

**TRANSFORMATION OF THE MODERN SCIENTIFIC CONCEPT
OF PUBLIC ADMINISTRATION BASED ON THE PRINCIPLES
OF “GREEN TRANSFORMATION”:
ANALYSIS OF THE CURRENT STATE**

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INTRODUCTION

One of the greatest obstacles to the transformation of public administration in Ukraine remains the legacy of the Soviet system, which embedded the principles of centralization, bureaucratization, and low accountability to citizens within the structure of state power. These factors, combined with the long-standing influence of corrupt practices in certain state governance structures, pose significant risks to the implementation and advancement of systemic reforms across all sectors of public life in Ukraine. Despite substantial efforts by the Ukrainian state to combat corruption, the issue remains relevant, hindering Ukraine’s integration into the European Union and undermining public trust in state institutions¹.

On the other hand, Ukraine’s integration into the EU establishes new standards and requirements for the effective functioning of institutions within the national public administration system². The successful adaptation of state and local government institutions to European Union standards requires, first and foremost, radical changes in the following areas: ensuring the rule of law; transparency in decision-making processes; deepening the principles of decentralization of governance; increasing the accountability of government bodies to citizens.

Additionally, it is important to note that European experience highlights the priority of digital technology development in overcoming corruption risks within public administration. Digital technologies serve as a key tool for ensuring the efficiency and speed of administrative processes. They also act

¹ Оцінка ситуації в країні та діяльності влади, довіра до соціальних інститутів, політиків, посадовців та громадських діячів, віра в перемогу (вересень 2024р.). URL: <https://razumkov.org.ua/napriamky/sotsiologichni-doslidzhennia/otsinka-sytuatsii-v-kraini-ta-diiialnosti-vlady-dovira-do-sotsialnykh-institutiv-politykiv-posadovtsiv-ta-gromadskykh-diiachiv-vira-v-peremogu-veresen-2024r>

² VOLODYMYR ZELENSKYY. THE DAY WE ALL HAVE WORKED FOR: UKRAINE STARTED EU ACCESSION NEGOTIATIONS. URL: [HTTPS://WWW.PRESIDENT.GOV.UA/EN/NEWS/DEN-ZARADI-YAKOGO-PRACYUVALI-VSI-UKRAYINA-ROZPOCHALA-PEREGOV-91749](https://www.president.gov.ua/en/news/den-zaradi-yakogo-pracyuvati-vsi-ukrayina-rozpochala-peregov-91749)

as an indicator of transparent government activities at all levels, both for domestic and international communities. This issue is particularly relevant during the period of martial law and the post-war reconstruction of the Ukrainian state.

According to the results of an independent sociological survey of citizens of Ukraine (Razumkov Center), the most protruding assessment of the activities of the authorities in the period of full-scale aggression was received by the management sector in such areas as energy supply (55%), education (50%) and foreign policy (39%). So today, the issue of state policy development in the field of energy security of the state as an element of the European green course is one of the priorities in the field of public administration and acts as a subject of our study.

1. Theoretical foundations for the formation and implementation of the scientific concept of “green transformation” in the field of public administration

The post-war reconstruction of Ukraine creates a highly significant context for the further deepening of the transformation of the public administration system. The restoration of infrastructure, housing, enterprises, and the social sphere requires clear coordination between central and local government bodies, local self-government authorities, as well as the assurance of transparent financial distribution and the continued attraction of international aid and investment.

In this context, the development of long-term sustainable development strategies is critical. These strategies should take into account not only economic factors, but also environmental and social aspects of Ukraine's reconstruction. The plan of post-war reconstruction of Ukraine has a three-dimensional structural and functional section. Its main components are European integration, digitalization and "green transformation"³.

The European Union, as stated in the Basic Law on Climate⁴, is already actively conducting public administration with the implementation of the European Climate Strategy. The law stipulates that further revision and explanation of the strategy should be carried out regularly, or more precisely every 10 years. Moreover, the law stipulates that in the case of urgent need to update the content and directions of the European Climate Strategy, it can take place in a shorter time, that is, every five years.

