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Development of a Model for Monitoring and Evaluating the Effectiveness of Public Management Mechanisms for the Development of Public-Private Partnership in Ukraine

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ABSTRACT

The article examines the theoretical, methodological and applied principles of forming a system for monitoring and evaluating the effectiveness of public management mechanisms for the development of public-private partnership in Ukraine in the context of post-war restoration and transformation of the public administration system. The need to transition from assessing the effectiveness of individual projects to comprehensive monitoring of the effectiveness of public management mechanisms that ensure their preparation, financing and implementation is substantiated. The current state of regulatory, institutional and financial support for public-private partnership is analyzed, and key problems of the functioning of the current management system are identified, related to insufficient coordination of entities, the absence of integrated assessment procedures and a low level of fiscal risk management. A conceptual model for monitoring and evaluating the effectiveness of public management mechanisms for the development of public-private partnership is proposed, which integrates institutional, organizational-functional, financial and information-analytical components. The model involves the use of a system of evaluation criteria and indicators, the application of Cost-Benefit Analysis and Value for Money methods, the implementation of institutional and public monitoring, as well as strengthening coordination between state authorities, local governments and specialized institutions. The practical implementation of the proposed approaches will contribute to increasing transparency, accountability and efficiency of public management mechanisms for the development of public-private partnerships, improving the processes of strategic planning and management decision-making in the field of public investments.

KEYWORDS

public-private partnership, public management, monitoring; performance assessment, public management mechanisms, public investments, fiscal risk management, Cost-Benefit Analysis, Value for Money.

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Розробка моделі моніторингу та оцінювання результативності механізмів державного управління розвитком державно-приватного партнерства в Україні

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АНОТАЦІЯ

У статті досліджено теоретико-методологічні та прикладні засади формування системи моніторингу й оцінювання результативності механізмів державного управління розвитком державно-приватного партнерства в Україні в умовах післявоєнного відновлення та трансформації системи публічного управління. Обґрунтовано необхідність переходу від оцінювання ефективності окремих проєктів до комплексного моніторингу результативності механізмів державного управління, що забезпечують їх підготовку, фінансування та реалізацію. Проаналізовано сучасний стан нормативно-правового, інституційного та фінансового забезпечення державно-приватного партнерства, визначено ключові проблеми функціонування діючої системи управління, пов'язані з недостатньою координацією суб'єктів, відсутністю інтегрованих процедур оцінювання та низьким рівнем управління фіскальними ризиками. Запропоновано концептуальну модель моніторингу та оцінювання результативності механізмів державного управління розвитком державно-приватного партнерства, яка інтегрує інституційний, організаційно-функціональний, фінансовий та інформаційно-аналітичний компоненти. Модель передбачає використання системи критеріїв та індикаторів оцінювання, застосування методик Cost-Benefit Analysis і Value for Money, впровадження інституційного та громадського моніторингу, а також посилення координації між органами державної влади, місцевого самоврядування та спеціалізованими інституціями. Практична реалізація запропонованих підходів сприятиме підвищенню прозорості, підзвітності та ефективності механізмів державного управління розвитком державно-приватного партнерства, удосконаленню процесів стратегічного планування та прийняття управлінських рішень у сфері публічних інвестицій.

КЛЮЧОВІ СЛОВА

державно-приватне партнерство, публічно-приватне партнерство, державне управління, публічне управління, моніторинг, оцінювання результативності, механізми державного управління, публічні інвестиції, управління фіскальними ризиками, Cost-Benefit Analysis, Value for Money.

