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# PUBLIC MANAGEMENT OF THE LOCAL COMMUNITIES' FINANCIAL AND ECONOMIC SECURITY: TOOLS IN CRISIS SITUATIONS

## ABSTRACT

The article considers the ability of public management institutions of economic processes at the local level to adapt to the threat, develop strategic plans, and coordinate activities related to economic security. In the conditions of Russian aggression, compliance with the procedures and order of decision-making, budget planning, openness of projects, strengthening of infrastructure capacity, etc., is of great importance. In this context, it is established that public management should be aware of the importance of the danger from the crisis. The peculiarities of political interactions within the community and the ethnic structure of local communities decisively affect the vector of political governance in a period of crisis. The specifics of the economic inequality in the conditions of modern urban clusters can be based on inequality in international relations, which are revealed. The significance of the divergence in economic security strategies depends on the nature of the crisis that it reveals. It is substantiated that the struggle of public management for the effectiveness of decision-making at the local level requires clear relations with adjacent units of government. The state of economic security of local communities is significantly deteriorating due to new challenges associated with the destruction of infrastructure and a lack of resources. It is revealed that International standards for increasing the level of economic security draw attention to the need for broad coordination of interdisciplinary institutions and actors. The agenda of the community's economic security requires balanced decisions regarding its transformation into effective tools for the protection of the community's interests. It has been suggested that under the condition of targeted and large-scale international assistance, the public authority of the local community is able to restore the functionality of many of its institutions and infrastructure facilities. It is established that public management should be open to constant dialogue with all participants and stakeholders of economic security.

**Keywords:** economic management, financial security, economic security, business, economic partnership, public authorities, civil society, communities' economic assets, community economic infrastructure

**JEL Classification:** P35, P48, Q58, R11, R53

## INTRODUCTION

Security of economic development is one of the important problems of modern local communities. Ukraine is in a situation of permanent threats to the infrastructure and economic capacity of settlements. Therefore, the ability of institutions of public management of economic processes at the local level to adapt to the threat, develop strategic plans, and coordinate activities related to economic growth becomes important. Anti-crisis adaptability of political management at the local level depends on a comprehensive perception of information and opportunities to identify the most successful alternatives from the list of possibilities. In the field of economic security, public management is responsible for protecting the economic assets of the community, creating conditions for doing business, observing the law, and resolving crises. In the conditions of Russian aggression, compliance with the procedures and order of decision-making, budget planning, openness of projects, strengthening of infrastructure capacity, etc., is of great importance. The combination of efforts to ensure the economic capacity of communities with the public environment of business and professional associations

gives a synergistic result. The experience of economic development of the community during the war becomes decisive for the development of the Ukrainian economic model in the period of post-war recovery. The skills of public management to predict events and resolve crisis situations are quite appropriate for stimulating recovery processes, launching new projects, and innovations. International efforts to restore the capacity of the Ukrainian economy actualize the skills of local managers to join forces and work for a specific result. Opportunities to act on the basis of European economic planning practices and compliance with quality standards are becoming increasingly relevant.

## LITERATURE REVIEW

Modern foreign scientists are actively discussing the prerequisites and features of economic security at the global level. It is about the need to focus the consolidated efforts of the world community on achieving its basic parameters. These views should be complemented by consideration of economic security at the local level. Particularly, Theo Beal justifies the need for a renewed global effort in financial and economic security (Beal, 2022). The study of the components of economic security policy at the local and regional level acquires concrete dimensions in the form of financial security and the sustainability of economic activity. Financial security is an important prerequisite for the general economic security of the territories. Continuation of these studies requires establishing the managerial dimension of economic security. Nataliia Bak discusses the financial security of territorial communities in Ukraine, taking into account their content, components, and threats (Bak, 2019).

Features of the regional dimension of economic security are fruitfully developed by Ukrainian scientists. They try to determine the key features of the model to ensure economic security in the regional economy. Accordingly, their efforts should be supplemented by consideration of the local dimension of economic security protection. Victoria Garkava and Alina Klishchevska consider the formation and implementation of the concept of economic security in the management of the region's economy (Garkava & Klishchevska, 2021).

The combination of essential aspects of social and economic security is the work of modern foreign scientists. They indicate the connection between parameters of social welfare and indicators of economic development. In this context, the local dimension of economic security is relevant. In this connection, D. Shvaiba reveals the essence and content of social and economic security (Shvaiba, 2019).

