




e-ISSN 3041-2498

# Public Management and Policy

<https://www.eu-scientists.com/index.php/pmap>



## Organizational and Economic Mechanism for Post-War Development of the National Economy: Governance Loop and Implementation Criteria

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### ARTICLE INFO

#### Research Article

#### DOI:

[10.70651/3041-2498/2026.2.01](https://doi.org/10.70651/3041-2498/2026.2.01)

#### Received:

15 December 2025

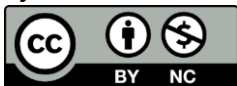
#### Accepted:

20 January 2026

#### Published online:

10 February 2026

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### ABSTRACT

The paper develops a governance-oriented design of an organizational and economic mechanism for post-war development of the national economy. The problem addressed is the fragmentation of recovery programmes when goals, resources, instruments and accountability are not linked through measurable control indicators, which reduces the reproducibility of policy decisions across sectors and regions. The purpose of the study is to translate the mechanism from a conceptual description into an implementation-ready model by representing it as a management loop with explicit inputs, policy instruments, expected outputs, control metrics and responsible actors. The methodology combines structural-functional modelling, process decomposition and a project-and-portfolio perspective on recovery interventions. As a result, a matrix of the management loop is proposed using the logic “input parameters – instrument of influence – expected result – control indicator – responsible subject”. The matrix allows aligning project prioritisation, medium-term budgeting, donor schedule coordination, regulatory simplification, contractor capacity management and digital monitoring with audit procedures and public accountability. In addition, the paper systematises the coordinating functions of the state in post-war transformation and formulates implementation criteria that define minimum launch preconditions, institutional ownership, time horizons, key risks and mitigation controls. The practical value of the findings is the ability to embed the mechanism into recovery programmes and project portfolios, set transparent KPIs, organise feedback loops and adjust instruments based on observed performance, thereby increasing policy coherence and delivery quality. The model is applicable for combining public investment, donor resources and public-private partnerships, while keeping social and human-capital measures within the same results chain. It also supports the creation of a unified information space for recovery, where open data on costs, progress and risks enable continuous learning and prevent duplication of mandates among coordinating bodies.



### KEYWORDS

post-war development, organizational and economic mechanism, management circuit, project portfolio, control indicators, public-private partnership, human capital.



## Організаційно-економічний механізм післявоєнного розвитку національної економіки: управлінський контур та критерії реалізації

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### СТАТТЯ

### АНОТАЦІЯ

#### Дослідницька

#### DOI:

[10.70651/3041-2498/2026.2.01](https://doi.org/10.70651/3041-2498/2026.2.01)

#### Отримана:

15.12.2025 р.

#### Прийнята:

20.01.2026 р.

#### Опублікована:

10.02.2026 р.

#### Авторське право

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У статті обґрунтовано орієнтований на врядування організаційно-економічний механізм післявоєнного розвитку національної економіки. Проблема, що розглядається, полягає у фрагментації програм відновлення, коли цілі, ресурси, інструменти та підзвітність не пов'язані між собою через вимірювані контрольні показники, що знижує відтворюваність політичних рішень у різних секторах і регіонах. Метою дослідження є переведення механізму з концептуального опису в модель, готову до впровадження, шляхом представлення його як управлінського циклу з чітко визначеними входами, інструментами політики, очікуваними результатами, контрольними метриками та відповідальними суб'єктами. Методологія поєднує структурно-функціональне моделювання, декомпозицію процесів та проектно-портфельний підхід до заходів відновлення. У результаті пропонується матриця управлінського циклу за логікою «вхідні параметри – інструмент впливу – очікуваний результат – контрольний показник – відповідальний суб'єкт». Матриця дає змогу узгодити пріоритизацію проектів, середньострокове бюджетування, координацію графіків донорів, спрощення регуляторних вимог, управління спроможністю підрядників та цифровий моніторинг із процедурами аудиту й публічною підзвітністю. Крім того, у статті систематизовано координуючі функції держави в процесі післявоєнної трансформації та сформульовано критерії впровадження, які визначають мінімальні умови запуску, інституційну відповідальність, часові горизонти, ключові ризики та заходи їхнього пом'якшення. Практична цінність результатів полягає в можливості інтегрувати цей механізм у програми та портфелі проектів відновлення, встановлювати прозорі КПП, організувати зворотний зв'язок і коригувати інструменти на основі отриманих результатів, що підвищує узгодженість політики та якість її виконання. Модель придатна для поєднання державних інвестицій, донорських ресурсів і державно-приватного партнерства, при цьому зберігаючи соціальні заходи та заходи з розвитку людського капіталу в єдиному ланцюжку результатів. Вона також сприяє створенню єдиного інформаційного простору відновлення, де відкриті дані про витрати, прогрес і ризики забезпечують безперервне навчання та запобігають дублюванню повноважень між координуючими органами.