1. Introduction

In the current conditions of economic transformation, post-war reconstruction of Ukraine and intensification of European integration processes, public-private partnership acquires the status of one of the key instruments for implementing state policy in the areas of infrastructure development, modernization of public services, attracting investments and increasing the efficiency of using public resources. The effectiveness of the functioning of public management mechanisms for the development of public-private partnership directly depends on the ability of public authorities to ensure systematic planning, coordination, support and control of the implementation of relevant projects, as well as timely assessment of their socio-economic and managerial results. Despite the gradual improvement of the regulatory and institutional support for the sphere of public-private partnership, Ukraine lacks a holistic, scientifically based approach to monitoring and evaluating the effectiveness of public management mechanisms for its development. Existing methodologies are mainly focused on analyzing the effectiveness of individual investment projects or financial indicators, while the institutional capacity of public authorities, the quality of management processes, the level of intersectoral interaction, the achievement of strategic goals of state policy and the social effect of the implementation of public-private partnership mechanisms remain out of focus. The lack of a unified system of criteria, indicators and evaluation indicators makes it impossible to carry out objective monitoring of the effectiveness of the functioning of public administration mechanisms, timely identification of problems in their implementation, comparative analysis of the effectiveness of various partnership models and making informed management decisions on their improvement. Under such conditions, the development of a comprehensive model for monitoring and evaluating the effectiveness of public administration mechanisms for the development of public-private partnership becomes particularly relevant, which will integrate a system of institutional, organizational, economic, social and management indicators and provide an information and analytical basis for the formation of effective state policy in the field of public-private partnership development.

2. Literature Review

The issue of public-private partnership in Ukrainian scientific literature is studied mainly in the context of regulatory, institutional, financial and organizational support for its development. In particular, I. Zapatrina considers PPP as a tool for infrastructure modernization and attracting private capital to implement socially significant projects; V. Kruglov focuses on mechanisms of state regulation and institutional interaction in the field of PPP; K. Pavlyuk studies the financial aspects of partnership and its role in the public investment system; A. Melnyk analyzes the managerial prerequisites for effective interaction between the state and business; V. Golyan substantiates the importance of PPP for infrastructure and regional development; I. Dunayev considers the transformation of public administration in the context of institutional changes. At the same time, the existing works do not sufficiently address the issue of forming a holistic model for monitoring and evaluating the effectiveness of mechanisms for public administration in the development of PPP, which determines the relevance of this study.

3. Problem Statement

The purpose of the article is to develop a model for monitoring and evaluating the effectiveness of public management mechanisms for the development of public-private partnership in Ukraine.

4. Methods and Materials

The methodological basis of the study was the scientific works of domestic and foreign scientists on public administration and public-private partnership, regulatory legal acts of Ukraine, and analytical materials of international organizations. In the process of the study, systemic, institutional and process approaches were applied, as well as methods of analysis and synthesis, generalization, comparative analysis, structural and logical modeling and graphic visualization, which allowed developing a model for monitoring and evaluating the effectiveness of public administration mechanisms for the development of public-private partnership.

5. Results and Discussion

The transformation processes of the world economy, the European integration of Ukraine and the need for post-war reconstruction actualize the need to improve the mechanisms of public management of the development of public-private partnerships (PPP) and the implementation of modern approaches to monitoring and assessing their effectiveness. The effectiveness of such mechanisms is determined by the level of coordination between the state and the private sector, the quality of management decisions, the ability to minimize project implementation risks and ensure the achievement of strategic goals of socio-economic development. An important factor in the development of PPPs was budget decentralization, which expanded the financial capabilities of territorial communities and increased their investment potential. Thus, the share of capital expenditures of local budgets increased from 14% in 2018 to 23% in 2024, and the local level accounted for about 45% of the total volume of public investments [4]. However, insufficient institutional capacity, imperfect strategic planning and the absence of a comprehensive system for monitoring and evaluating the effectiveness of public administration mechanisms limit the effective use of the potential of public-private partnership, which necessitates the development of an appropriate scientifically based model.

The need for post-war reconstruction of Ukraine and the implementation of large-scale investment projects makes it urgent to increase the efficiency of public administration through the development of public-private partnership (PPP). The Roadmap for Reforming the Public Investment Management System emphasizes that, given the limited financial resources, the formation of a holistic public investment management system that can ensure the rational use of budget funds, attract private capital and achieve strategic goals of socio-economic development is of priority importance [6].

At the same time, the implementation of these tasks is hampered by several systemic problems, including the insufficient level of strategic and budgetary planning, the fragmentation of project preparation and selection procedures, weak integration of public investment management with PPP mechanisms, insufficient institutional capacity of government bodies and the lack of comprehensive fiscal risk management [6]. Such shortcomings complicate the objective assessment of the effectiveness of the implementation of partnership projects and the timely adoption of management decisions to adjust them. Under such conditions, the implementation of a unified system for monitoring and evaluating the effectiveness of public management mechanisms for PPP development, which should cover all stages of the project life cycle and be based on the principles of prioritization, financial sustainability, efficiency, transparency and accountability, becomes of particular importance. The presence of such a model will allow assessing not only the economic results of the implementation of individual projects, but also the effectiveness of the functioning of institutional and organizational mechanisms of public management that ensure their implementation.