For Ukraine, which has held EU candidate status since 2022, this serves as a strategic guideline for aligning public governance practices with the principles of "green transformation." The overarching European policy on green transformation is primarily based on the principles of solidarity,

³ Ukraine Facility. Economic Support Program. URL: <https://www.ukrainefacility.me.gov.ua/en/>

⁴ European Climate Law // European Commission

URL: https://climate.ec.europa.eu/eu-action/european-green-deal/european-climate-law_en

fairness, and economic efficiency⁵. Within the realm of public administration, the adoption of green transformation principles entails the implementation of strategies and policies aimed at reducing the environmental impact of economic activities and facilitating the transition toward sustainable, environmentally responsible development at both the regional and national levels.

From this perspective, the fundamental principles of green transformation in public administration can be outlined as follows:

Sustainable Development. Ensuring sustainability is a core aspect of green transformation, requiring not only temporary measures but also the establishment of long-term policies and strategies aimed at environmental preservation and sustainable development. This principle emphasizes a systemic and forward-looking approach to governance, ensuring that economic growth does not come at the expense of ecological stability;

Integrated Approach. The public administration system must incorporate environmental considerations across all sectors, including the economy, social policy, transport, and construction. An integrated approach to green transformation involves a combination of policies, strategies, and technological solutions designed to achieve sustainable development while minimizing environmental impact. This approach necessitates cooperation among economic sectors, government institutions, and civil society to attain shared environmental goals. It may include the development and implementation of new legislative frameworks and standards, investment in research and innovation in environmental technologies, and the promotion of sustainable consumption practices;

International Cooperation. Addressing environmental challenges necessitates active engagement in international collaboration. Public administration bodies should strengthen global partnerships by participating in international agreements, securing financial and technological support, fostering cross-border research and development initiatives, and facilitating knowledge exchange. Strengthening these cooperative efforts will enhance the effectiveness of green transformation policies and contribute to global environmental sustainability;

Public Participation. Effective public administration in the green economy sector must actively engage citizens in decision-making on environmental and sustainability issues. Public dialogue and collaboration between government institutions, civil society organizations, and businesses are essential for embedding green economy principles into broader socio-economic frameworks. As Markevych (2020) rightly points out, raising public awareness about the need to mitigate environmental impact will unlock new opportunities in value chains by optimizing resource use and reducing waste;

⁵ The European Green Deal. URL: https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en

– *Innovation and Technology*. The success of green transformation heavily depends on the continuous implementation of innovative technologies aimed at reducing environmental harm and improving resource efficiency. Public administration plays a crucial role in this regard by developing and applying state-level instruments and mechanisms that incentivize innovation at both local and national levels. Advancing technological solutions and investment models will accelerate the global transition to a carbon-neutral economy and a reduction in CO₂ emissions⁶. Particular emphasis should be placed on promoting energy-efficient technologies, developing a circular economy, and integrating digital solutions to enhance sustainability.

In addition to all the principles mentioned above, it is important to emphasize that over the past decades, Ukrainian scholars in the field of public administration science have been actively studying the impact of European standards on the modernization of Ukrainian governance approaches. This primarily concerns the implementation of the principles of transparency and accountability in public authorities. Ukrainian researchers highlight the particular importance of adapting public administration models to contemporary challenges, including digitalization, anti-corruption measures, European integration issues, and the development of the "green transformation" policy.

In particular, a research team led by Bakumenko V. has examined the principles of evaluating the effectiveness and efficiency of public administration reforms⁷. Their findings indicate that traditional approaches to public administration often fail to consider modern realities, such as the digitalization of governance and the automation of managerial processes.

Regarding the study of the genesis and outcomes of organizational and managerial restructuring of governance structures in the modern era, researcher Kolechkin V.⁸ emphasizes that these changes are evolutionary in nature within the very mechanisms of public administration. The genesis of these changes is viewed from the perspective of the influence of global challenges on public governance institutions, with climate change being one such global challenge.

