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ІННОВАЦІЙНО-ІНВЕСТИЦІЙНІ МОДЕЛІ ЕКОНОМІЧНОГО РОЗВИТКУ
INNOVATIVE-INVESTMENT MODELS OF ECONOMIC DEVELOPMENT

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ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНИЙ МЕХАНІЗМ ЗАБЕЗПЕЧЕННЯ
ІНВЕСТИЦІЙНИХ ТА ІНФРАСТРУКТУРНИХ ПРОЄКТІВ ВІДБУДОВИ
ТЕРИТОРІАЛЬНИХ ГРОМАД УКРАЇНИ

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Анотація. У статті досліджено теоретико-методичні засади та прикладні інструменти формування організаційно-економічного механізму забезпечення інвестиційних та інфраструктурних проєктів відбудови територіальних громад України. Актуальність теми зумовлена зростанням масштабів потреб у відновленні України, переходом від реактивної моделі “ремонту пошкоджень” до моделі комплексного розвитку територій, а також необхідністю інтеграції державних, муніципальних, приватних і міжнародних ресурсів у єдиний проєктно-інвестиційний контур. Метою дослідження є розроблення цілісної моделі організаційно-економічного механізму, здатного забезпечити трансформацію стратегічних потреб територіальної громади у фінансово, інституційно та управлінськи підготовлений портфель інвестиційних і інфраструктурних проєктів відбудови. Методологічну основу дослідження становлять методи інституційного аналізу, системного підходу, порівняльного аналізу нормативно-правових актів і програм, контент-аналізу сучасних наукових праць, а також кейс-метод на прикладі Карпатського регіону.

Результати дослідження засвідчили, що сучасна інституційна архітектура відбудови формується на перетині Державної стратегії регіонального розвитку, інструменту Ukraine Facility, оновленого законодавства про публічно-приватне партнерство (ППП), цифрової екосистеми DREAM та програм міжнародної технічної допомоги, які підсилюють інституційну спроможність органів місцевого самоврядування. Обґрунтовано, що базовою одиницею управління процесами відбудови має бути не окремий об’єкт, а проєктний портфель територіальної громади, структурований за рівнем готовності, джерелами фінансування, очікуваним соціально-економічним ефектом і ризиками реалізації. Запропоновано авторське трактування організаційно-економічного механізму як інтегрованої системи інститутів, суб’єктів, правил, фінансових інструментів, цифрових сервісів і координаційних процедур, що

забезпечують підготовку, відбір, фінансування, реалізацію та моніторинг проєктів відбудови. Виокремлено шість взаємопов'язаних складових механізму: стратегічну, інституційну, фінансову, цифрову, соціально-людську та контрольно-моніторингову. Особливу увагу приділено інтеграції ветеранської політики, розвитку людського капіталу, освітніх компонентів, релокації бізнесу, кластеризації та смарт-спеціалізації в процесі відновлення територіальних громад. На прикладі Карпатського регіону доведено, що ефективна модель відбудови має ґрунтуватися на поєднанні інфраструктурної стійкості, розвитку місцевого підприємництва, міжсекторного партнерства, потенціалу університетів, громадянського суспільства та цифрової прозорості.

Наукова новизна дослідження полягає у розробленні інтегрованої моделі організаційно-економічного механізму забезпечення інвестиційних та інфраструктурних проєктів відбудови територіальних громад, що ґрунтується на принципі “від потреби – до портфеля – від портфеля – до фінансування – від фінансування – до впливу” та забезпечує системну взаємодію стратегічних, інституційних, фінансових і цифрових складових процесу відновлення.

Практичне значення одержаних результатів полягає у можливості використання запропонованого механізму органами місцевого самоврядування, регіональними інституціями розвитку, проєктними офісами, університетами, міжнародними донорами та іншими заінтересованими сторонами під час формування портфелів проєктів відбудови, підготовки конкурсно та інвестиційно привабливих проєктів, розроблення стратегій розвитку територіальних громад і вдосконалення управління процесами післявоєнного відновлення.

Ключові слова: територіальні громади; відбудова; інвестиційні проєкти; інфраструктурні проєкти; організаційно-економічний механізм; DREAM; публічно-приватне партнерство; регіональний розвиток; ветеранська реінтеграція; Карпатський регіон.