### КЛЮЧОВІ СЛОВА

післявоєнний розвиток, організаційно-економічний механізм, управлінський контур, портфель проектів, показники контролю, публічно-приватне партнерство, людський капітал.

## 1. Introduction

The post-war development of the national economy requires a mechanism capable of reconciling the scale of destruction, limited resources, donor calendars, regulatory procedures, and the capacity of implementers in a single management loop. In the absence of such integration, reconstruction programs are prone to fragmentation: project portfolios are formed without comparable priority criteria, tools are not “locked” to results, and responsibility is blurred between institutions. In the applied dimension Fragmentation manifests itself as the lack of a single project taxonomy and project passport, incompatibility of funding calendars and stages of project readiness, a gap between budget decisions and portfolio priorities, and a lack of verified data for audit and correction of tools.

## 2. Literature Review

The problems of post-war reconstruction management in modern literature are increasingly interpreted as the tasks of institutional coordination, multi-level governance, transparency and accountability, where the result depends on the alignment of strategic priorities with project planning, selection and implementation tools. The focus of the research is a combination of top-down and bottom-up approaches, the role of local self-government and digital tools as a means of ensuring targeted use resources and trust of donors and society.

Within the spatial and territorial dimension of recovery, attention is focused on the capacity of communities and the balance of centralized decisions with local subjectivity. In particular, Malchykova [1], based on the case study of reconstruction in the context of the ongoing conflict, emphasizes that the institutional structure of decision-making at the level of territorial communities is not always able to compensate for the consequences of the war without a coordinated multi-level policy design, which reinforces the need for a flexible combination of top-down approaches (top-down) and bottom-up in spatial planning. In the adjacent urban line, Modrzyńska et al. [2] consider the concept of “building back better” as a framework for the long-term modernization of Ukrainian cities, emphasizing the role of international organizations in supporting reconstruction standards and coordinating recovery programs.

A significant array of works develops institutional and environmental optics of reconstruction. Cifuentes-Faura substantiates the need for a reconstruction plan based on sustainability and energy efficiency and connects the quality of results with the modernization of public administration and the introduction of “smart” approaches at the level of cities and governments [3]. In a parallel work by the same author, transparency and accountability are considered as managerial conditions for reducing the risks of inefficiency and abuse during war/post-catastrophe crises, when trust in institutions affects the willingness of donors and society to support recovery [4].

In empirically-oriented research, the emphasis shifts to procedural mechanisms of equity and inclusion in recovery. Rodríguez-Gaviría et al. [5] using a participatory approach and analysis of post-disaster response documents, show that community-based data generation can reduce asymmetries between formal institutions and population needs and enhance “equity” in recovery governance. The development of resource-efficient logic is the work of Shevchenko et al. [6], who propose a framework for the hierarchy of circular strategies for reconstruction and reconstruction, aimed at combining “build back better” with circular economy tools.

In the applied fiscal and investment planes, the research focuses on the restoration of medium-term budgeting, project selection procedures, and public investment management. T. Bohdan emphasizes that sustainable recovery requires institutional reforms in the field of state finances, restoration of public investment management mechanisms and coordination of reconstruction with European integration requirements [7]. The World Bank’s report on the Recovery Support Trust Fund systematizes approaches to organizing financing and implementing projects, with an emphasis on institutional “building blocks” for long-term reconstruction [8].

The issues of donor coordination and the formation of a single investment pipeline are reflected in the framework documents of international support. The joint communiqué of the Donor Coordination Platform outlines priorities for coordinating support and accountability requirements in the project selection and implementation cycle [9]. The Ukraine Facility Plan sets a program-oriented outline of

reforms and investments for 2024–2027, which provides for the coordination of a portfolio of projects, procedures, and monitoring of results [10].

For the Ukrainian context, applied literature on integrity and social participation is being developed in parallel. Lutsevych emphasizes the role of civil society as a channel of supervision and legitimation of recovery, in particular through participation in monitoring and public communication of priorities [11]. Wilkins systematizes the contextual corruption risks of reconstruction and emphasizes the importance of adapted anti-abuse tools, in particular at the level of procedures and data [12].