Empirical developments of modern international organizations determine the conditionality of social protection and protection of working conditions in the context of economic security. In this way, a comprehensive display of economic security management tasks is provided. International experts developed the review Economic Security for a Better World.

Modern Baltic scientists determine the level of conditioning and national competitiveness from the perspective of economic security. They indicate the needs of the national economy in the context of economic capacity. The local level of economic security is also relevant in this context. Žaneta Simanavičienė and Andrius Stankevičius found out the interrelation between economic security and national competitiveness (Simanavičienė & Stankevičius, 2015).

The definition and measures of sustainable development also determine the context of the formation of the state of economic security. It also refers to environmental protection measures and development planning opportunities, taking into account resource conservation and energy saving. This is also an urgent need for local economic development and a task of local public governance. Jurgita Raudeliuniene, Manuela Tvaronavičienė, and Ignas Dzemyda established key success factors of sustainable entrepreneurship in conditions of the global economy, having regard to economic security and sustainability (Raudeliuniene, Tvaronavičienė, Dzemyda, 2014).

Public management of economic security is implemented on the basis of a multidimensional mode of analytical coordinates. Anti-crisis policy measures take the leading place among them. They require a ranking of crises according to their significance for the local community. As Fadillah Putra reasonably points out, the hardest crisis to cope with is a fast-developing one, because the degree of preparedness of the government to handle it is very low. On the other hand, in a slow-developing crisis, such as a cathartic or creeping crisis, if the awareness of the government of the crisis is low, it could create long-term and possibly irreversible damage (Putra, 2021). Therefore, public management should be aware of the importance of the danger from the crisis.

The political level of adopting anti-crisis and security decisions in the context of protecting the economy of the community requires knowledge of the constituent and potential actors. Political interactions within the community and the ethnic structure of local communities decisively affect the vector of political governance in a period of crisis. According to F. Putra's position, the important requirement for urban area crisis management is multiethnic awareness. Obviously, urban areas have had urbanization and immigration for a long time. Urban areas are the melting pot of many cultures and

ethnicities. Every ethnic group has its own standard norms and values; therefore, if the crisis leaders are not sensitive to this aspect, misunderstandings between the government and the people could interrupt the process of crisis responses and relief (Rosenthal, 2001). Both ethnic differences in the urban social aspect could disrupt the rehabilitation process and economic gaps. Poor communities (which in some senses are also related to certain ethnic groups) are the most vulnerable groups during a crisis: In New Orleans [during the Katrina crisis], local (Putra, 2021). The above shows that economic inequality in the conditions of modern urban clusters can be based on inequality in international relations.

## AIMS AND OBJECTIVES

The purpose of the article is to establish the features of public management of the community in terms of ensuring financial and economic capacity. The task of the article is to identify tools for restoring the financial and economic capacity of communities in the conditions of modern crises, including in modern Ukraine.

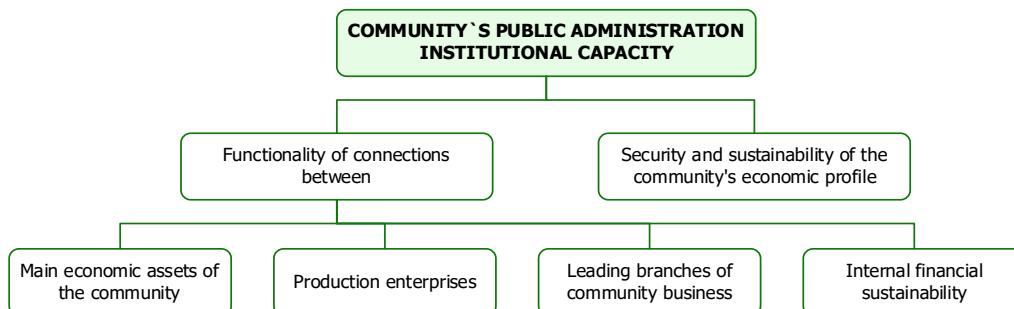
## METHODS

The article applies the basic methods of modern social sciences that allow us to reveal the mutual influence of economic security and the institutional structure of community management. The institutional approach reveals the specifics of the interaction of actors that influence decision-making in the process of protecting the financial and economic security of the community. The structural-functional method is focused on identifying and evaluating the functionality of the elements of the economic structure of the community, which is critical from the point of view of risks and crises, etc. The method of extrapolation is aimed at forming promising signs of the effectiveness and capacity of the policy of protecting the economic security of the community in crisis conditions.

