



e-ISSN 3041-2498

# Public Management and Policy

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



## Methodological Principles of Researching Partnership Mechanisms in the Public Administration System in the Context of Globalization Changes

Oksana Parkhomenko-Kutsevil  <sup>1</sup> \*

<sup>1</sup> Hrigoriy Skovoroda University in Pereiaslav (Ukraine). Head of the Department of Public Management and Administration, Doctor of Science in Public Administration, Professor.

\* **Corresponding Author**, e-mail: [pkoi@ukr.net](mailto:pkoi@ukr.net)

### ARTICLE INFO

### ABSTRACT

#### Research Article

#### DOI:

[10.70651/3041-2498/2026.5.06](https://doi.org/10.70651/3041-2498/2026.5.06)

#### Received:

28 March 2026

#### Accepted:

1 May 2026

#### Published online:

5 May 2026

#### Copyright © 2026

by authors



*This is an open access journal and all published articles are licensed under a Creative Commons Attribution—NonCommercial 4.0 International (CC BY-NC 4.0)*

The article examines the methodological foundations for analyzing partnership mechanisms within the public governance system under conditions of global transformations. It substantiates that the contemporary transformation of public governance is characterized by a shift from the traditional hierarchical model of interaction toward partnership-based, networked, and collaborative forms of governance, which involve the engagement of both state and non-state actors in the processes of public policy formulation and implementation. It is determined that partnership in the modern governance environment serves not only as a tool for coordinating the activities of various actors but also as a strategic mechanism for strengthening state institutional capacity, ensuring transparency, openness, and the creation of public value. The study systematizes the main scientific approaches to the analysis of partnership mechanisms, including systemic, institutional, network, actor-oriented, and value-based approaches. The role of network governance as a methodological foundation for examining horizontal interaction between public authorities, local self-government bodies, civil society organizations, businesses, and other stakeholders is revealed. It is established that the effectiveness of partnership models is determined not only by regulatory and legal conditions but also by the level of trust, the quality of communication, institutional culture, coordination capacity, and the ability to develop and implement collective governance decisions. Particular attention is paid to the institutional environment for partnership development in Ukraine under the conditions of European integration, decentralization, digital transformation, and post-war recovery. The necessity of transitioning from formal models of public engagement toward genuine mechanisms of participation and co-creation of public policy is substantiated. It is determined that a promising direction for further research is the development of a comprehensive methodology for assessing the effectiveness of partnership mechanisms based on the criteria of institutional resilience, social trust, innovativeness, and public value creation.



### KEYWORDS

public governance, partnership, partnership mechanisms, methodological foundations, network governance, institutional approach, civil society, public-private partnership, global transformations, public policy.



## Методологічні засади дослідження механізмів партнерства у системі публічного управління в умовах глобалізаційних змін

Оксана І. Пархоменко-Куцевіл  1\*

<sup>1</sup> Університет Григорія Сковороди в Переяславі (Україна). Завідувач кафедри публічного управління та адміністрування, д-р держ. упр., професор.

\* Автор-кореспондент, e-mail: [pkoi@ukr.net](mailto:pkoi@ukr.net)

### СТАТТЯ

### АНОТАЦІЯ

#### Дослідницька

DOI:

[10.70651/3041-2498/2026.5.06](https://doi.org/10.70651/3041-2498/2026.5.06)

**Отримана:**

28.03.2026 р.

**Прийнята:**

01.05.2026 р.

**Опублікована:**

05.05.2026 р.

**Авторське право**

© 2026 авторів



Цей твір

ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0).