In the institutional and organizational line, considerable attention is paid to the development of the architecture of recovery bodies and digital solutions. Kostyba et al. [13] proposes a mapping of government powers and institutional interactions in the reconstruction system, emphasizing the need to reduce duplication of mandates and strengthen coordination. In the context of public procurement, Zadvornyi emphasizes transparency, data openness and procedural safeguards as conditions for the effectiveness of reconstruction and preservation of trust [14].

The European experience in public investment planning details the importance of front-end management (strategizing, selection, budgeting), stage-gate decisions and transparent monitoring mechanisms, which is systematized in Manescu's study on the practices of the EU Member States [15]. A separate area is devoted to the "greening" of restoration and procedural mechanisms of public participation in decision-making in the field of environmental and climate priorities, which is analyzed by Andrushevych and Kozak [16].

Despite significant improvements, modern literature mostly considers the components of recovery in fragments: either through territorial governance, or through transparency and anti-corruption, or through the financial and investment cycle and digitalization. The task of integrating these dimensions into a single organizational and economic mechanism, which simultaneously sets the logic of "goals – tools – project portfolio – implementation – control – correction" and ensures procedural consistency between program and target planning, budgeting, donor coordination, regulatory procedures, procurement, supervision and monitoring of implementation remains unresolved. Generalization of the above approaches allows us to formulate the requirement for the post-war development mechanism as a "managed circuit", where each block (planning, budgeting, donor coordination, deregulation, procurement, monitoring) should be associated with a specific instrument, expected result, control metric, and institutional owner. Such logic is the basis of the management circuit matrix (Table 1) and implementation criteria (Table 2), which together set the minimum required specification for triggering feedback and correction of tools.

### 3. Problem Statement

The article is aimed at modeling the organizational and economic mechanism of the post-war development of the national economy as a controlled management circuit and in substantiating the criteria for its implementation. To achieve the goal, the content of the mechanism as an integrated system of goals, tools and procedures has been clarified; the matrix of the management circuit has been constructed according to the logic "input – tool – result – control indicator – responsible"; the coordinating functions of the state have been systematized; minimum prerequisites for launch, key risks and implementation control conditions.

### 4. Methods and Materials

The research applies a combination of structural-functional modelling, process decomposition, and a project-portfolio approach to the design of recovery interventions. The core method involves constructing a formalized management loop (governance circuit) that integrates input parameters, policy instruments, expected outputs, control metrics (KPIs), and responsible actors into a single reproducible matrix. The matrix was developed through synthesis of theoretical concepts of organizational-economic mechanisms, principles of multi-level governance and coordination in post-war reconstruction, as well as applied frameworks for public investment management, donor coordination, and results-based budgeting. Normative and framework documents on recovery served as the empirical foundation. All tables and the functional model were compiled by the author based on the generalization of relevant literature and policy materials. The model is a normative-instrumental

construct designed for practical integration into recovery programmes and does not involve primary quantitative data collection or econometric analysis.

## 5. Results and Discussion

It is expedient to interpret the organizational-economic mechanism as a two-component structure that combines organizational forms of coordination (distribution of powers, rules, procedures, information circuits) and economic levers of influence (budget and tax incentives, investment instruments, regulatory regimes), which together ensure the manageability of the reconstruction portfolio through measurable results and correction mechanisms. In this sense, the mechanism does not function in isolation: it is the result of interaction of institutional structure, legal norms, resource base, human capital and motivation of economic participants [17].

In the post-war context, adaptability and the ability of the mechanism to ensure resilience under conditions of radical uncertainty become a priority. The concept of strategic elasticity emphasizes the need to combine long-term goals with tools for operational correction [18]. At the same time, the digitalization of strategizing shifts the emphasis from declarative planning to management based on data and transparent procedures [19].

The transfer of the mechanism from the conceptual level to the managed implementation mode is achieved by presenting it as a management circuit, i.e., a decision cycle with built-in feedback, where input parameters are formalized into standardized data, tools are applied to the project portfolio, results are recorded in KPIs, control and audit trigger tool correction. This formulation separates declarative objectives from operationally measurable results and makes management reproducible across sectors and regions. In the article, control indicators are treated as key performance indicators (KPIs) of the circuit and are presented at the level of operational examples; for practical application, each KPI should be defined through a calculation formula, data source, measurement frequency, baseline value, and target benchmark, which provides the ability to adjust tools based on actual dynamics.