## RESULTS

The adaptability of local public management to the challenges of economic failure depends on the accountability of management institutes to the community. It is also about a high level of competence regarding cross-industry economic threats. Modern authors emphasize the need to overcome the bureaucratic approach to anti-crisis activities. In a crisis situation, the government needs to be more adaptive (emergent norm). On the other hand, it also has to ensure the legal accountability (bureaucratic norm) of each decision it takes. Dealing with these two norms, of course, is not an easy task. In so doing, governments need to adjust their bureaucratic norms to the realities and needs that exist on the ground during the crisis situation. This is crucially important for public sector leaders when they are facing a crisis situation. Of course, in "long shadow" and "slow burning" types of crises, the government could impose its bureaucratic norm, but not in a "fast burning" crisis, as rightly stated, F. Putra (Putra, 2021). Thus, the divergence in economic security strategies depends on the very nature of the crisis.

The factors of economic security of the community are formed on the basis of structural elements of the local economic system. The corresponding threat to economic security has both a systemic nature and depends on the state of specific components. A comprehensive assessment of these states forms knowledge about the general state of economic security of the community and the need to make appropriate decisions. Among the factors of economic security, the state of economic security of the community's economic assets, the functioning of basic production enterprises, and the leading branches of the community's business should be singled out. The relationship between community management capacity and community economic profile is shown in Figure 1.



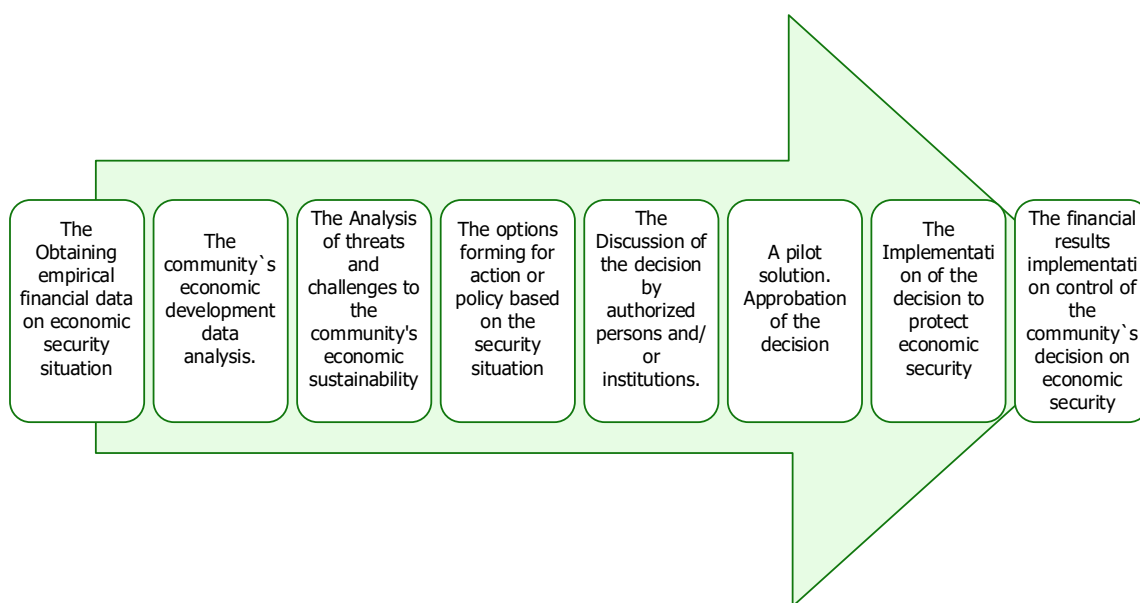
**Figure 1. The structure of the community's financial and economic security factors.** (Source: developed by the authors on the dates of [11], [12])

The public management's "struggle" for the effectiveness of decision-making at the local level requires clear relations with adjacent units of government. This is due to the need for operational resource allocation and executive discipline. But at the same time, one should also take into account the competition of interests of economic actors within the community. They can significantly limit the space of optimal management solutions. T. Christensen, L. Rykkja, and P. Læg Reid consider that the organizational arrangements as well as the legitimacy of government authorities will affect crisis management performance. A central argument is that both structural features and cultural context matter, as does the nature of the crisis. Is it a transboundary crisis? How unique is it, and how much uncertainty is associated with it? The arguments are substantiated with empirical examples and supported by a literature synthesis, focusing on public administration research. A main conclusion is that there is no optimal formula for harmonizing competing interests and tensions or for overcoming uncertainty and ambiguous government structures. Flexibility and adaptation are key assets, which are constrained by the political, administrative, and situational context (Christensen, Rykkja, Læg Reid, 2016). This testifies to the high level of importance of initiative and adaptability of public management leaders.