У статті досліджено методологічні засади аналізу механізмів партнерства у системі публічного управління в умовах глобалізаційних змін. Обґрунтовано, що сучасна трансформація публічного управління характеризується переходом від традиційної ієрархічної моделі взаємодії до партнерських, мережових та колаборативних форм врядування, які передбачають залучення державних і недержавних суб'єктів до процесів формування та реалізації публічної політики. Визначено, що партнерство в сучасному управлінському середовищі виступає не лише інструментом координації діяльності різних акторів, а й стратегічним механізмом підвищення інституційної спроможності держави, забезпечення прозорості, відкритості та створення публічної цінності. У дослідженні систематизовано основні наукові підходи до вивчення партнерських механізмів, зокрема системний, інституційний, мережовий, суб'єктно-орієнтований та ціннісний підходи. Розкрито роль мережового врядування як методологічної основи аналізу горизонтальної взаємодії між органами державної влади, органами місцевого самоврядування, громадянським суспільством, бізнесом та іншими зацікавленими сторонами. Встановлено, що результативність партнерських моделей визначається не лише нормативно-правовими умовами, а й рівнем довіри, якістю комунікації, інституційною культурою, здатністю до координації та спільного прийняття управлінських рішень. Особливу увагу приділено інституційному середовищу розвитку партнерства в Україні в умовах європейської інтеграції, децентралізації, цифрової трансформації та післявоєнного відновлення. Обґрунтовано необхідність переходу від формальних моделей залучення громадськості до реальних механізмів співучасті та співтворення публічної політики. Визначено, що перспективним напрямом подальших досліджень є формування комплексної методології оцінювання ефективності партнерських механізмів на основі критеріїв інституційної стійкості, соціальної довіри, інноваційності та створення суспільної цінності.



### КЛЮЧОВІ СЛОВА

публічне управління, партнерство, механізми партнерства, методологічні засади, мережове врядування, інституційний підхід, громадянське суспільство, публічно-приватне партнерство, глобалізаційні зміни, публічна політика.

## **1. Introduction**

The transformation of the modern system of public administration is taking place under the influence of large-scale globalization changes, which lead to a rethinking of traditional approaches to the interaction of the state, society and other subjects of the management process. The complexity of social processes, the growth of the level of interdependence between states, the development of digital technologies, the strengthening of the role of civil society and the spread of open governance concepts form the need to transition from a hierarchical model of public administration to a partnership based on cooperation, trust, shared responsibility and the involvement of a wide range of stakeholders.

Modern challenges of public administration – economic crises, security threats, social instability, technological transformations and changes like interaction between authorities and citizens – demonstrate the limitations of exclusively administrative and command mechanisms for regulating social development. In these conditions, partnership acts not only as a communication tool between government and society, but also as a complex management mechanism that ensures coordination of the interests of state institutions, local governments, business, public organizations, international structures and the expert environment.

Methodological research of partnership mechanisms in the public administration system is of particular importance due to the need to form scientifically based approaches to the analysis of interaction models, principles of their functioning and conditions for effective implementation. It is the methodological basis that allows us to determine the essence of partnership as a multi-level management phenomenon, to study its institutional, organizational, legal and communication components, as well as to assess the possibilities of adapting foreign experience to national conditions.

In the context of globalization changes, the development of the concepts of network management, good governance, co-management and participatory management, which provide for the redistribution of roles between the state and other participants in social development, is of particular importance. Such approaches change the understanding of the state as a single decision-making center and define its role as a coordinator, facilitator and guarantor of effective interaction between various subjects.

For Ukraine, the issue of developing partnership mechanisms in public administration is of strategic importance in view of the processes of European integration, reform of the public administration system, decentralization, restoration of the country and the need to increase citizens' trust in public institutions. The formation of effective partnership models creates the prerequisites for better development and implementation of public policy, increasing the transparency of management processes, attracting public potential and strengthening the institutional capacity of the state.

Thus, the study of the methodological principles of partnership mechanisms in the public administration system in the context of globalization changes is aimed at deepening the scientific understanding of new forms of managerial interaction, determining the patterns of their development and substantiating practical approaches to the formation of an effective partnership model of public governance that meets modern social transformations.

## **2. Literature Review**

Analysis of recent research and publications shows that the issue of partnership in the public administration system is actively researched within the framework of the theories of network governance, co-governance and public value. In particular, K. Ansell and E. Gash reveal the mechanisms of collaborative (joint) governance, focusing on the role of trust, communication and institutional conditions of interaction between state and non-state actors. Stephen P. Osborne explores the transformation of public administration through the concept of co-creation of public services and the involvement of various subjects in management processes.

Eva Sørensen and Peter Triantafyllou analyze the development of network models of governance, defining partnership as a form of horizontal coordination in the context of increasing complexity of social processes. Mark Bevir explores the evolution of modern governance and the change in the role of the state from direct management to coordination of interaction between various social actors.