⁶ Маркевич К. “Зелений” тренд сучасних структурних змін в європейській економіці: особливості імплементації та виклики для України URL: <https://razumkov.org.ua/statti/zeleniy-trend-suchasnykh-strukturnykh-zmin-v-ievropeiskii-ekonomitsi-osoblyvosti-implementatsii-ta-vykylyk-dlia-ukrainy> (дата звернення: 30.11.2020)

⁷ Bakumenko, V., Bilousova, O., & Bilousov, V. (2020). Principles for evaluating the effectiveness and efficiency of public administration reforms. *Public Administration and Regional Development*, 7, 286–308. URL: <https://doi.org/10.34132/pard2020.07.14>

⁸ Колечкін В. Історико-генезисний аспект державного управління в інформаційній сфері України в контексті проблем та засад формування сучасної моделі такого управління. *Наукові праці Міжрегіональної Академії управління персоналом. Політичні науки та публічне управління*, 1(73), 34–39. URL: [https://doi.org/10.32689/2523-4625-2024-1\(73\)-5](https://doi.org/10.32689/2523-4625-2024-1(73)-5)

Professor Bashtannik V.⁹ asserts that the transformation processes within Ukraine's public administration system should take into account the adaptation of the administrative framework to the constitutional amendments introduced into the Constitution of Ukraine in 2019.

In their research, Honcharuk N. and Cherednichenko A. in "Modernization of public administration in Ukraine during wartime and the post-war period in the context of European values" indicate that digitalization and the implementation of anti-corruption measures are key elements of effective governance.

Researcher P. Ivanyuta analyzes tools for modernizing managerial processes, including the implementation of e-government (the article "Comprehensive Management System at the current stage of public administration development in Ukraine"). The author emphasizes that digital platforms can significantly improve the quality of administrative service delivery and reduce corruption risks.

Scholar A. Kafliuk in "Some aspects of reforming public administration in Ukraine" notes that the transformation of managerial processes within the public administration system occurs primarily as a response to crises. The author particularly stresses the importance of rapid crisis response and the need to integrate crisis management mechanisms into the national strategy for public sector transformation.

S. Prokopenko¹⁰ underscores the importance of establishing clear standards and transparent procedures for providing administrative services throughout the transitional period of public administration reform. The researcher also points to the necessity of enhancing staff qualifications to ensure an adequate level of administrative service provision for citizens.

Ukrainian scholar Inna Surai in "Trends in the provision of public administrative services in Ukraine" actively analyzes contemporary challenges in the field of public service delivery. She emphasizes that the transformation of the public sector should result in the rapid implementation of e-services and the establishment of integrated citizen service centers.

Thus, an analysis of recent academic studies by Ukrainian researchers on the transformational restructuring of the public administration system indicates the ongoing search for, development, and necessity of implementing innovative governance models, adapting international experience, and

⁹ Гавриленко К.М., Южно І.В., Баштанник В.В. (2022). Формування адміністративного простору реалізації публічноуправлінської діяльності в умовах конституційних змін в Україні. *Дніпровський науковий часопис публічного управління, психології, права* (2), 7–12. URL: <https://doi.org/10.51547/ppp.dp.ua/2022.2.1>

¹⁰ Прокопенко С. Якість надання адміністративних послуг як показник ефективності публічного управління в Україні. *Аспекти публічного управління*, 12(1), 129–134. URL: <https://doi.org/10.15421/152417>

identifying key reform directions aimed at improving the efficiency, transparency, and accountability of public administration in Ukraine (table 1).

These aspects are also highly relevant to the implementation and advancement of "green transformation" policies.

Achieving climate neutrality across Europe by 2050 poses a formidable challenge for Ukraine's economy. The European Green Deal outlines a transition process designed to be both equitable and inclusive, ensuring that the interests of all social groups are taken into account while prioritizing the fight against energy poverty.