The need to develop such a model is also confirmed by modern transformations of the public administration system in Ukraine, characterized by decentralization, expansion of the powers of local governments and the transition to a service-oriented model of governance [2; 10; 12]. In these conditions, the activities of specialized institutions supporting public-private partnership are aimed at organizational and methodological support of projects and the development of the management capacity of their participants [1].

In addition, the legislative changes introduced in 2025 regarding the development of public-private partnership, expanding the circle of public partners and improving mechanisms for attracting private investment form new requirements for the public administration system in this area [9; 11]. This necessitates the transition from the evaluation of individual projects to comprehensive monitoring of the effectiveness of public administration mechanisms, which creates a methodological basis for the development of an integrated model for assessing the effectiveness of the development of public-private partnership in Ukraine.

One of the key conditions for increasing the effectiveness of public management mechanisms for the development of public-private partnerships is the creation of an effective system for monitoring and evaluating their functioning. In this regard, it is advisable to expand the functional powers of the PPP Agency of Ukraine by including tasks for systematic monitoring, analysis and evaluation of the effectiveness of the implementation of state policy in the field of partnership. However, in accordance with the order of the Ministry of Economic Development and Trade of Ukraine dated November 2, 2018 No. 1607, one of the Agency's tasks is the dissemination of information and practical experience in the field of PPP [3; 8], the current mechanism is actually limited to information support for legislative changes and does not provide for a comprehensive analysis of the effectiveness of regulatory and legal regulation.

Further development of the monitoring system should be based on the integration of the functions of assessing the effectiveness of project implementation, regulatory impact analysis and monitoring the implementation of contractual obligations. This approach complies with the provisions of the new Law of Ukraine, which provides for the authorized body to monitor the implementation of agreements based on annual reports of public partners, as well as assess the level of risks and generalize the practice of implementing public-private partnerships [7]. Therefore, the institutionalization of these functions creates the basis for the formation of a holistic model for monitoring the effectiveness of public administration mechanisms. At the same time, the effectiveness of the proposed model largely depends on the level of interdepartmental coordination and legal support for the implementation of projects. To this end, it is advisable to strengthen the interaction of central and local executive bodies, local governments and associations of local governments, whose activities are aimed at protecting the interests of territorial communities and developing local self-government [5]. Providing methodological and legal support at the stages of project preparation and implementation will help improve the quality of management decisions and minimize legal risks.

The proposed monitoring model should include an assessment of the socio-economic effectiveness of PPP projects. For this purpose, it is advisable to use the Cost-Benefit Analysis (CBA) and Value for Money (VfM) methods to determine the social feasibility of project implementation, their impact on public finances and the efficiency of using budget resources. At the same time, the monitoring system should include an assessment of fiscal risks, conditions for applying state guarantees, capital subsidies and other state support instruments, which will allow for a comprehensive assessment of the effectiveness of public management mechanisms for the development of public-private partnership and provide an information basis for making strategic management decisions.

Table 1. Proposals to address existing weaknesses in the institutional support of public administration for PPP development in Ukraine

Weaknesses	Ways to improve
Insufficient participation of the Ministry of Finance in assessing risks for PPP projects at the stage of their analysis and evaluation Blurred powers and functions of the PPP Agency and the Joint Project Office	Introduction of modern risk assessment methods into the processes of public fiscal risk management of the Ministry of Finance of Ukraine, including: Value-for-Money, Cost-Benefit Analysis Legally establish the obligation to conduct Cost-Benefit Analysis by sectoral ministries for each selected PPP project Conduct institutional separation of functions of the PPP Agency and other leading ministries, give the PPP Agency a leading role in all PPP implementation processes
Lack of specialized committees for assessing risks (fiscal, social, economic) Lack of collegiality in making decisions on project implementation Lack of specialized agencies for assessing and managing financing of PPP projects	Creation of interdepartmental specialized committees for PPP risk assessment, evaluation and management of project financing at all stages of the life cycle, which should include representatives of the PPP Agency, the Ministry of Finance of Ukraine, the Ministry of Ecology of Ukraine, the Ministry of Economy of Ukraine, etc., whose activities will focus on selected PPP projects
Lack of transparency in the interaction of management entities when identifying sources of project financing	Implementation of international accounting standards

Source: Compiled by the author.