At the same time, scientific research is mainly focused on individual aspects of partnership – network governance, public-private partnership, public participation or institutional mechanisms of interaction. Comprehensive methodological principles for studying partnership mechanisms as a

holistic system combining institutional, organizational, communication and value components remain insufficiently developed. The issue of forming partnership models in the context of globalization changes, digital transformation, European integration and new challenges for public administration especially requires further scientific study. It is this research gap that determines the need to develop a comprehensive methodological approach to the analysis of partnership mechanisms in the modern public administration system.

### **3. Problem Statement**

The purpose of the article is to substantiate the methodological principles of researching partnership mechanisms in the public administration system in the context of globalization changes and to identify theoretical and methodological approaches to analyzing the interaction of the state, business, civil society, and other subjects of governance.

### **4. Methods and Materials**

The methodological basis of the study is the systemic, institutional, network and subject-oriented approaches. The work uses the methods of theoretical generalization, comparative analysis, systematization, structural and functional analysis and scientific abstraction, which allowed us to investigate the mechanisms of partnership in the public administration system in the context of globalization changes.

### **5. Results and Discussion**

The modern development of the public administration system is characterized by a transition from the traditional administrative-hierarchical management model to more complex, networked and cooperative forms of interaction between state institutions, business, civil society and other subjects of social development. Globalization processes, digital transformation, increasing public expectations regarding the transparency of government and the need for a joint response to complex challenges (security, economic, social and environmental) lead to the formation of a new paradigm of public administration, in which partnership is considered one of the key mechanisms for ensuring the effectiveness of management decisions. Researchers of modern public administration note that the complexity of modern public policy problems does not allow them to be effectively solved exclusively by public sector resources; therefore, there is a need to develop models of co-management, networked governance and multi-subject interaction [1].

Methodological research of partnership mechanisms in the public administration system requires a comprehensive scientific approach, since partnership cannot be considered only as a form of organizational interaction or a separate tool for implementing public policy. It is a multidimensional management phenomenon that includes institutional, legal, organizational, communication, resource and social components. In this context, the research methodology should be based on a combination of systemic, institutional, network, synergistic and subject-oriented approaches that allow analyzing partnership as a dynamic system of interdependent actors who form joint management decisions. Scientific research in recent years emphasizes that the effectiveness of partnership models depends not only on the formal distribution of powers, but also on the level of trust, coordination mechanisms, transparency and the ability of participants to create shared value [2].

An important methodological direction for researching partnership mechanisms in the public administration system is the concept of network governance, which reflects the transformation of the role of the state in the context of globalization changes, digitalization and the complication of social processes. Unlike the traditional bureaucratic model of governance, which is based on a vertical hierarchy, a clear division of powers and the dominance of the power influence of state bodies, network governance is based on the principle of distributed governance, when the development and implementation of public policy is the result of the interaction of many autonomous but interdependent actors. Such subjects include state authorities, local governments, public organizations, business structures, international institutions, expert communities and citizens. Thus, partnership within the network approach is considered not as an auxiliary communication mechanism, but as a fundamental

management construct that ensures the coordination of interests, the exchange of resources and the joint creation of public value.

Recent scientific research confirms that network forms of governance are becoming a necessary condition for the functioning of modern states, since the complexity of social problems (climate change, pandemics, digital risks, security challenges, economic instability) exceeds the ability of individual institutions to act independently. In this context, Stephen P. Osborne develops the concept of public service management, according to which public services are not created exclusively by the state, but are formed through the interaction of various entities that jointly produce social value. [3] This approach changes the understanding of the state – from an administrative controller to a coordinator of a complex system of interactions.

Within the framework of the network governance methodology, partnership is considered through the category of horizontal coordination, which involves the coordination of actions of entities without direct administrative subordination. It is this characteristic that distinguishes partnership mechanisms from classical management tools, since the effectiveness of interaction is determined not only by formal regulatory procedures, but also by the level of trust, communication capacity, the ability to negotiate and joint decision-making. Researchers of network governance emphasize that modern public authorities increasingly operate in an environment of “network governance”, where the key task of the state is not to directly manage participants, but to create conditions for effective interaction between them. Eva Sørensen and Peter Triantafilou note that modern democratic governance requires new coordination mechanisms in which power is exercised through interaction and joint policy-making, and not only through power [4].