Ukraine is expected to integrate this objective into its national strategies, energy policies, and emission reduction plans. The success of this transition hinges on three fundamental factors. First, the political determination and leadership of the government. Second, the commitment to ensuring a just and balanced transformation. And third, securing the necessary resources to facilitate an equitable shift toward climate neutrality. This process occurs against the background of the need to adapt the national management model to modern standards of efficiency, transparency and accountability, which is the basis of successful state formation in the conditions of dynamic changes. At the same time, public administration in modern conditions requires qualitative improvement for effective response to the numerous challenges facing society.

2. Policy of "green transformation" in the period of post-war reconstruction of Ukraine: analysis of priority introductions

In the previous section of the article, we have substantiated the thesis that the transformation of public administration in Ukraine in modern challenges requires a comprehensive approach. This involves adaptation to European standards, the use of modern technologies, strengthening of anti-corruption measures, effective management of resources. With regard to the latter, we refer to the concept of "green transformation" of both the Institute of Public Service and the implementation of the principles of "green transformation" of social development within the framework of a separate implemented state policy. After all, the concept of "green transformation" within the framework of a separately defined policy of the state implies, above all, the orientation of public administration institutions to meet the needs of citizens. Only under such conditions will Ukraine be able to ensure stability, sustainable development and meet the challenges of the modern world¹¹. One of the primary challenges, which, along with the transformation of the public

¹¹ "Про цілі сталого розвитку України на період до 2030 року": Указ Президента України від 30 вересня 2019 р. № 722/2019 // База даних «Законодавство України». URL: <https://zakon.rada.gov.ua/laws/show/en/722/2019?lang=en#Text>

administration sector, requires an urgent development of the Action Plan The period of post-war reconstruction of Ukraine.

Table 1

**Key Areas for Public Administration Improvement
and Their Advantages**

Area of Improvement	Description	Key Advantages
Enhancing Digitalization and Automation	Utilizing digital technologies to automate routine operations, optimize management processes, and provide citizens with access to administrative services.	Reduction of administrative costs, increased processing speed, process transparency, simplified access to services, and reduced corruption risks.
Development of Human Capital	Investments in education, professional development of civil servants, creation of conditions for career growth, and enhancement of digital skills and leadership qualities.	Improved managerial professionalism, attraction of top specialists, staff motivation through flexible employment forms and competitive salaries, and reduced staff turnover.
Implementation of Monitoring and Evaluation Mechanisms	Development of clear performance indicators for reforms, engagement of the public and experts in the assessment process, and integration of monitoring into the management system.	Timely identification of problem areas, prompt adjustment of reforms, prevention of inefficient resource use, and ensuring transparency in the evaluation process.
Integration of Innovative Management Approaches	Application of strategic planning, forecasting, and data analysis for decision-making, as well as adaptation to new challenges, including military and global crises.	Flexibility and adaptability of public administration, improved decision-making quality, and enhanced ability to respond effectively to changes in the external environment.

Compiled by the author based on source analysis

The full-scale war, launched by the Russian Federation, has created new challenges for public administration in Ukraine. In these circumstances, the government was forced to adapt the management system to extraordinary circumstances, ensuring the mobilization of resources for defense, supporting the economy and minimizing humanitarian consequences. Ukrainian researchers say that an important aspect after the end of the war is to ensure the transition to rebuilding the country on the basis of European values and taking into account the experience of overcoming the military crisis.

The post-war restoration of Ukraine is aimed not only at the physical restoration of infrastructure, but also to the transition to an environmentally

friendly model of the development of the Ukrainian state. An important component of this process is a “green” transformation that includes the transition to renewable energy sources (renewables), increased energy efficiency, reduction of carbon emissions and modernization of the country's energy system. These measures comply with the pan-European standards and strategic goals of Ukraine to integrate in the EU. But the success of their implementation, in our opinion, also depends on the introduction of the concept of "green transformation" into the public administration sector.