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ORGANIZATIONAL AND ECONOMIC MECHANISM FOR SUPPORTING INVESTMENT AND INFRASTRUCTURE RECOVERY PROJECTS OF TERRITORIAL COMMUNITIES IN UKRAINE

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Abstract. The article examines the theoretical and methodological foundations and practical instruments for developing an organizational and economic mechanism to support investment and infrastructure recovery projects in Ukrainian territorial communities. The relevance of the study is determined by the growing scale of Ukraine's reconstruction needs, the transition from a reactive “damage repair” model to a systemic territorial development model, and the necessity to integrate public, municipal, private, and international resources within a unified project framework. The purpose of the study is to develop an integrated organizational and economic mechanism capable of transforming strategic community needs into financially, institutionally, and managerially prepared

recovery project portfolios. The research is based on institutional analysis, a systems approach, comparative analysis of legislative and policy documents, content analysis of contemporary scientific literature, and a case study of the Carpathian region. The findings demonstrate that the current institutional architecture of recovery is being shaped through the interaction of the State Regional Development Strategy, the Ukraine Facility, the renewed public-private partnership (PPP) legislation, the DREAM digital ecosystem, and international technical assistance programmes that strengthen local government capacity. It is established that the basic unit of recovery should not be an individual infrastructure object but a municipal project portfolio structured by project readiness, financing sources, socio-economic impact, and implementation risks. The study proposes the author's interpretation of the organizational and economic mechanism as an integrated system of institutions, stakeholders, regulatory rules, financial instruments, digital services, and coordination procedures ensuring project preparation, selection, financing, implementation, and monitoring. Six interrelated components of the mechanism are identified: strategic, institutional, financial, digital, socio-human, and monitoring and control. Particular attention is paid to integrating veterans' reintegration, education, human capital development, business relocation, clustering, and smart specialization into the recovery process. Based on the Carpathian region case, the study demonstrates that an effective recovery model should combine infrastructure resilience, local entrepreneurship, cross-sectoral partnership, universities, civil society, and digital transparency. The scientific novelty of the research lies in developing an integrated organizational and economic mechanism for supporting community recovery projects based on the principle "from portfolio needs – from portfolio to financing – from financing to impact". The practical significance of the study lies in the possibility for local governments, regional development institutions, project offices, universities, and international donors to apply the proposed approach to develop recovery portfolios, prepare investment-ready projects, and improve project management practices for territorial development.

Keywords: territorial communities; recovery; investment projects; infrastructure projects; organizational and economic mechanism; DREAM; public-private partnership; regional development; veterans' reintegration; Carpathian region.

Introduction. The full-scale war has fundamentally transformed the logic of regional economic policy in Ukraine. While before 2022 territorial development was primarily associated with reducing regional disparities and increasing regional competitiveness, current priorities include security, infrastructure resilience, economic recovery, reintegration of veterans, support for entrepreneurship, and the creation of sustainable local economic systems. According to the updated Ukraine Fourth Rapid Damage and Needs Assessment (RDNA4), Ukraine's long-term recovery needs amount to approximately USD 588 billion, with the private sector expected to be a key driver of reconstruction financing and investment mobilisation [2; 24]. Under these conditions, territorial communities can no longer remain passive recipients of budget transfers but must evolve into active coordinators of investment processes that transform local development needs into professionally prepared portfolios of investment and infrastructure projects [1; 6; 7].

Contemporary international research demonstrates that effective territorial development increasingly depends on place-based governance, institutional quality, and coordinated investment mechanisms. In his seminal report for the European Commission, Barca substantiated the place-based approach as the conceptual foundation of modern cohesion policy, arguing that regional development strategies should be tailored to the specific institutional, economic, and social characteristics of individual territories rather than relying on uniform policy instruments [16]. Expanding this perspective, Rodríguez-Pose demonstrated that long-term regional competitiveness depends on strengthening endogenous development potential and improving local institutional capacity, especially in regions facing structural challenges [17].

Another important research direction concerns regional economic resilience. According to Martin, resilience should be understood as the capacity of regional economies not only to withstand external shocks but also to adapt and generate new development trajectories [18].