At the same time, the methodological analysis of network governance involves taking into account not only the advantages of partnership models, but also potential risks. One of the key challenges is the problem of fragmentation of responsibility, when the involvement of a large number of participants can complicate the determination of the responsible entity for the final result of a management decision. In addition, network structures can generate inequality of influence between participants, when more resourceful actors (for example, large business structures or powerful organizations) receive greater opportunities to influence the decision-making process. That is why modern researchers emphasize the need to develop network management mechanisms that ensure a balance of interests, transparency of procedures and institutional responsibility. K. Ansell and E. Gash emphasize that the effectiveness of partnerships depends on the quality of institutional design, rules of interaction and the ability of participants to form long-term cooperation [5].

Public-private partnership requires a separate methodological understanding as one of the most common mechanisms for implementing the partnership model in the field of public administration. In the modern scientific paradigm, public-private partnership is no longer limited to the financial participation of the private sector in the implementation of state or municipal projects. It is considered a complex institutional model of long-term interaction, which involves the joint use of resources, the distribution of risks, the coordination of interests and collective responsibility for achieving socially significant results. This approach changes the traditional understanding of the role of the private sector: business acts not only as an executor of a state order, but also as a partner in the creation of public services and the development of territories.

Modern research demonstrates that in the context of digital transformation, public-private partnership is taking on new forms related to the development of digital platforms, data management, innovative ecosystems and joint creation of services. E. Casprini and R. Palumbo argue that digital transformation is changing the nature of partnership models: the state is gradually moving from the role of an exclusive service producer to the role of an ecosystem coordinator in which various actors jointly create management decisions and social value. In such a perspective, public-private partnership becomes not only an economic instrument, but a mechanism for institutional adaptation of the state to new operating conditions [6].

Methodologically, the study of public-private partnership requires the use of an institutional approach, since the effectiveness of such models is determined not only by the presence of legal norms or financial resources, but also by the quality of the management environment, the level of trust between partners, the stability of interaction rules and the ability of state institutions to manage complex projects. In this context, modern PPP research focuses on the transition from contractual logic to the concept of a partnership ecosystem, where the key result is not just the implementation of a separate project, but the formation of long-term institutional capacity to solve social problems [7].

In the context of globalization changes, the study of partnership through the prism of the concept of good governance, which involves openness, accountability, citizen participation, efficiency and orientation to public results, acquires special importance. Methodological analysis of this concept allows us to define partnership as a mechanism for democratizing management, since it creates conditions for the inclusion of various interest groups in the process of forming and implementing public policy. Scientists note that modern states are gradually moving from the model of “management of society” to the model of “management together with society”, where the legitimacy of decisions is formed not only through the powers of the state, but also through the participation and interaction of stakeholders.

The methodological principles of researching partnership mechanisms in the public administration system are directly related to the analysis of the institutional environment within which relationships between state bodies, local governments, business, civil society and other participants in management processes are formed, function and transform. The institutional approach allows us to consider partnership not only as a set of organizational actions or interaction procedures, but as the result of the influence of a system of formal and informal rules, norms, values, management practices and behavioral models that determine the possibilities and limitations of cooperation between public administration entities. In this sense, the effectiveness of partnership mechanisms depends not only on the availability of legislative regulation or the creation of appropriate institutional platforms, but also on the ability of interaction participants to build trust, ensure mutual responsibility and maintain stable communication links. That is why institutional analysis serves as an important methodological basis for explaining why partnership models that are the same in form can demonstrate different effectiveness in different countries or management systems.

The institutional approach, formed within the framework of modern public administration theory and neo-institutional economics, emphasizes that institutions determine not only the rules of state functioning, but also the nature of interaction between social actors. Douglas North defined institutions as “rules of the game” in society, which form incentives for the behavior of subjects and influence the results of collective activity. In the context of partnership, this means that the quality of cooperation between the state and non-state actors depends on the extent to which the institutional environment promotes coordination, resource exchange, and joint decision-making [8]. Modern research in the field of governance confirms that sustainable partnership models emerge where there are transparent rules of interaction, a clear division of roles, and accountability mechanisms [9].