In terms of the post-war development of Ukraine, considerable attention is paid to the "green" transformation aimed at the sustainable and environmentally friendly restoration of the country. The main directions of this transformation include:

1. An increase in the share of renewable energy sources (VIE). According to the national plan on renewable energy until 2030, approved by the Cabinet of Ministers of Ukraine, it is planned to bring the share of "green" generation to 27% in the total energy balance of the country. This includes the development of solar, wind and other types of renewable energy.

2. Investments in "green" projects. At the COP29 UN climate conference, Ukraine has submitted an investment plan that provides for investments of \$ 78 billion. The goal is to reduce emissions by 65% by 2030 and an increase in the share of renewable energy to 27%.

3. Cooperation with international organizations. Ukraine began a new program of cooperation with the UN Development Program (UNDP) called Build Back Greener¹². The program is aimed at restoring the decentralized energy sector and accelerating the "green" transition. It provides for reconstruction of substations, strengthening the stability of critical infrastructure and increasing energy efficiency in public buildings.

4. Development of distributed generation and decentralization of energy. In the framework of the “green” transformation, special attention is paid to the development of distributed generation, which includes the installation of small generators based on renewables and the creation of microdants. This increases the stability of the energy system and reduces dependence on centralized energy sources.

These initiatives are aimed at creating a stable, environmentally friendly and energy-dependent Ukraine in the post-war period.

The practical dimension of the development of the green transformation policy of Ukraine is represented by the Government in the recently adopted strategy for the formation and implementation of state policy in the field of

¹² Міненерго і ПРООН запускають нову програму співпраці, спрямовану на «зелену» трансформацію енергосектору. URL: https://biz.ligazakon.net/news/224929_mnenergo--proon-zapuskayut-novu-programu-spvprats-spryamovanu-na-zelenu-transformatsiyu-energosektoru (дата звернення: 16.01.2024)

climate change for the period up to 2035¹³. The purpose of this strategy is to create organizational and legal foundations for the formation and implementation of state policy in the field of climate change to achieve sustainable development and to ensure the effective transition to low carbon development of the state, provided economic, energy, food and environmental safety, increasing the level of welfare of citizens, reducing the impact and effects of climate change.

The adoption of this strategy was preceded by a number of factors of external and internal origin. The group of external factors can be attributed to:

- by the development of manifestations of global climate change and negative consequences for a number of sectors of the economy and spheres of human life;

- the need to create a financial and economic mechanism for the implementation of measures aimed at mitigating climate change.

The group of factors that have institutional origin in the sphere of public administration can be attributed to:

- the need to fulfill tasks that correspond to the strategic course of the state for the acquisition of full membership of Ukraine in the European Union;

- the need to take into account the goals of the state climate policy in the programs of comprehensive restoration and overcoming the consequences of the armed aggression of the Russian Federation against Ukraine and other documents of state and/or local planning governing the issue of Ukraine's restoration and overcoming the consequences of armed aggression of the Russian Federation against Ukraine;

- the need to improve climate change legislation;

- low level of coordination of actions and institutional capacity of public authorities on cross-sector planning and conducting actions on the implementation of state climate policy;

- inconsistency of legislative and other normative legal acts in the socio-economic spheres with the goals and objectives of climate change policy;

- lack of a systematic approach to the creation of a scientific basis for the formation and implementation of state climate policy and activities in the field of climate change;

- low level of awareness of civil society, business, central and local executive bodies and local self-government bodies on climate change and benefits of low carbon development;

¹³ Про схвалення Стратегії формування та реалізації державної політики у сфері зміни клімату на період до 2035 року і затвердження операційного плану заходів з її реалізації у 2024-2026 роках: Розпорядження Кабінету міністрів України від 30 травня 2024р. No. 483-р. URL: <https://zakon.rada.gov.ua/laws/show/483-2024-%D1%80?lang=en#Text>

–the need to create a financial and economic mechanism for the implementation of measures aimed at mitigating climate change.

