience in times of crisis, using Ukraine's military governance as an empirical context. The results presented below reveal this contribution through an analysis of institutional capacity, adaptive governance mechanisms, and digital tools. To ensure transparency and reproducibility of the systematic literature review, the source selection process is presented in the form of a PRISMA flow chart (Figure 1). An initial search in bibliometric databases (Scopus, Web of Science, Google Scholar) and official government report repositories identified 156 records. After automatic and manual removal of duplicates, 128 unique sources remained. At the stage of screening by title and abstract, 82 publications were excluded that did not correspond to the topic of decentralization, public human capital management, or the period 2020–2026. The full texts of 46 sources were assessed for compliance with the inclusion criteria; of these, 23 were rejected due to lack of empirical data, insufficient attention to the Ukrainian context, or descriptive nature without analytical contribution.

Ultimately, 23 scientific papers were included in the qualitative synthesis, which formed the analytical core of this study.

Figure 1: PRISMA flow diagram of the systematic literature review



Decentralization Reform and Institutional Capacity

The reform of decentralization in Ukraine is one of the most extensive changes of governance that occurred in post-Soviet Europe. The reform was launched in 2014 and aimed to empower the hromadas (amalgamated territorial communities) by granting fiscal independence, increasing administrative responsibilities, and streamlining local governance systems (Romanova and Umland, 2023). Sakhanienko et al. (2021) illustrate the redistribution of power across governance levels through the decentralization matrix, focusing on the principles of subsidiarity and resource congruency. Fiscal decentralization allowed local governments to retain more tax revenue, thereby improving their ability to invest in infrastructure, education, and social services. As shown by Davydenko et al. (2022), rural development indicators improved in communities with greater fiscal autonomy. Nonetheless, there is an unequal institutional capacity. According to Martynenko et al. (2023), the main problems to be faced are the lack of skilled professionals, deficiency of administrative knowledge, and differences in resource distribution.

These limitations highlight the main role of human capital in achieving the outcomes of decentralization. The presence of effective governance mechanisms and institutional support provides evidence that decentralization positively affects the stability of growth in rural areas

(Stativka et al., 2025b). They concluded emphasizes that local empowerment is not sufficient and should be combined with harmonious policy coordination at all levels of governance. Therefore, the reform of decentralization has enhanced the multilevel governance architecture while simultaneously revealing capacity limitations that demand the strategic development of human capital.

Crisis Transformations and Polycentric Governance

The Russian invasion of 2022 in Ukraine was full scale, which completely changed the operational environment of the public government of Ukraine. Huge uncertainty, mass internal movement, financial burden, and massive destruction of infrastructure were all brought by the crisis. In this scenario, multilevel governance was developed to more toward polycentric and adaptive structures. Keudel and Huss (2023) characterize the decentralized crisis response in Ukraine as polycentric, in which central government, regional government, local self-government, civil society organizations, and international actor coordinated. This structure allowed quick mobilization of resources and adjustment to new threats. The authors are of the view that reforms decentralization before the war created the ability of local responses that were autonomous but part and parcel of national coordination mechanisms. Equally, Rabinovych et al. (2025) highlight the difficulties faced by local governments operating under martial law. Although decentralization helped to establish of institutional bases for local resilience, the circumstances of the war necessitated some temporary centralization of functions. This dynamic shows the non-linear relationship between decentralization and crisis governance: crisis can require selective re-centralization and maintain the overall multilevel structure.

Kuhlmann et al. (2024) theorize crisis governance to be reliant on institutional capacity, leadership, and intergovernmental cooperation. Institutional capacity in the Ukrainian context was used to decide on continuity of the services by the state, particularly in the frontline and de-occupied regions. Resilience was found in communities that had better administrative competencies and fiscal autonomy. Suvorov (2024) points to the relevance of integrated multilevel governance instruments in crisis situations, such as digital coordination systems, emergency budgeting systems, and networks of inter-municipal cooperation. These tools enabled top-down cooperation between local governments, which strengthens the resilience of the systems. Notably, the paradigms of public governance have been transformed by the crisis transformations. Karamyshev et al. (2024) found that hybrid threats that entail a combination of military, informational, and economic forms of threat raise the need for adaptive multilevel structures of public administration this can handle the complexity. In this way, crisis governance in Ukraine is not only a reaction to the war but the regeneration of the system of governance.