Martin and Sunley further developed this concept by emphasizing that resilience combines adaptive capacity, institutional flexibility, innovation, and effective governance mechanisms [19]. Similarly, Davoudi argues that resilience should be understood as a multidimensional governance concept that integrates economic, social, institutional, and spatial dimensions, rather than merely a post-disaster recovery process [20]. These theoretical approaches are particularly relevant to Ukraine, where post-war reconstruction should facilitate the structural transformation of local economies rather than merely restoring destroyed infrastructure.

A separate body of literature addresses public-private partnerships (PPP), infrastructure finance, and project governance. Yescombe considers PPPs one of the most effective instruments for mobilising private investment in public infrastructure while ensuring appropriate risk allocation between public and private partners [21]. Grimsey and Lewis demonstrate that successful infrastructure delivery requires comprehensive institutional arrangements, transparent contractual mechanisms, and diversified financing models [22]. Complementing these findings, Flyvbjerg highlights that the success of large-scale infrastructure projects depends primarily on the quality of project preparation, portfolio management, realistic planning, and systematic risk assessment, rather than solely on funding availability [23].

Recent Ukrainian research has considerably expanded the understanding of post-war regional recovery. One research direction focuses on investment support for territorial community development, investment and innovation potential of enterprises, and human capital development, represented by the works of Sas et al. [12; 13]. Another investigates investment recovery, domestic and foreign capital mobilisation, infrastructure financing, and financial mechanisms of post-war reconstruction [5; 11]. Regional aspects of socio-economic development, entrepreneurship, smart specialisation, and resilience of the Carpathian macro-region are examined by Shchur and Kropelnyskyi [15]. At the same time, Ukraine's institutional environment for reconstruction is being actively transformed through the implementation of the State Strategy for Regional Development, the Ukraine Facility, the updated legislation on public-private partnerships, the DREAM digital ecosystem, and international programmes such as U-LEAD with Europe, TIPS4UA, and EU4Recovery, all of which aim to strengthen the project management capacity of territorial communities [1; 3; 4; 8–10; 14].

Despite the significant contribution of international and Ukrainian scholars, the existing literature still lacks an integrated organizational and economic mechanism capable of combining institutional architecture, strategic planning, project portfolio management, diversified financing instruments, digital governance through the DREAM ecosystem, and the socio-human dimension of reconstruction into a unified management framework for territorial communities. Most previous studies analyse these components separately, whereas practical implementation requires their integration within a coherent organizational model linking strategic priorities, investment preparation, financing, implementation, monitoring, and socio-economic impact assessment. Addressing this research gap constitutes the main scientific objective of the present study [5; 11–15; 16–23].

Task statement. The purpose of the article is to substantiate and develop an organizational and economic mechanism to support investment and infrastructure recovery projects of territorial communities in Ukraine under wartime and post-war conditions. To achieve this purpose, the following objectives are set: first, to identify the contemporary institutional architecture of reconstruction at the intersection of state regional policy, legal regulation, digital systems, and international instruments; second, to outline the structure of the project support mechanism; and third, to demonstrate the applied logic of its implementation using the case of the Carpathian region. The methodological framework comprises a systems approach, institutional analysis, comparative analysis of legal and

regulatory acts and programmes, content analysis of scholarly works, the case study method, and elements of the project portfolio approach. Such a combination of methods is justified because the issue of community recovery lies at the intersection of economics, public administration, financial management, regional policy, and institutional development [5; 11; 12; 13; 15].

Results. The current state regional policy provides the regulatory framework for shifting from fragmented financing of individual facilities to an integrated territorial development approach. The State Regional Development Strategy (SRDS) until 2027 identifies three strategic objectives: building a cohesive state, enhancing regional competitiveness, and strengthening effective multi-level governance [1]. Its updated version explicitly emphasizes the stimulation of economic activity in recovery territories, cluster development, the application of smart specialization approaches, human capital development, the expanded third mission of higher education institutions, and the implementation of an integrated multi-level policy for veterans' reintegration [1]. Consequently, reconstruction should no longer be understood solely as a construction process; rather, it has become a mechanism for the structural transformation of territorial economies.