The matrix of the management circuit (Table 1) presents the minimum operational specification of the mechanism: each line corresponds to a critical link in the reconstruction cycle (from selection and budgeting to monitoring), and control indicators set the basis for management correction. Startup and control conditions, without which the metrics of Table 1 cannot be reliable, are included in the implementation criteria (Table 2), and their interaction is generalized in the functional model (Figure 1).

**Table 1. Matrix of the managerial circuit of the organizational and economic mechanism of post-war development**

| Input Parameters   | Tool of influence  | Expected result  | Control Indicator   | Responsible entity                                  |
|--|--|--|---|---|
| Register of needs/projects; Sector priorities  | Project prioritization and portfolio management                        | Approved project portfolio with defined selection criteria and stages of readiness | Share of projects with an approved passport and feasibility study; share of funding directed to priority sectors/areas  | Government Coordinator; Relevant ministries         |
| Financial limits; macro restrictions; Debt Framework                                   | Medium-term budget planning  | Consistency of expenditures with resources   | Deviation of the plan/actual expenditures and deadlines; the share of financing of the portfolio provided by medium-term budget obligations; share of capital expenditures in reconstruction expenditures | Ministry of Finance; Treasury                       |
| Donor commitments/ programs  | Coordination of financing conditions and calendars                     | Rhythmic flow of resources   | Execution of sampling plots; deviation of actual receipts from the agreed calendars; Share of projects synchronized with donor conditions (requirements/stages/reporting)                                 | Donor Coordination Office; Ministry of Economy      |
| Private investment potential; List of projects suitable for public-private partnership | Public-private partnership; risk sharing; Warranty/Contract Mechanisms | Mobilizing private capital and improving the efficiency of implementation          | Private leverage ratio; share of public-private partnership contracts with transparent terms of risks and payments; fulfillment of quality/availability indicators of services                            | Ministry of Economy; sectoral ministries; Customers |
| Regulatory barriers/procedures   | Deregulation; Standardization of procedures                            | Reduction of transaction costs   | Duration of approvals; Number of procedures per project   | Government; Regulators                              |

| Input Parameters                                  | Tool of influence                       | Expected result                    | Control Indicator  | Responsible entity                               |
|---|---|------------------------------------|--|--|
| Capacities of performers (personnel, contractors) | Qualification requirements; Competition | Improving the quality of execution | Share of projects without exceeding deadlines and estimates; the proportion of defects/complaints during the warranty period; share of contracts with the contractor's proven capacity (personnel/equipment/financial stability) | Customers; Supervision                           |
| Monitoring data (costs, progress, risks)          | Digital monitoring and auditing         | Transparency and accountability    | Share of open data projects; share of audits with the elimination of violations  | State audit; internal control; Public monitoring |

*Source:* Compiled by the author. Control indicators should be recorded as KPIs with an unambiguous definition, formula, data source, update frequency, base, and goal. In the absence of reliable data, the indicator is not used as a basis for managerial correction.