Digital Transformation and Mechanisms of Public Administration

Digital transformation is a vital element of the modernization of governance plan Ukraine. Although Ukraine invested heavily in e-governance infrastructure and online government service platforms before the full-scale invasion, the conditions of wartime hastened the change process, and digital tools were required to sustain the continuum of administration. According to Keudel and Huss (2023), digital transformation enabled the delivery of government services to internally displaced citizens and the population living in occupied or frontline

regions. Online distribution allowed registration, distribution of social aid, and communication between governance tiers. Multilevel coordination and transparency were enhanced through this digital infrastructure. Bondarenko et al. (2025) suggest a model of administrative control at the multi-tier level adding digital technologies to increase the level of legality and accountability in local decision-making. Their structure focuses on the fact that the process of digitalization is not technological modernization but institutional change that improves the mechanisms of state administration. Kurnosenko (2025) also emphasizes the idea of adaptive resource mobilization in the context of the crisis, influencing the state administration, which he claims raise flexibility and response to changing circumstances of digitalized models of governance. Digital transformation increases institutional capacity by reducing bureaucratic bottlenecks and providing the ability to make decisions based on the data. Nonetheless, human capital is also very crucial to digital transformation. According to Blyzniuk and Shumska (2025), the successful application of digital governance tools cannot be achieved without the presence of highly professional public servants who know how to handle technological systems. Digital competency gaps can restrict the transformational capabilities of the reforms of decentralization. Therefore, digital transformation acts as a facilitating mechanism and challenge of capacity in the system of multilevel governance. Public Human Capital Management within the Framework of Digitization Is Shifting from Traditional Bureaucratic Models to a "Human Performance" Paradigm Where Technology Becomes A Strategic Asset for the Long-Term Development of Institutions. In terms of specifics about the shift to a "human performance" paradigm the following areas represent the most significant components. Integrated Information Systems (HRMIS): Within the framework of digitizing human resources in Ukraine, the central component of the shift to a "human performance" model will be the development and deployment of an HRMIS system that combines all civil service-related data into one centralized database. Utilizing this system will allow for the automation of personnel accounting, create opportunities for planning of staffing needs utilizing current data, increase transparency during appointment processes. As of 2024 more than 82 percent of all state bodies have been included in the HRMIS system.

Competency Transformation and "Digital by Design": Until 2025 strategies will include the creation of digital competency levels among employees. Digital competency includes both technical skill sets, as well as the ability to perform in a hybrid environment where artificial intelligence (AI) assists decision making tool. Platforms such as Diya. Osvita provide continued learning and adaptability to future challenges.

Synergistic Relationships Between Humans and Machines: AI in the public sector will begin to assume roles in recruitment (automated review of resumes) and performance evaluation. According to estimates provided by the Organization for Economic Cooperation and Development (OECD), implementing AI will allow approximately thirty percent (30%) of civil servants' time currently spent on routine tasks to be freed up for higher value-added activities, such as policy development and citizen communications.

Ethics and Merit-Based Decision-Making Processes in a Digital Environment: The digitalization of HR processes significantly reduces the impact of human factors, thus creating a barrier to nepotism and patronage in the civil service. However, there are emerging concerns regarding the fairness of algorithms, protection of employee's personal data and the need for transparency in decision making processes facilitated by AI. Resiliency: Experience gained in

Ukraine demonstrates D-HRM has become a strategic mechanism for ensuring government stability and resilience in wartime conditions. This has enabled institutions to continue functioning while using remote work and cloud services.

To summarize the empirical data characterizing the state of human capital and digital transformation in the public administration system of Ukraine, Table 1 presents key indicators collected from the analyzed sources and official reports. It confirms that digitalization covers all levels of government, but the human resource shortage remains a limiting factor, especially at the regional and local levels, which requires targeted investments in human capital.

Human Capital Development in Multilevel Governance

Human capital is key to maintaining decentralization and crisis resilience. Human capital does not just include education and skills of the officials in society, but also civic participation, professional networks, and leadership skills. Stativka et al. (2025a) suggest that the systematic evaluation and analysis of the impact of public policy should be considered essential as efficient governance based on evidence enhances the institutional learning and development of human resources. In their system, analytical ability is an essential aspect of contemporary state politics. Goncharenko et al. (2023) associate the maintenance of human capital with the direct economic stability and sustainable development objectives under conditions of war.

They assert that employment protection, education continuation and social welfare mechanisms should be prioritized to avoid long-term deterioration of human capital in the country. Lesik and Todorova (2025) suggest that post-war recovery could be analyzed through a multi-level framework that incorporates the reform of the public service and human resource management. The analysis highlights that it is not enough to just rebuild infrastructure, but also the capacity of the public administration also needs to be reinforced.