The Ukraine Facility further reinforces this policy framework. The European Commission defines it as a dedicated financial instrument for the period 2024–2027, with a budget of up to EUR 50 billion, designed to support Ukraine's recovery, reconstruction, modernization, financing of public services, mobilization of private-sector investment, and implementation of reforms required for EU accession [7]. For territorial communities, it is particularly important that, through the financial mechanisms associated with the Ukraine Facility, part of the funding is allocated directly to the subnational level, while access to certain public investment and municipal infrastructure financing is linked to the DREAM digital ecosystem [5; 7]. Accordingly, the organizational and economic mechanism of a territorial community (Fig. 1) should be designed to operate simultaneously across multiple financing channels, including budgetary, grant, credit, guarantee, and partnership instruments [3].

The proposed model demonstrates that community recovery is achieved not only through the interaction between local self-government, businesses, and the local community but also through the involvement of an external support framework formed by the state, international partners, donor organizations, and technical assistance programmes. This approach ensures multi-level coordination of recovery and territorial development processes.

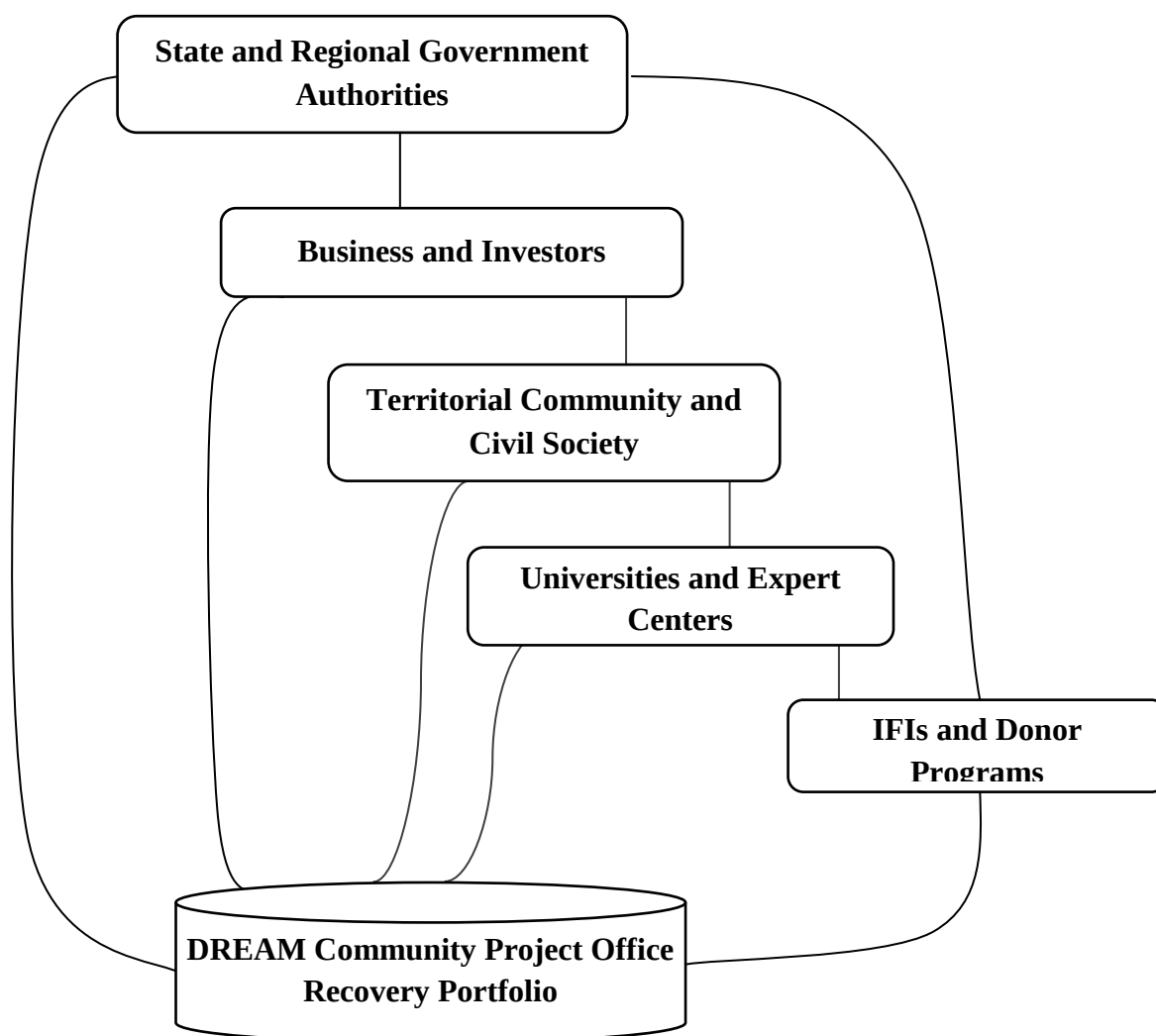


Fig. 1. Institutional architecture of the recovery project support mechanism for territorial communities

Source: Author's own elaboration based on [3, 4, 6, 8, 9, 10].

An equally important element is the new legislative framework governing public-private partnerships (PPP). The revised Law of Ukraine “On Public-Private Partnership”, adopted in 2025, establishes a comprehensive framework covering project preparation, value-for-money assessment, competitive selection of private partners, contractual arrangements, state support and guarantees, as well as project control, monitoring, and ex-post evaluation [6].

Consequently, PPP should not be regarded by territorial communities as a universal substitute for budget financing but rather as a specialized instrument for projects characterized by longer life cycles, sustainable operating models, and an appropriate allocation of risks between public and private partners. Within the proposed organizational and economic mechanism, PPP occupies a distinct position following the completion of the pre-feasibility stage, legal and property due diligence, socio-economic appraisal, and preliminary screening based on project suitability for the partnership model [8].

Table 1

**Stakeholder Roles within the Organizational and Economic Mechanism
for Community Recovery Projects**

Stakeholder	Key role	Main instruments	Key performance indicators (KPIs)
Central government	Establishing the regulatory framework, providing guarantees, coordinating reforms, and national programmes	Legislation, Ukraine Facility, public investment	Speed of decision-making, co-financing volume, policy coherence