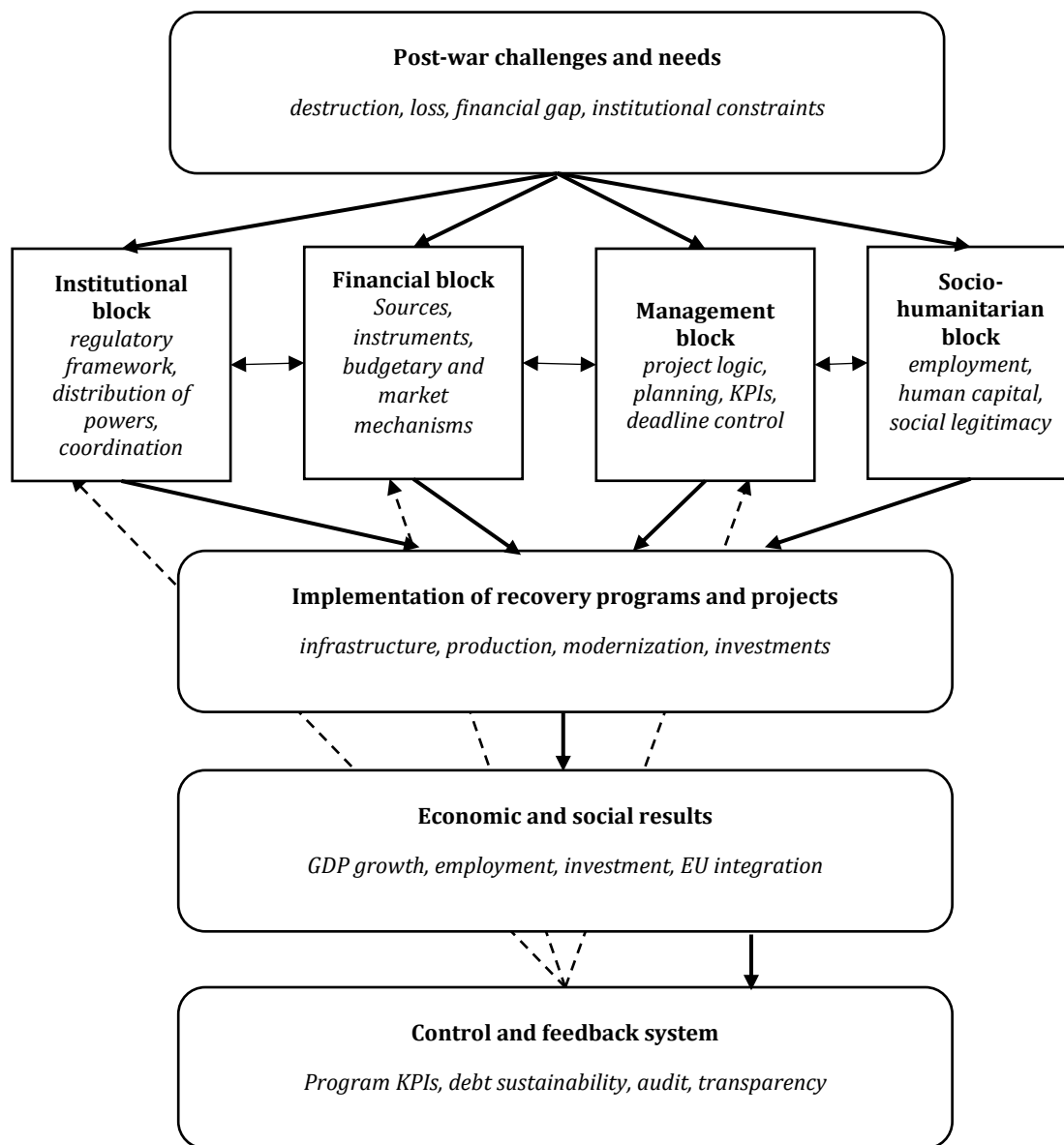
The connections given in Table 1, three critical “shorts” of handling are recorded. The first is portfolio: the register of needs is transferred to the portfolio only if there is a passport/feasibility study and comparable priority criteria. The second is financial and calendar: medium-term budgeting and donor calendars must coordinate the stages of project readiness with the sampling schedules, otherwise there will be cash gaps and unfinished construction. The third is evidence-based: digital monitoring and auditing turn cost/progress/risk data into a basis for instrument adjustments, rather than formal reporting.

The implementation criteria (Table 2) fix the minimum institutional and procedural conditions under which the metrics of Table. 1 become reliable and suitable for correction of instruments. Without a single mandate of coordination, project taxonomy, procurement rules, and data standards, “control indicators” turn into incompatible reporting and do not perform the functions of managerial feedback.

**Table 2. Criteria for the implementation of the organizational and economic mechanism of post-war development**

| Prerequisite/ Condition of Launch                   | Responsible institution                          | Minimum term | Risk   | Control condition   |
|---|--|--------------|--|---|
| Single coordinator and coordination mandate         | Cabinet of Ministers of Ukraine/ Authorized Body | 0–3 months.  | Duplication of authority                                 | Regulations on coordination; matrix of powers and regulations for interagency coordination; interaction indicators (terms of coordination/share of decisions without duplication) |
| Unified project base/project passport               | Ministries/ communities                          | 3–6 months.  | Excessive number of unprepared initiatives               | Unified taxonomy and project passport; fixing the stages of readiness (idea/preliminary feasibility study/feasibility/readiness for implementation); Screening of the unprepared  |
| Transparent procurement and supervision rules       | Customers/Control                                | 0–6 months.  | Overestimation   | Cost benchmarks by type of work; open data on prices/contracts; risk-based audit of the sample and verification of changes in the material terms of contracts                     |
| Digital monitoring and open data                    | Coordination office/audit                        | 3–9 months.  | Incomplete data/ manipulation                            | Data standards; unique project ID and change trace; verification of primary data; Change logging and external audit of the digital footprint                                      |
| Personnel and contracting capacity of the portfolio | Relevant ministries/ customers                   | 0–9 months   | Staff shortages/ market monopolization/ quality failures | Qualification criteria; Capability Register; control of market concentration; KPIs of defectiveness/exceeding the estimate  |
| Consistency with donor calendars                    | Ministry of Economy/ Donor Office                | 0–6 months.  | Funding gaps   | Sampling calendar; Liquidity reserves   |

*Source:* Compiled by the author.