Within the framework of the study of partnership mechanisms, the analysis of the relationship between formal and informal institutions is of particular importance. Formal institutions are represented by legal acts, procedures, administrative regulations and organizational structures that define the legal framework for cooperation. Informal institutions include the level of public trust, management culture, traditions of interaction between authorities and citizens, readiness for compromise and practices of collective responsibility. It is the interaction of these two levels that determines the real capacity of partnership mechanisms. For example, even a perfect regulatory framework for citizen participation in decision-making processes does not guarantee effective partnership if authorities perceive the public only as a formal participant in consultations, and not as an equal partner in policymaking.

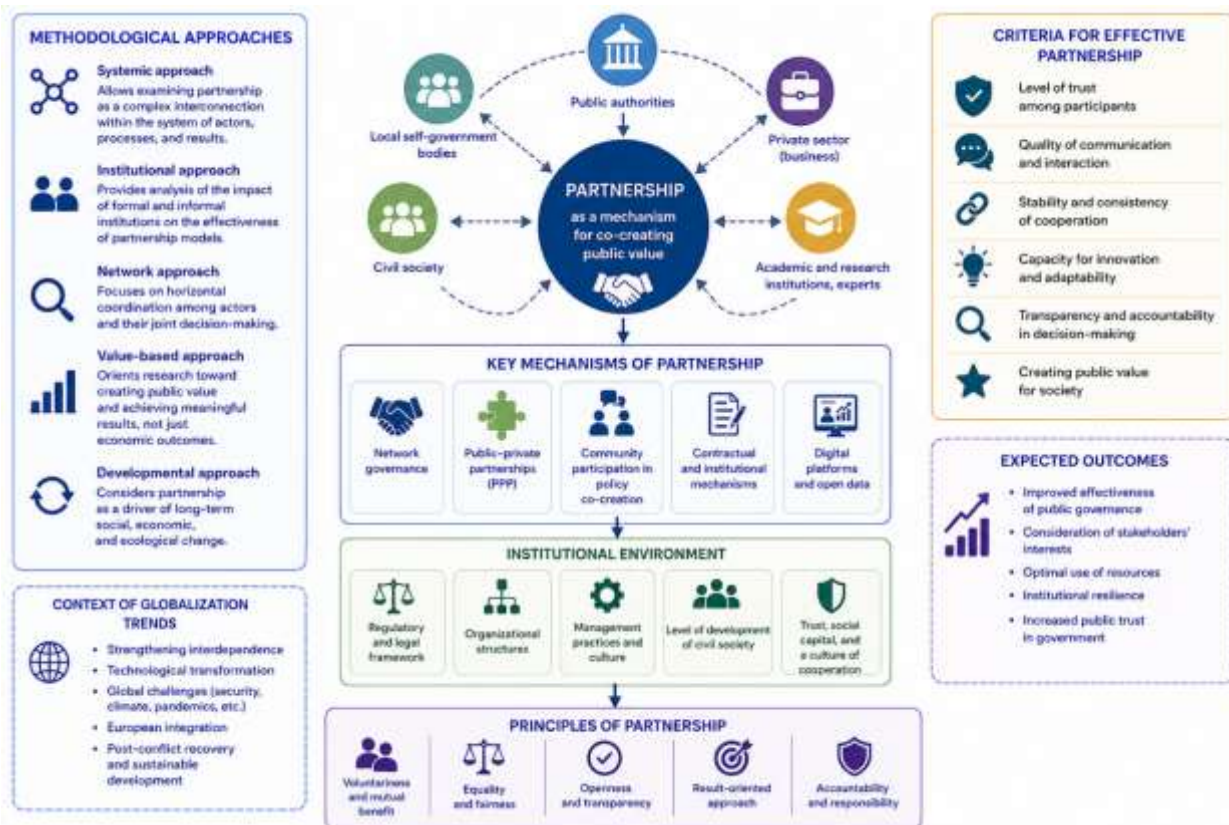
The institutional dimension of partnership acquires particular importance in the conditions of Ukraine, where the transformation of the public administration system is taking place simultaneously under the influence of European integration, decentralization, digital modernization and the need for post-war reconstruction. In these conditions, partnership between the state, territorial communities, business, civil society and international organizations becomes not only a desirable direction of management development, but also a necessary condition for ensuring the effectiveness of reforms. Decentralization processes have significantly changed the institutional architecture of public authorities, expanding the role of local self-government in decision-making and creating a need for new coordination mechanisms between different levels of government. In this context, partnership acts as a mechanism for harmonizing interests between central authorities, communities and non-state actors, which allows for more adaptive and territorially oriented management [10].