The creation of interdepartmental specialized committees for PPP risk assessment, project evaluation and financing management at all stages of the life cycle will improve the efficiency and effectiveness of public administration. These committees should include representatives of the PPP Agency, the Ministry of Finance of Ukraine, the Ministry of Ecology of Ukraine, the Ministry of Economy of Ukraine, etc., whose activities will focus on selected PPP projects.

The influence of PPP management bodies is differentiated in different countries. For the successful implementation of projects, compliance with investment obligations by the public and private sectors, reform of management institutions, sectoral development strategies, and political and macroeconomic factors are of great importance. Institutional mechanisms for the implementation of agreements should provide for coordinated interaction and management of the Ministry of Finance or other responsible state administration body, PPP implementation units (staffing, availability of necessary resources), procurement organizations and the public. At the same time, in Ukraine, public control and public participation in the preparation and implementation of PPP contracts is minimal, which is associated with both the low level of transparency and accountability of state institutions and closed procedures for concluding agreements. The conceptual model of the organizational and functional mechanism of public administration for the development of public-private partnership in Ukraine provides for the inclusion of public organizations to ensure transparency and accountability of management, Associations of local self-government bodies to provide various forms of support and consultation of the Ministry of Internal Affairs and Local Governments, and local self-government bodies in the preparation of PPP projects.

The new organizational structure of PPP management will correspond to the new system of public investment management in Ukraine, which provides for the selection of investment projects with positive assessments by the Interdepartmental Commission, which will include the Ministry of Economy of Ukraine, the Ministry of Finance of Ukraine, and the Ministry of Infrastructure of Ukraine, to finance projects and provide various forms of support, including state guarantees.

Enabling local executive authorities and local self-government bodies (rural, settlement, city, district councils or their executive committees for municipal property) [7] to initiate and implement the preparation of PPP projects requires increasing the inclusiveness of project management through the involvement of civil society organizations and associations of local government units as a platform for public discussion of projects.

An important direction for improving the organizational mechanism of PPP management in Ukraine is to increase its inclusiveness through the systematic involvement of civil society representatives, including the involvement of legal advisors in the liberalization of property issues and the processes of making proposals for legal changes. In general, the involvement of public organizations can occur using digital tools for expert participation posted on the PPP Agency website (mechanism for e-discussion of PPP projects at the stages of project selection, partner selection, feasibility study, etc.). This will comply with the principles of open governance, e-governance and good governance recommended by the European Commission.

Associations of local governments, in particular the Association of Ukrainian Cities, the Association of United Territorial Communities, can perform the function of supporting local governments in the process of preparing and approving PPP projects. Given the limited institutional resources of most local governments, associations can become a platform for: organizing consultations of local governments on the preparation of PPP projects; discussing projects and developing methodological recommendations in this area of management; presenting a common position of communities on legislative changes and expanding the powers of local governments in this area of management; identifying problem areas in the implementation of contracts and analyzing the risks of their implementation for their further minimization.

The new legislation in the field of PPP management provides for procedures for analyzing conceptual notes on PPP implementation, including submitting a conclusion based on the analysis to the Central Executive Body, which forms and implements financial, budgetary, and debt policy measures - that is, the Ministry of Finance of Ukraine, which undertakes to provide its own proposals and comments based on the results of the analysis of the conceptual note [7]. The Ministry of Finance of Ukraine, as the authorized body for public investment management, is the agency responsible for implementing measures within the framework of the strategy for reforming the public finance management system and managing fiscal risks. At the same time, the planning processes of public investment projects and public investment programs are not coordinated with the investment planning processes using PPP as a tool for implementing these projects. As a result, the integration of PPP public management mechanisms into the medium-term budget planning system is complicated. In turn, this limits the possibilities for assessing fiscal risks and reduces the efficiency of using public funds from the state and local budgets. This situation requires increased coordination between the Ministry of Finance of Ukraine, relevant ministries and local governments to improve strategic planning and financial support for PPPs. To do this, it is worth integrating the PPP public management system into the public finance management system.