Therefore, as we can see, many problems of public administration have accumulated in the public administration system for the implementation of green transformation policy at the state level. All of the above is evidence that in the field of public administration science, the foundation of theoretical and methodological support of the state policy of "green transformation" has not yet been sufficiently formed. To date, there are only some scientific intelligence in certain areas, and we have not found fundamental developments in scientific discourse. Theoretical developments on the implementation of the concept of "green transformation" in the field of public administration are presented by scientific works of such researchers as:

–N. Lipovska¹⁴, which studies the ecosystem of human resources management on the basis of a compete approach, including human resource management strategy, policies, procedures, practices, processes and tools aimed at attracting, developing, maintaining and motivating staff in public service;

–D. Karamyshev¹⁵, who investigates the direction of formation of the ecosystem of national sustainability;

–E. Syromolot, whose scientific view focuses on the development of the ecosystem of public management of territories (the article “The some aspects of ecosystem formation of public administration of the territories development”);

–T. Kozachenko, O. Ulytsky, who carry out theoretical development of the concept of environmental identification of public servants and green personnel management (the article “Public servant environmental identity concept”).

Effective implementation of the state strategy requires a thorough scientific approach, in particular the development of fundamental theoretical and methodological foundations of public administration in the relevant field. Therefore, further scientific research in this area remains relevant and should continue in the near future.

¹⁴ Липовська Н. Реформування системи підготовки кадрів як складова екосистеми управління людськими ресурсами державної служби. Аспекти публічного управління, 11(1), 50–54. URL: <https://doi.org/10.15421/152307>

¹⁵ Karamyshev, D., & Suvorov, V. Global Governance and Comprehensive Security: Integrative Aspects of Forming a Global Ecosystem of Resilience in Conditions of Hybrid Threats. *Theory and Practice of Public Administration*, 1(78), 7–19. <https://doi.org/10.26565/1727-6667-2024-1-01>

CONCLUSIONS

Over the past decade, climate change has become one of the most pressing issues in the global economy and politics. This is due to the limited capacity of countries to adapt to extreme manifestations of climate change, which can lead to social and economic instability worldwide, necessitating the development of appropriate policies and strategies. We have determined that the priority principles of the implementation of the state policy of green transformation in Ukraine are the following: sustainable development, international cooperation, integrated approach, innovations and technologies, public participation. These principles can be embedded in legislative frameworks, policy programs, and state strategies both in the present and in the post-war period. Their implementation will facilitate sustainable development and the preservation of Ukraine's natural resources, ensuring the country's alignment with European and global environmental governance standards.

In 2024, the Ukrainian government adopted a strategic document outlining key objectives for the public administration sector in ensuring the effective implementation of state policy on the "green transformation."

The "green" transformation represents Ukraine's strategic pathway to sustainable recovery and energy independence. The implementation of these initiatives will not only accelerate the post-war economic recovery but also facilitate Ukraine's integration into the European "green" policy framework, reduce negative environmental impacts, and create new opportunities for economic growth. The transition to "green" energy will ensure long-term development, energy system stability, and an improved quality of life for citizens.

Effective management of the adopted state strategy's implementation is impossible without developing fundamental theoretical and methodological approaches to public governance in this area. Therefore, further scholarly research in this domain should continue in the near future.

SUMMARY

The article examines the issues of formation and implementation of the modern scientific concept of "green transformation" in the science of public administration. The first section of the study presents the theoretical foundations of the development and implementation of the concept of "green transformation" in public administration, emphasizing the main methodological approaches. The second section of the scientific article contains an analysis of the policy of "green transformation" of Ukraine in the modern period and in the period of post-war reconstruction, focusing on priority initiatives aimed at sustainable development and energy independence

of the Ukrainian state. The study emphasizes the need to integrate environmental stability into the sphere of public administration. The article outlines the problems and opportunities for implementing green policy in the context of Ukraine's economic recovery. The study emphasizes the importance of continuous scientific research in this area to increase the effectiveness of public administration in achieving the goals of green transformation.

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