For Ukraine, rethinking the role of civil society in the public administration system is also important. Modern approaches are moving away from the model in which the public is only an object of information or advisory influence, and are moving towards a model of co-creation of public policy, when citizens and public organizations participate in identifying problems, forming decisions and assessing management results. Ukrainian researchers of public administration emphasize that the development

of partnership models requires a transition from simulated participation to institutionalized mechanisms for involving the civil sector in management processes. This involves not only the creation of consultative bodies, but also the formation of real procedures for public influence on the content of management decisions [11].

An important element of the methodological study of partnership mechanisms is the determination of criteria for their effectiveness, since traditional approaches to assessing management effectiveness, which are based mainly on economic indicators or the implementation of administrative procedures, do not fully reflect the specifics of partnership models. Partnership involves complex processes of interaction; therefore, its effectiveness should be assessed through a set of indicators, including: the level of trust between participants, the quality of communications, the sustainability of interaction, the openness of decision-making processes, the ability to innovate, the level of stakeholder involvement and the creation of public value. This approach corresponds to the modern concept of “public value management”, according to which the main result of the public system is not only the provision of services, but the creation of socially significant results through the interaction of various actors [12].

Research on partnership networks demonstrates that the long-term effectiveness of interaction is determined primarily by the quality of interorganizational ties. Formal agreements or contracts can create a basis for cooperation, but the sustainability of partnerships is ensured through mechanisms of trust, mutual learning, knowledge exchange and joint problem solving. That is why modern science of public administration considers partnership as a social and organizational system in which the result is formed not by simply adding the resources of individual participants, but through the synergy of their interaction. This approach allows us to explain why successful partnership models are characterized by a high level of communication, adaptability and the ability to respond quickly to external changes.



**Figure 1. Methodological principles of researching partnership mechanisms in the public administration system in the context of globalization changes**

Source: Compiled by the author.

## **6. Conclusions**

The analysis shows that in the context of globalization changes, the traditional hierarchical model of public administration is gradually losing its ability to effectively respond to complex social challenges, since modern problems require the involvement of a wide range of participants and the use of various resources. That is why network governance and partnership models of interaction are becoming important tools for increasing the adaptability of state institutions, ensuring coordination between authorities, civil society, business, the expert community and international organizations. Partnership in this context acts not only as a method of communication, but also as a mechanism for collective management of social processes. The institutional dimension of the study of partnership mechanisms proves that the effectiveness of interaction between public administration entities is determined not only by the presence of regulatory and legal regulation, but also by the quality of the institutional environment, the level of trust, management culture, the stability of interaction rules and the development of civil society. Formal institutions create the legal and organizational framework of partnership, but it is the informal mechanisms – trust, responsibility, willingness to cooperate and mutual openness – that determine its real effectiveness. This confirms the need for a comprehensive analysis not only of the structural characteristics of partnership models, but also of the socio-institutional conditions of their functioning.

Of particular importance is the use of a network approach, which allows us to study partnership through the prism of horizontal connections, coordination and joint decision-making. In the modern system of public administration, the state is gradually changing its role – from a single subject of management to a coordinator of interaction between various participants in social development. This requires the development of new management competencies related to facilitation, communication, network management and the formation of conditions for the joint creation of public value.

The study showed that one of the key mechanisms for implementing partnership models is public-private partnership, which in modern conditions goes beyond the traditional financial instrument and acquires the significance of an institutional form of long-term cooperation between the state and non-state actors. Its effectiveness is determined not only by the distribution of resources and risks, but also by the ability of partners to form common goals, ensure transparency of processes, use innovative approaches and create socially significant results.