The war crisis in Ukraine makes significant demands on public management in the period of post-war recovery. The state of economic security of local communities is significantly deteriorating due to new challenges associated with the destruction of infrastructure and a lack of resources. As the local economic recovery report shows, the role of international actors is to encourage endogenous efforts towards the achievement of a durable social and economic transformation within war-torn communities. The most powerful instruments of this action are the development of local capacities and the cross-fertilization of experiences among countries faced with similar challenges, applying combined creative solutions from local and global knowledge (Khmelnikov, 2022). Thus, the post-war recovery of Ukraine requires new skills from the public management of economic security.

International standards for increasing the level of economic security draw attention to the need for broad coordination of interdisciplinary institutions and actors. We are talking about a high level of cooperation between the state and the public, as well as between the state and private companies. According to the Local Economic Recovery (or LER) review, the post-conflict Employment and Reintegration Policy is not only a policy framework for LER. It also obtains recommendations regarding operational and coordination aspects. The framework could be offered by early recovery coordination mechanisms, or alternatively, by other actors such as working groups supporting government-led processes. This will also have implications with respect to the advocacy modalities for LER and the institutional arrangements overseeing its implementation (Khmelnikov, 2022). Therefore, cooperation with the public and private subjects of economic activity provides new technologies and streamlines the management agenda of the local community.

Thus, the agenda of the community's economic security requires balanced decisions regarding their transformation into effective tools for the protection of the community's interests. It includes a number of stages that require significant attention to the available data, as well as a comprehensive assessment of the situation (Figure 2). It also calls attention to the analytical and monitoring capabilities of local government institutions.



**Figure 2. Stages of decision-making for the protection of financial and economic security.** (Source: developed by the authors on the dates of Jimenez (2021) and Karaschuk (2022))

A clear statement of the goal of increasing the economic capacity of the community in the post-war period determines the right efforts and distribution of the necessary resources. Under the condition of targeted and large-scale international assistance, the public authority of the local community is able to restore the functionality of many of its institutions and infrastructure facilities. As the local economic recovery analysis concluded, in post-conflict settings, one critical challenge to economic recovery is the low purchasing power of local communities who buy marketed goods and services to satisfy basic needs. Another challenge is that external and more profitable markets are rarely accessible due to poor communication infrastructure, transport means, and security constraints. In addition to the depressed or inaccessible demand for services and products, there is the issue of local technical and managerial capacities to restart and encourage thriving businesses (Khmelnikov, 2022). Therefore, an important aspect is the stimulation of business activity in the post-war period.

In the dimension of international practice of public governance of economic security and sustainability of local communities, a wide range of parameters and indicators is demonstrated. They demonstrate the relationship between economic policy and political development on the example of South American countries that are close to Ukraine in terms of their development. The indicators of population, distribution of gross domestic product by number of inhabitants, level of economic freedom, democratic development of society (development of local public), as well as efforts to build institutional capacity are taken into account (Table 1).

**Table 1. Comparative financial and economic resilience and public governance Ability of South American countries and Ukraine (2022–2025).** (Source: developed by the authors on the dates of (GDP - Country rankings, 2025)

Country	Population (2022) million	GDP per Capita (USD, 2024)	Business Freedom (0-100) 2025	Democracy/Civil Society (0-100) 2024	Capacity Building Status
Chile	19.6	16,709	80	94/100 (Free)	High; active in Erasmus+ institutional reform.
Uruguay	3.4	23,906	84	96/100 (Free)	Leading regional human capital development.
Colombia	51.5	7,913	69	70/100 (Partly Free)	Major participant in UN capacity projects.
Peru	34.4	8,452	71	66/100 (Partly Free)	Focused on institutional/structural change.
Brazil	215.3	10,280	67	72/100 (Free)	High research capacity; active UN partner.
Argentina	46.0	13,858	51	85/100 (Free)	Strong academic base; volatile institutional score.
Ecuador	18.2	6,874	67	67/100 (Partly Free)	Moderate; strengthening anti-crime institutions.
Paraguay	6.9	6,416	73	63/100 (Partly Free)	Developing; focus on energy/natural capital.
Bolivia	12.4	4,001	54	66/100 (Partly Free)	Developing; high reliance on natural capital.
Guyana	0.8	29,883	71	73/100 (Free)	Rapidly evolving; focus on infrastructure.
Suriname	0.6	7,430	58	79/100 (Free)	Moderate; reforming public sector institutions.
Venezuela	28.8	4,510	33	13/100 (Not Free)	Critical; UN-led humanitarian/health capacity.
Ukraine	32	5,200	59	3.43 / 7 (Hybrid)	High Resilience; intensive EU-linked reform.