Table 1: Key indicators of human capital development and digitalization in multi-level governance in Ukraine

Management level	**Indicator**	**Meaning / Status**	**Source**
National	Coverage of government agencies with the HRMIS system	82% (2024)	Government report, 2024
National	Projected share of time freed up by AI	up to 30%	OECD, 2024
National	Availability of a strategy for digital competencies of civil servants	Approved (Act.Education)	Blyzniuk & Shumska, 2025
Regional	Vocational retraining programs for IDPs	Operate in most areas	Keudel & Huss, 2023
Regional	Share of administrations with a shortage of qualified personnel	High (especially in newly formed communities)	Martynenko et al., 2023
Local	Use of electronic administrative portals	Widespread implementation	Bondarenko et al., 2025
Local	Citizen participation in decision-making (participatory governance)	Growing, especially in digital format	Monastyrskyi et al., 2025

Source: compiled by the authors based on the synthesis of data from the analyzed sources.

On the local level, Monastyrskyi et al. (2025) note that ~~the~~ human capital is concentrated in communities, which increases resilience to environmental and socio-economic shocks.

Communities with greater administrative and civic human capital exhibit greater adaptive capacity. Microsystems notwithstanding these advances, there is a lot of work to do. According to Martynenko et al. (2023), lack of personnel with necessary qualifications in regional administrations is also a problem, especially in recently amalgamated communities. Internal displacement has increased workforce disparity in the regions. Concisely, human capital serves as both an object and a tool of governance reform. It is formed under the influence of decentralization policies, yet it also establishes its efficiency.

Multilevel Governance Matrix

Modernized tools will enable managers to reduce their routine burden as follows (Table 2):

- Human Resource Information Systems (HRIS): the state register of civil servants and platforms for accounting for civil servants (the Ukrainian HRMIS is an example).
- Artificial Intelligence (AI): utilizing AI in the preliminary filtering process of CVs for positions within government agencies; this enables the reduction of risks associated with corruption and lessens subjectivity.
- Learning Management System (LMS): micro-learning platforms where officials may complete training at an individual pace.
- Blockchain: used to verify diplomas, certificates, and applicants' work experience, thereby eliminating the possibility of forged documentation.

Table 2: Multilevel Public Governance of Human Capital Decentralization and within a Digitalization Matrix in Ukraine

Governance Level	Key Competencies	Mechanisms of Public Administration	Human Capital Dimension	Crisis Adaptation Tools
National	Strategic policy-making; fiscal regulation; Sustainable Development Goals (SDG) alignment	Legislative reform; budget redistribution; digital platforms	National workforce policy; higher education strategy	Emergency centralization; international coordination
Regional (Oblast)	Coordination of local implementation; sectoral programs	Administrative oversight; inter-municipal cooperation	Regional labor market programs (vocational training and retraining)	Crisis budgeting; Internally Displaced Persons (IDP) integration
Local (Hromada)	Service delivery; community development	Participatory governance; fiscal autonomy	Local administrative staff; civic engagement	Rapid response teams; digital services (e-administrative and social portals)

Source: Author developed in accordance with Sakhanienko et al. (2021), Keudel and Huss (2023), Stativka et al. (2025b), and Goncharenko et al. (2023)

Changing the Role of a Civil Servant in the Context of Digitalization

In the context of digitalization, human capital has become an "intellectual asset." As such, the role of the civil servant is shifting from one based on compliance with instructions to the following:

- Creative problem solving: machines perform routine tasks, while humans develop strategies.
- Emotional intelligence and communication: managing large-scale social systems through data, which serves merely as a medium.
- Critical thinking: the capacity to evaluate the results produced by algorithms.

Important Note: Successful public administration of human capital today is not about replacing humans with machines. Rather, it is about equipping people with tools that enable them to deliver public services more quickly, more transparently, and with greater compassion.

Figure 2: Conceptual model of multilevel state regulation of human capital in Ukraine in the circumstances of decentralization and crisis changes

Source: Created according to Keudel and Huss (2023), Suvorov (2024), and Stativka et al. (2025a)
Note: The model shows vertical integration and horizontal cooperation between the levels of governance and the actors of civil society

Conceptual Model

Figure 2 outlines a Multilevel Governance Framework of Human Capital under Crisis Transformations. Although it is clearly a benefit to implement digital technologies in administration, there are also risks associated with digitalization:

- Protection of Civil Servants' Personal Data through Cyber Security
- Protection against Leaks and Attacks on the Private Data of Thousands of Civil Servants.
- Risk of Exclusion through Digital Divide
- Risk that Experienced Personnel will be Displaced by New Technologies that They Cannot Adapt to as Rapidly as Required.