For Ukraine, the development of methodological principles for researching partnership is of particular importance in the context of European integration, decentralization, digital transformation and post-war reconstruction. Modern challenges require a transition from formal models of interaction to real mechanisms of cooperation, in which state authorities, local governments, business and civil society act as equal participants in the process of forming and implementing public policy. It is partnership mechanisms that can ensure more efficient use of resources, improve the quality of management decisions and strengthen citizens' trust in public institutions.

An important result of the methodological analysis is the definition of criteria for assessing the effectiveness of partnership, which should go beyond purely economic indicators. The effectiveness of partnership mechanisms should be assessed through the level of trust between participants, the quality of communication, the sustainability of interaction, the transparency of decision-making, the ability to innovate, adaptability and the creation of public value. This approach allows us to assess not only the immediate results of cooperation, but also the long-term institutional effects of the development of the partnership management model. The methodological principles of researching partnership mechanisms in the public administration system in the context of globalization changes should be based on the integration of various scientific approaches that provide a comprehensive understanding of the nature, functions and mechanisms of partnership interaction. Partnership should be considered as a strategic resource for the modernization of public administration, which contributes to increasing the effectiveness of state institutions, developing democratic governance practices, forming sustainable management networks and ensuring the state's ability to respond to global and local challenges.

## References

1. Bakalova, E. G. (2022). Contextualizing and Understanding of Governance Network in Public Sector. *Journal Dimensie Management and Public Sector*, 3(3), <https://hdpublication.com/index.php/jdmps/article/view/160/188>
2. Busscher, T., Verweij, S., & van den Brink, M. (2022). Private management of public networks? Unpacking the relationship between network management strategies in infrastructure implementation. *Governance*, (35), 477–495. <https://doi.org/10.1111/gove.12602>
3. Osborne, S. P., Nasi, G., & Powell, M. (2021). Beyond co-production: Value creation and public services. *Public Admin*, (99), 641–657. <https://doi.org/10.1111/padm.12718>
4. Sørensen, E., & Triantafyllou, P. (2009). *The Politics of Self-Governance: An Introduction*. Routledge. <https://doi.org/10.4324/9781315554259-1>
5. Ansell, C., & Gash, A. (2008). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18 (4), 543–571. <https://doi.org/10.1093/jopart/mum032>
6. Casprini, E., & Palumbo, R. (2022). Reaping the benefits of digital transformation through Public-Private Partnership: A service ecosystem view applied to healthcare. *Global Public Policy and Governance*, 2(4), 453–476. <https://doi.org/10.1007/s43508-022-00056-9>
7. Hodge, G., & Greve, C. (2013). Introduction: Public-private Partnership in Turbulent Times. In C. Greve, & G. Hodge (Eds.). *Rethinking Public-Private Partnerships: Strategies for Turbulent Times* (pp. 1–32). Routledge. <https://doi.org/10.4324/9780203108130>
8. North, D. C. (1990). *Institutions, Institutional Change and Economic Performance*. Cambridge University Press. <https://doi.org/10.2139/ssrn.1416542>
9. Ostrom, E. (2012). Polycentric Systems: Multilevel Governance Involving a Diversity of Organizations. In *Global Environmental Commons: Analytical and Political Challenges in Building Governance Mechanisms*. Oxford University Press. <https://hdl.handle.net/1814/25240>
10. OECD. (2026). *Public Governance Review of Ukraine*. [https://www.oecd.org/en/publications/public-governance-review-of-ukraine\\_7810f059-en.html](https://www.oecd.org/en/publications/public-governance-review-of-ukraine_7810f059-en.html)
11. Mykhailovska, O., & Filipova, N. (2022). Teoretychnyi kontur publichno-upravlinskoi vzaiemodii [Theoretical outline of public-administrative interaction]. *Naukovi pratsi Mizhrehionalnoi akademii upravlinnia personalom. Politychni nauky ta publichne upravlinnia – Scientific Works of the Interregional Academy of Personnel Management. Political Science and Public Administration*, 1(61). [https://doi.org/10.32689/2523-4625-2022-1\(61\)-5](https://doi.org/10.32689/2523-4625-2022-1(61)-5) (in Ukrainian)
12. Bryson, J., & George, B. (2020). Strategic Management in Public Administration. In E. Hannah (ed.), *Oxford Research Encyclopedia of Politics*. Oxford University Press. <https://doi.org/10.1093/acrefore/9780190228637.013.1396>