The conclusions presented in the last column of the table show that under approximately similar conditions, public management of economic security, which is formed in the form of capacity building indicators, has different qualitative dimensions. The trend is demonstrated in which capacity is the result not only of the economic development of civil society, which acts as a partner of management in the development and adoption of decisions. The lowest capacity of public management to ensure economic viability is demonstrated in non-democratic countries.

The tools for strengthening the resilience of Ukrainian cities in the conditions of the Russian invasion were subsidies for important areas of restoring the functioning of basic life systems. In 2025, compared to the previous period, the Ukrainian government made unprecedented expenditures on such expenditures as strengthening the capacity of local budgets, compensating for housing losses of residents affected by military actions, and subventions for the restoration of infrastructure facilities and systems. It is economic means that ensure the resilience of communities in the conditions of the need

for a prompt response to the challenges of Russian aggression. Government recovery initiatives in 2025 became even more flexible and demonstrated the ability to constantly monitor the analysis of the economic security situation and make decisions based on the specific requirements and needs of communities (Table 2).

**Table 2. Types of damage and financial tools of public management in the recovery support of the economy of wartime Ukraine.** (Source: developed by the authors on the dates of (Ministry of Finance, 2025), (Cabinet of Ministers of Ukraine, 2025), (Verkhovna Rada, 2025), (Ministry of Development, 2025), (Ministry of Community and territory development of Ukraine, 2025).

Funding section	Indicator for 2025	Comparison with 2024	Detailed Allocation of Funds
Additional subsidy to local budgets	UAH 51.2 billion	+ UAH 17 billion (increase compared to 2024)	Support for deoccupied communities, frontline territories, and communities negatively affected by the war.
eRecovery Program	UAH 15 billion	+ regular tranches, Additional resource (separate payments of UAH 2.5 billion)	Compensation to IDPs and other citizens for damaged (repair) and destroyed (certificates) housing.
Subsidy for restoration	UAH ~24.9 billion	Targeted financing of projects	Implementation of specific objects for the restoration of social infrastructure, housing, and critical networks
Additional personal income tax	4% (64% in total)	(instead of 60%) 2024 level maintained	Payment for energy carriers, support for utilities, and critical community infrastructure.

Public management tools for the economic security of communities became targeted and took on the nature of technologies that take into account not only situational risks and losses, but also reflect a certain governance strategy. The modern Ukrainian government under the prime ministers of Dmytro Shmyhal and Yulia Svyrydenko not only compensates for losses, but also tries to ensure the long-term stability of the functioning of cities that are in a threatening situation. Available data indicate that the strategy for ensuring economic security is long-term and takes into account the specifics of the development of specific communities. In particular, the additional personal income tax is aimed at increasing the guarantee of providing services to community residents in conditions of threats of military destruction of infrastructure.

As the following data show (Table 3), the structure of state budget assistance to communities as a means of public governance of economic stability indicates attempts to respond promptly to threats to economic well-being. The government is trying to restore deoccupied communities, as well as ensure the livelihoods of specific cities with a million inhabitants with complex infrastructure and threats to livelihoods. Communities with low economic capacity are of particular interest, to which certain financial resources are directed. Important promising means of public governance of economic sustainability are ensuring the functioning of transport and energy infrastructure during war.

**Table 3. Community recovery finance spending in 2025.** (Source: developed by the authors on the dates of (Ministry of community and territory development of Ukraine, 2025), (Ministry of economy of Ukraine, 2025), (Cabinet of Ministers of Ukraine, 2025), (Decentralization, 2025), (Ukraine Facility, 2025).