**Figure 1. Functional model of the organizational and economic mechanism of post-war development**

Source: Compiled by the author.

Specifying the scope of the mechanism in the post-war period means moving from maintaining stability in conditions of predictability to ensuring recovery, adaptation and long-term sustainability. Goal-setting should proceed from the logic of “reinventing the norm” [20]. Structurally, the mechanism covers institutional-legal, financial-resource, infrastructural-managerial and socio-humanitarian blocks [21], which have different functions in the management circuit: the institutional and legal block determines mandates, rules and procedures (responsible subjects and “instruments of influence” Table 1); the financial and resource block sets restrictions and incentives (input parameters and budget instruments); the infrastructure and management unit translates priorities into the portfolio and contract decisions (portfolio management, procurement, supervision); The socio-humanitarian block forms the reproducibility of results through human capital and the legitimacy of policies (in particular, through the metrics of accessibility/quality of services in public-private partnership projects and social components of the portfolio).

The competitive environment in the mechanism of post-war development performs the function of an “efficiency filter” [22]: through standardized procurement, qualification requirements and open data, it reduces the information asymmetry between the customer and the contractor and reduces the risk of overestimation. At the level of the contour (Table 1), competitiveness is operationalized by metrics of terms, estimated deviations and defects, and at the level of terms of implementation (Table 2) – by cost benchmarks and risk-oriented audit of the sample.

Public-private partnership in the post-war development circuit acts as a tool for mobilizing private capital and managing the life cycle of infrastructure solutions, but only under the condition of transparent distribution of risks and measurable indicators of quality/availability of services. For the manageability of PPPs in the portfolio, it is necessary: fixation of the expected socio-economic effect, rules for assessing the “value-quality” ratio and control of potential fiscal risks under contracts (state obligations/guarantees). In terms of Table. 1, this means that the PPP has its own KPIs (leverage, quality of service, fulfillment of risk conditions) and the institutional owner, and in terms of Table. 2 – procedural safeguards against opaque pricing and changes in the terms of contracts.

The effectiveness of PPPs is related to the transparency of rules, risk sharing, and accountability of the parties [23], and the prioritization of partnership projects should be based on the multiplier effect and social impact [24]. The resource base of the mechanism includes international assistance as a component of long-term partnership [25], which in the management loop requires synchronization of calendars, sampling conditions and stages of project readiness (Table 1). Human capital is a condition for the implementation capacity of the portfolio: the shortage of personnel and competencies turns funding into unfinished projects, so performance metrics should take into account not only deadlines/estimates, but also the confirmed capacity of performers and the quality of the result [21].

Generalization of the relationships in Table. 1 (operational matrix of the contour) and Table. 2 (conditions of launch and control) is shown in Figure 1 in the form of a functional model of the mechanism of post-war development.

The effectiveness of the mechanism is determined by the consistency of blocks in the management loop: institutional decisions set mandates and rules, financial decisions set restrictions and incentives, managerial decisions translate priorities into the portfolio and contract decisions, socio-humanitarian decisions ensure reproducibility through human capital and legitimacy. Feedback is provided by a KPI system and an audit: verified data on costs/progress/risks serve as the basis for adjusting tools (prioritization, budget decisions, deregulation, requirements for performers), and not only for final reporting

## 6. Conclusions

The presentation of the organizational and economic mechanism of post-war development as a management circuit ensures its reproducibility in reconstruction programs and brings the policy to the level of managed implementation. The contour matrix formalizes the relationships between input parameters, instruments of influence, results, control indicators and responsible actors, and the implementation criteria set the minimum institutional conditions under which KPIs become valid for management correction and audit.

The limitation of the article lies in the conceptual nature of the proposed model and the lack of empirical approbation and calibration of KPIs for specific sectors and types of projects. Further research should be directed to calibration of control indicators for different types of projects and sectors, as well as to testing the mechanism on pilot portfolios with a comparison of planned and actual results.

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