It is important to determine the main components of the financial mechanism of public management of the development of public-private partnership in Ukraine, namely, mechanisms for covering investment costs of private partners under various types of PPP agreements in the presence of operational risks, the potential for their use under existing budget constraints.

Financial mechanisms for public management of PPP development in Ukraine are characterized by a low level of public financing of infrastructure facilities in future periods; in Ukraine, the private form of capital accumulation prevails, which means concentration in the hands of private infrastructure investors after the completion of PPP projects. The accumulated capital as a result of the implementation of PPP projects suspends the activity of private investors and the level of their participation in the development of Ukraine's infrastructure.

To date, loans from the International Finance Corporation and the European Bank for Reconstruction and Development have been attracted for the implementation of large infrastructure projects (Odessa Terminal Holdco Limited, Port of Yuzhny Grain Terminal), but there is no practice of concluding guarantee agreements, which is, in particular, one of the loan guarantee instruments for trans-European transport network projects within the framework of the TEN-T policy of the EU and the EIB and the mechanism for encouraging the use of PPPs to finance priority projects. This is a reserve liquidity mechanism that will help improve the borrower's ability to service priority debt during the initial operational period of the project and initial traffic revenue. The reserve liquidity line can be attracted by the project company (management company) in the event of an unexpected reduction in traffic revenue of the project during the initial period of work (for example, in the first 5-7 years of project implementation).

No form of state support is provided for the implementation of PPP projects. Accordingly, it is advisable to propose a scheme for public sector participation for risk and liability sharing, which should include the conclusion of guarantee agreements between the Government of Ukraine and international organizations or bilateral financing institutions to finance 10-15% of projects on better terms as a way to ensure the fulfillment of the obligations of the Central Bank and the Ministry of Finance.

Given that the share of capital expenditures of the state budget was 5% - 7% over the past 2023-2025, the use of mechanisms for direct and indirect state support for PPPs is quite limited. Subject to strategic planning and budgetary planning of financing PPP agreements within the framework of the future public investment management policy, it is possible to partially cover part of the investment costs of private operators in complex projects. Revenue subsidies are also limited in use due to existing fiscal limits, the lack of targeted budget programs for PPP financing, and the weakness of budget financing predictability. At the same time, it is possible to combine minimum revenue subsidies with guaranteed tariffs or revenues in socially significant PPP projects.

The main limitations in the use of indirect state support mechanisms are considered to be a high level of fiscal risk for the state, limitations in providing guarantees in conditions of macro-financial instability, legal restrictions and the absence of a procedure for implementing guarantee mechanisms, a weak level of development of the market of institutional investors who could participate in projects for partial debt coverage, and low investor confidence in state obligations.

Problems of financing and existing mechanisms of financial support for PPP projects, including the low quality of strategic planning and budgeting, the absence of an investment policy and an appropriate system of investment management in PPPs, determine the need to form a new system of financial management of PPP development.

The conceptual model of the financial mechanism of state management of the development of public-private partnership in Ukraine as a component of the public investment management system is shown in Fig. 3.6. The division of responsibilities between the competent authorities was carried out in accordance with the new requirements for the public finance management system in Ukraine, fiscal constraints, infrastructure reconstruction priorities and the existing organizational model of PPP management. The conceptual model reflects the growing role and importance of the Ministry of Finance of Ukraine in performing such functions as forming the concept of public investments in the implementation of PPP projects, assessing the feasibility of attracting investments, assessing the fiscal risks of PPPs and concessions, justifying the cost of projects, determining the volume of resources for investing in PPPs from various sources and financing mechanisms, methodological support for planning the budget for PPP investments, and including various forms of state support for selected projects in the budget.

Participants in the PPP investment management system at the national level are also: the Strategic Investment Council established under the Cabinet of Ministers to ensure consistency of strategic priorities for investing in PPPs and approving the project portfolio; Ministry of Economy of Ukraine for information and analytical support of the Strategic Investment Council, coordination of the national strategic planning system, preparation of documents of strategic importance for the development of PPP investment, medium-term investment plans in connection with the Budget Declaration, methodological support of PPP investment projects at all stages (preparation, assessment, selection, implementation) to promote a unified approach to public investment at various levels of management, formation of measures and public policy of public procurement; monitoring the status of project implementation.