Direction / City	Amount (forecast/budget)	Intended Purpose	Source of Funding
Kharkiv	UAH 1,000,000,000	Restoration of damaged housing and energy infrastructure of the city	State Budget (separate article)
Deoccupied communities (total)	UAH 51,200,000,000	Additional subsidy to local budgets for the implementation of powers and restoration	State budget (subsidy)
eRecovery Program	UAH 4,000,000,000 + EUR 100 million	Compensation to citizens for destroyed (3 billion) and damaged (1 billion) housing	State Budget + Council of Europe Development Bank
Water supply (Mykolaiv, Kryvyi Rih)	UAH 8,000,000,000	Construction of new water supply systems and restoration of treatment systems after destruction	State Investment Projects (PIM)
Transport infrastructure	UAH 4,400,000,000	Restoration of bridges and local roads in the affected regions	Recovery Agency / State Budget
Kyiv region (reconstruction projects)	~ UAH 2,000,000,000	Completion of the reconstruction of residential areas (Irpın, Bucha) and social facilities	Fund for the Elimination of Consequences of Aggression
Communities with low capacity	UAH 13,000,000,000	Reversal subsidy maintained (funds remain on the ground to support sustainability)	Local budgets
Community Energy Sustainability	USD 250,000,000	Installation of cogeneration plants and solar panels in cities	USAID / EU Grants (Ukraine Facility)

A number of analytical summaries show that the economy of Ukraine suffered significant losses from Russian aggression. It caused a number of areas of large-scale damage that require restoration. According to analysts, in 2022, there was a decline in many basic economic indicators that determine the level of economic capacity of the state as a whole.

The given data show that Ukraine's economy has demonstrated flexibility and the ability to recover. Already in the second year of the war, there was a decrease in the number of closed enterprises, an increase in the level of gross domestic product, and a decrease in unemployment. However, unfortunately, the crisis phenomena remained, in particular, in the form of a reduction in the real incomes of citizens and unemployment.

Overcoming the consequences of economic destruction during a full-scale invasion is carried out on the basis of the means of community reconstruction. Based on the data of the state budget project for 2026, some communities of Ukraine receive funds for reconstruction.

Additional subsidies are an important element of state support for the recovery of Ukrainian communities. They point to the purposeful policy of the government of Ukraine regarding infrastructure projects. Together with the Association of Cities of Ukraine, the Ukrainian government has developed funding programs designed to improve the current state of communities despite the conditions of war.

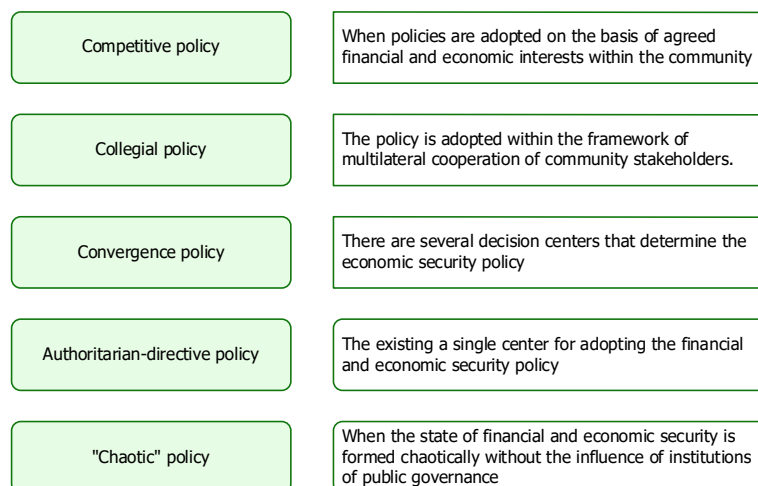
Targeted funds aimed at specific tasks have become important elements of increasing the economic security and stability of territorial communities. These tools provide communities with opportunities to support functioning in crisis conditions. It is important to note that the government is trying to support both those communities that were directly affected by the hostilities and those that suffered less significant damage.

In the framework of increasing the level of economic security of the local community, an important aspect is the integration of the efforts of various political actors. In the conditions of a stable democracy, coordination of actions is ensured on the basis of discussion procedures. Therefore, public management should be open to constant dialogue with all participants and stakeholders of economic security. International Labour Office (ILO) Programme for Crisis Response and Reconstruction established that power can be more or less distributed among different political and interest groups, which is another factor contributing to overall weakness and mismanagement of public affairs. It is possible that in certain regions of the same country, power will be in the hands of a political faction other than the governing entity. Fractionated power poses significant problems when identifying the appropriate and legitimate counterparts for recovery and development operations (International Labour Office, 2004). Thus, the diversity of political interests complicates the sustainability of economic policy at the community level.

One of the basic needs of a sustainable economic security policy at the community level is to ensure the principle of decentralization. This means the presence of autonomy of administrative and management units within the community. Local economic recovery data witnessed that governance systems can be more or less decentralised, according to the degree of devolution of decision-making authority and financial powers to sub-national governments and/or other decentralised entities. Highly centralised governments are less conducive to local economic recovery approaches (International Labour Office, 2004). Thus, ensuring the autonomy of "micro-communities" is also a task for the public management of economic security.