Discussion

The multilevel system of governing the population in Ukraine has developed into an adaptive and polycentric framework with decentralization reform, and enhanced by changes during a crisis. Instead of compromising governance institutions, the association between decentralization and wartime strains has boosted institutional recalibration and enhanced the mechanisms of vertical and horizontal coordination. Nevertheless, resilience outcomes are not balanced and are significantly reliant on the institutional capacity and consolidation of human capital. The structural basis of redistributing competencies and fiscal power to local governments was created by the decentralization reform. Past analysis cautioned that the decentralization process would be fraught with fragmentation or regional imbalance unless coordinated with the modernization of the administrative system (Uzun and Koch, 2020).

Haiduchenko et al. (2021) noted that the newly developed multilevel system of public administration in Ukraine was becoming increasingly complex, and systemic harmonization of governance was stressed. This architecture was put to the extreme during wartime. Some authors indicated that empowered hromadas had greater adaptive capacity when it came to responding to crises, especially when it came to continuing services and responding to internally displaced persons (IDP) (Keudel and Huss, 2023; Sakhanienko et al., 2021). Nevertheless, differences in administrative professionalism and workforce persist in hindering the effectiveness of reform (Martynenko et al., 2023). The changes brought by the crisis required selective re-centralization of decentralized service delivery functions. Creating a hybrid model is congruent with the theory of crisis governance, which focuses on institutional robustness instead of institutional breakdown (Kuhlmann et al., 2024).

The operations of decentralization under a flexible constitutional system are made possible through legal and constitutional modifications under martial law (Batan et al., 2025). Meanwhile, empirical studies of economic decentralization have shown that fiscal autonomy may have a positive effect on the adaptability of the regions to crises, as long as coordination mechanisms do not break down (Pasichnyi et al., 2019). Digital transformation has become one of the key enabling means of this multilevel governance ecosystem. Administrative continuity and transparency were enhanced using digital coordination platforms (Keudel and Huss, 2023). Bondarenko et al. (2025) believe that digital administrative control contributes to legality and accountability in local decision-making. Additionally, the ecosystem governance approaches combine decentralization and sustainable development objectives and enhance systemic coherence (Berezovska et al., 2024). Workforce competencies are critical in digital governance performance. Blyzniuk and Shumska (2025) emphasize that digital transformation necessitates long-term investment in administrative expertise and professional training. The aim, as well as

the tool of governance reform, is therefore human capital. Economic stability and maintenance of the workforce should be the priority of public regulation in times of war to avoid the structural degradation in the long term (Goncharenko et al., 2023).

At the same time, analytical and assistive ability enhances evaluation of the impact of policies and evidence-based decision-making (Stativka et al., 2025a). Stability of rural development is positively associated with decentralization as it is promoted with the help of good governance (Stativka et al., 2025b; Davydenko et al., 2022). On the community level, solidarity of administrative and civic human capital will increase resilience to environmental and socio-economic shocks (Monastyrskyi et al., 2025). Moreover, the need to adopt adaptive resource mobilization strategies in a crisis situation shows the significance of flexible ways of governing (Kurnosenko, 2025), and integrated multilevel coordination tools enhance the efficiency of the systemic level (Suvorov, 2024). The concept of post-war recovery frameworks continues to state that the recovery process for physical infrastructures is to be supported by institutional learning and public services transformation (Lesik and Todorova, 2025). Altogether, the experience Ukraine demonstrated that decentralization and crisis transformation are dynamically different processes. Sustainable multilevel government requires not only formal redistribution of power but also enhanced institutional capacity, digital transformation, and systematic investment in human capital at all levels of governance.

Conclusion

Multilevel public governance of human capital in Ukraine has evolved under conditions of decentralization and crisis, and has changed significantly. The public good served by this innovation is sustainable and effective public administration that protects and develops human capital, improves public service delivery, and strengthens institutional capacity during crises and post-conflict recovery. The decentralization reforms reallocated competencies and empowered local autonomy. War demands necessitated adaptive and polycentric forms of governance. Digital transformation also improved administrative coordination and delivery of services. However, institutional capacity and development of human capital are also very fundamental in the sustainability of these reforms. It is necessary to enhance analytical skills, administrative professionalism, and digital skills in the framework of the public administration in post-war recovery and long-term resilience. The conceptual framework and the governance matrix that were created in the current study offer analytical instruments that help comprehend the multilevel governance structure of Ukraine. In future studies, quantitative pointers can be included to determine the long-term effect of decentralization on human capital outcomes and regional stability.

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Conflict of interest:

The authors declare no conflict of interest.

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The Hugging Face Assistant model was used during the text editing stage – for grammatical correction, stylistic improvement, and to improve the perception of the material. The research, data analysis, and preparation of conclusions were performed by the authors without the use of AI.

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