The Ministry of Infrastructure of Ukraine is responsible for coordinating strategic planning of regional development within the framework of public investment management based on the State Strategy for Regional Development, regional recovery and development plans, and integrated community development programs as the basis for planning public investments at the local level. PPP contracts will be included in the sectoral portfolio of projects and proposals of this agency within the framework of the medium-term public investment plan. Sectoral ministries are also responsible for preparing the sectoral portfolio of projects and proposals. The newly established State Agency for Infrastructure Recovery and Development of Ukraine performs the function of preparing and implementing large-scale infrastructure projects under medium-term investment plans, coordinating and monitoring them, and providing support to local governments in the process of preparing and implementing such projects.

The new model of the financial mechanism of public management of the development of public-private partnership in Ukraine as a component of the public investment management system provides for an increased role of local governments responsible for the development, identification of priority PPP projects, and their implementation within the framework of territorial recovery and development plans. MOE / LSG 1: development of concepts for public investment projects PPP by local budget managers, determination of the volume of resources for financing PPP will become one of the tasks of local executive authorities, created public investment management units in conjunction with local financial authorities.

The inclusion of the Accounting Chamber and the State Audit Service of Ukraine in the new financial management structure will strengthen the level of control over the use of public funds, increase the level of efficiency in the use of budget funds allocated for state support of PPPs.

The new model of the financial mechanism of public administration for the development of public-private partnership in Ukraine reflects significant changes in the strategic planning and budgeting of public investments in PPP contracts. First, ensuring financial sustainability and efficiency in the use of budget funds to support projects will facilitate the implementation of contracts, reduce the levels of risk of investing private partners in PPPs due to the understanding and predictability of project financing sources and financing mechanisms. State and local budgets will contain information on the planned amounts of expenditure on PPP support, including grants, domestic and external state borrowing, and international technical assistance. Secondly, informational, analytical, and methodological support for PPP investment management, including the project portfolio in medium-term investment plans based on defined sectoral project portfolios, the existing concept of public investment management, and assessment of fiscal risks of contract implementation in general, will significantly improve the quality of implementation of the PPP public management mechanism.

Thus, new models of public management mechanisms for PPP development are built taking into account the existing transformations of national economies, primarily taking into account the European integration trends of Ukraine, the growth of the fiscal burden on state budgets, and take into account the shortcomings of current contract management (political, institutional, legal, financial, etc.). Innovations in regulatory regulation for the development of PPPs include the integration into the existing public management mechanism of public organizations and Associations of Local Governments to provide legal support and consultations to local authorities in the preparation and implementation of contracts, and the expansion of the powers of the PPP Agency regarding regulatory monitoring of PPPs. The proposed organizational and functional mechanism of public administration in the field of PPP provides for the creation of interdepartmental committees to improve the institutional capacity of the Central Executive Body in contract management, which meets the current needs for improving the performance of functions by authorized bodies in this area, especially about the coordination of various departments in the implementation of PPPs. The involvement of public organizations and Associations of Local Self-Government Organizations should contribute to improving the performance of powers to prepare projects at the local level.