Considering cases of ensuring the sustainability of economic development, modern scientists emphasize the great importance of the tools of communication influence in the conditions of local communities. Of particular importance are the skills of direct communication with economic actors and social groups. This is especially evident in the example of the energy sector. As Monika Bogdał firmly assumed, the degree of state intervention and the need to manage information in each of the subsectors will be different. The solution to this conceptual dilemma can be the creation of a general model for the sector with variations for each of the subsectors. However, further research in this field requires paying more attention to stakeholder characteristics and efficiency, as the model describes only general principles and the possible sphere of interaction for government communication (Bogdał, 2013). Thus, government communication should be unambiguous and simple in its content and forms.

In accordance with the state of the community's economic profile and the capacity of financial and economic security management institutions, types of economic security protection are formed. They are transformed into one of the permanent types of economic security policy or their combination. The following diagram shows the specified types of policies (Figure 3).



**Figure 3. The types of territorial communities' financial and economic security protection policies.** (Source: developed by the authors on the dates of Jimenez and Roig, 2021; Karacshuk, 2022)

Establishing the state of economic security of each specific community depends on the possibility of its integration into economic structures at the national level. Integration into European energy systems is relevant for modern Ukraine. The war in Ukraine showed the possibility of decentralized access to international energy resources. M. Bogdał rightly resumed that for a long time, the main limitation for the energy sector has been the limited access to transportation infrastructure. It was a barrier to entry and favored companies already existing on the market over new ones. A solution to this problem was the implementation of principles of unbundling and Third-Party Access in accordance with EU directives. Although they didn't solve all the problems, at least some foundation for changes in order to improve efficacy and increase the importance of the demand side, especially the most dispersed group, as individual customers, was provided (Bogdał, 2013). Thus, local managerial technologies must take into account the context of pan-European management of economic assets and the development of entire industries.

Thus, the identification of key threats to economic security prompts the solution of the situation in the complex and the achievement of concrete results. Opportunities to see a way out of the crisis state are possible only on the basis of overcoming departmental or institutional obstacles and artificial disciplinary barriers. Against the background of the tasks of public development, rigidity and the capability for interdisciplinary cross-industry cooperation are also important. An effective policy of profitable security requires a clear understanding of the tasks and prospects of applying innovative technologies. Among the innovations should be included not only information technologies, but also means of analysis and forecasting of the assessment of the economic state and environment in the medium and long term.

## DISCUSSION

Thus, the identification of optimal ways of forming the policy of economic security at the local level is ensured on the basis of prompt identification of the most threatening factors. They are the decline in the value of economic assets, the decline of leading manufacturing enterprises, and business sectors. In addition, the reasons for the growth of economic danger can be both macroeconomic, such as the bureaucratization of economic policy, and microeconomic, such as the lack of an effective relationship between community management and key social demographic groups. Contemporary authors (for example, see Kopasker, Montagna, Bender, 2018; Latner, 2019), (Madowitz, Price, Weller, 2020) also emphasize the situational adaptability of means of optimizing the state of economic security. However, it should be noted that studies devoted to the experience of foreign countries do not fully reflect the realities of Ukraine. Challenges and threats to the economic security of territorial communities that arose during the war cannot be compared with the parameters of economic danger that threaten the existence of the Ukrainian state and society. Considerations of global economic security should also be taken into account, which can only be resolved under conditions of global political stability.

Accordingly, in the conditions of the Russian-Ukrainian war, large-scale projects aimed at optimizing the economic profile of the community cannot be considered as having the prospect of implementation. But at the same time, comments such as the need for adaptability, innovation, and the expansion of contacts between the elements of the community's economic structure should be considered quite suitable for approval and implementation in Ukraine. Separation of economic security management into a separate structural direction and operationalization of its sphere of responsibility is an important

element of stabilization and coordination of efforts, aimed at preventing risks and crises not only in the economy, but also in the community's social environment.

## CONCLUSIONS

Public management of economic processes at the community level in Ukraine provides an opportunity to see innovative approaches and means of implementing livelihood programs and economic capacity. Despite heavy economic losses and infrastructure destruction, community managers, represented by local self-government institutions, realized the possibilities of life support for territorial communities. In addition, they were active in helping the military and carrying out humanitarian missions. The activity of public managers of communities in the economic sphere made it possible to ensure the sustainability of the functioning of settlements. The initiative of local communities added stability and ensured the repulsion of Russian aggression at the same level as the institutions of military defense of the state. The economic capacity of communities in Ukraine enabled the state to present itself on the international arena as a stable partner. Public management on the basis of interaction with the public ensured the community population's unity around important issues of functioning and development. In the first 10 months of 2025, local budget general fund revenues (excluding transfers) increased by 16.5% compared to the same period in 2024, reaching UAH 292.82 billion, which exceeds the inflation rate (10.9%). Local budgets financed UAH 61.85 billion in capital expenditures, which is 16.6% more than last year.

Thus, the main tools of the public management of the community's economic capacity are the involvement of a professional approach, the development of analytical and export activities, as well as the development of specialized assets in accordance with the economic situation of the region of the state and international markets. In the conditions of modern Ukraine, public management of local communities in the context of economic security requires additional efforts. Forecasting of economic challenges, risks, and threats according to the state of the local economic infrastructure is an important tool for the adaptation of communities to crisis situations. It has to be mentioned that a timely management response to changes in the business environment of regional and central government institutions is required. An important aspect of mastering anti-crisis management is the potential damage evaluation, which should be significantly reduced or even eliminated. This depends on the distribution of resources within the community, the search for optimal economic development strategies, the achievement of intermediate and final goals in transformations, and the innovative transformation of the community. Analysis of recovery trends in Ukraine after a full-scale invasion showed that even under unfavorable conditions, the Ukrainian economy has a tendency to grow. Economic security and the capacity of communities are also supported on the basis of the state budget. These tools show the possibilities of adaptation to complex challenges and crisis situations. The prospects of further studying the topic of this article are the efficiency increase of the financial instruments of public governance in the presence of various sources of financing, including international financial assistance.

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## ADDITIONAL INFORMATION

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### AUTHOR CONTRIBUTIONS

*All authors have contributed equally.*

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*The Authors declare that there is no conflict of interest.*

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## ПУБЛІЧНЕ УПРАВЛІННЯ ФІНАНСОВОЮ ТА ЕКОНОМІЧНОЮ БЕЗПЕКОЮ ТЕРИТОРІАЛЬНИХ ГРОМАД: ІНСТРУМЕНТИ В КРИЗОВИХ СИТУАЦІЯХ

У статті розглянута здатність інститутів публічного врядування економічними процесами на місцевому рівні адаптуватися до загроз, розробляти стратегічні плани та координувати діяльність, пов'язану з економічною безпекою. В умовах російської агресії велике значення має дотримання процедур і порядку ухвалення рішень, планування бюджету, відкритість проєктів, зміцнення інфраструктурної спроможності тощо. У цьому контексті встановлено, що публічне врядування має усвідомлювати значення економічної небезпеки від потенційної кризи. Мають бути застосовані такі інструменти управління, як аналіз загроз і викликів, пілотна апробація рішень, контроль над їх імплементацією. Установлено, що особливості політичних взаємодій усередині громади та етнічний склад місцевих спільнот вирішально впливають на вектор політичного управління в період кризи. Розкрито специфіку економічної нерівності в умовах сучасних міських кластерів, яка базується на нерівності в міжнародних відносинах. Розкривається значення розбіжностей у стратегіях економічної безпеки, що залежать від самої природи кризи. Комплексна оцінка цих станів формує знання про загальний стан економічної безпеки громади та необхідність ухвалення відповідних зважених рішень. Обґрунтовано, що боротьба публічного менеджменту за ефективність ухвалення рішень на місцевому рівні потребує чітких стосунків з іншими інститутами влади (регіональними, центральними тощо). Стан економічної безпеки територіальних громад значно погіршується через нові виклики, пов'язані з руйнуванням інфраструктури та нестачею ресурсів. Виявлено, що міжнародні стандарти підвищення рівня економічної безпеки спонукають звернути увагу на необхідність широкої координації міждисциплінарних інституцій та економічних гравців. Умови забезпечення економічної безпеки громади потребують виважених рішень щодо їх перетворення на ефективні інструменти

захисту інтересів громади. За умови адресної та масштабної міжнародної допомоги органи державної влади територіальної громади здатні відновити працездатність багатьох своїх установ та об'єктів інфраструктури. Установлено, що державне управління має бути відкритим до постійного діалогу з усіма учасниками та стейкхолдерами економічної безпеки.

**Ключові слова:** управління економікою, фінансова безпека, економічна безпека, бізнес, економічне партнерство, інститути публічної влади, громадянське суспільство, економічні активи громад, економічна інфраструктура громад

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