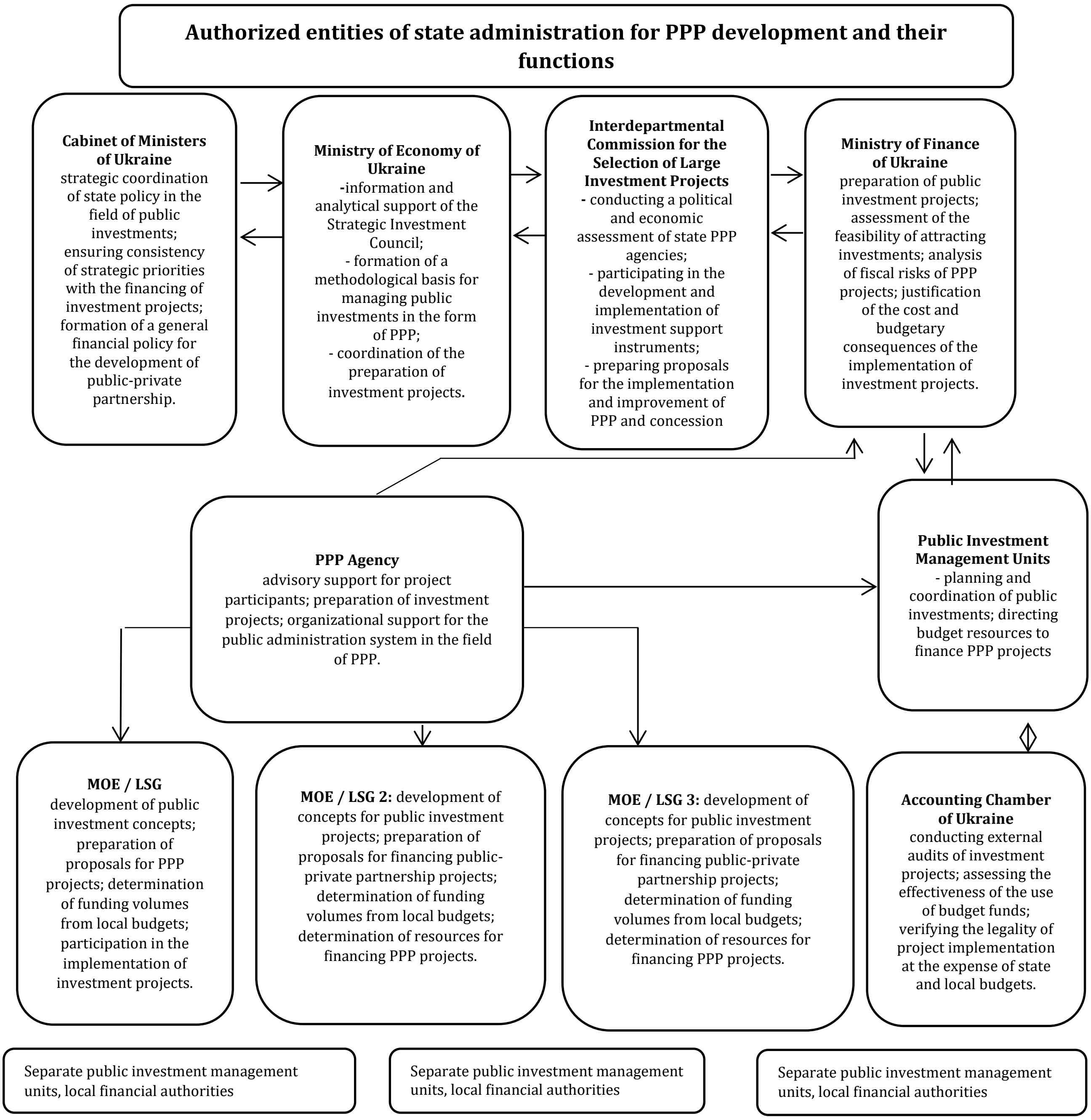

Figure 1. Conceptual model for monitoring and evaluating the effectiveness of public management mechanisms for the development of public-private partnership in Ukraine
Source: Compiled by the author.

Expanding the general competencies of the Ministry of Local Self-Government and Local Self-Government Organizations, not only in making decisions on PPPs, but also in strategic planning of PPP projects (identifying the scope of problems, initiating and developing projects in accordance with the local investment policy of the region) meets the modern needs of strategic planning of PPP investments at the local level. Proposals for improving the existing financial mechanisms of public administration of PPPs solve the existing problems of state financing and financial management in this area, determine the potential for providing direct and indirect forms of state support. The new model of the financial mechanism is formed as a component of the public investment management system, defines the key roles of the Central Executive Authorities and the Ministry of Public Investment, and local self-government in the strategic financial planning of the project portfolio in accordance with the strategic medium-term public investment plans of the Central Executive Authorities, line ministries, and regional development programs of territories and communities.

6. Conclusions

As a result of the study, a conceptual model for monitoring and evaluating the effectiveness of public management mechanisms for the development of public-private partnership in Ukraine was developed, which combines institutional, organizational-functional, financial and information-analytical components. The proposed approach involves a transition from evaluating individual projects to comprehensive monitoring of the effectiveness of public management mechanisms based on a system of criteria and indicators that cover strategic planning, risk management, use of public resources and achievement of socially significant results. The implementation of the model will contribute to increasing transparency, justification of management decisions and the effectiveness of implementing public-private partnership in accordance with the strategic priorities of Ukraine's development.

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