Regional authorities	Portfolio coordination, spatial planning, prioritization of projects	Regional development strategy, inter-municipal cooperation	Share of prepared projects, level of inter-municipal cooperation
Territorial community	Identification of local needs, project preparation, implementation support	Community development strategy, project office, DREAM ecosystem	Project readiness, preparation time, data quality
Business sector	Capital investment, technology transfer, operational management, job creation	Private investment, public-private partnerships (PPP), clusters, industrial parks	Private capital expenditure (CAPEX), employment creation, and expansion of the local tax base
Universities	Expertise, human capital development, analytics, innovation support	Research, education and training, business acceleration, analytical support	Number of trained specialists, number of joint projects
Civil society organizations	Social legitimacy, stakeholder engagement, public monitoring	Consultations, participatory planning, public oversight	Level of public trust, stakeholder participation
Donors and International Financial Institutions (IFIs)	Financing, technical assistance, quality assurance	Grants, loans, guarantees, technical assistance	Resource leverage, disbursement rate, and compliance with international standards

Source: compiled by the authors based on [1; 3; 4; 8; 9; 10].

On this basis, the organizational and economic mechanism for supporting community recovery projects is defined as an integrated system of institutions, stakeholders, regulatory rules, financial instruments, digital services, and coordination procedures that transforms the strategic needs of a territorial community into a prioritized, financially structured, publicly transparent, and effectively monitored portfolio of investment and infrastructure projects. The proposed mechanism comprises six interrelated components: strategic, institutional, financial, digital, socio-human, and monitoring and control.

The analysis of the roles of key stakeholders confirms that the effectiveness of recovery depends on the coordinated actions of all participants. In this framework, the territorial community acts as the central integrator of the project cycle, while other stakeholders provide financial, institutional, and expert support necessary for project preparation and implementation.

The strategic component links project ideas with the community development strategy, the regional development strategy, and spatial planning documents. The institutional component identifies the key actors involved in the recovery process, including territorial communities, regional authorities, central government institutions, businesses, universities,

civil society organizations, and international partners. The financial component determines the most appropriate financing channel for each project, taking into account its objectives, level of preparedness, implementation risks, and expected socio-economic impact.

Table 2

Comparison of instruments for securing recovery projects

Instrument	Best suited for	Advantages	Limitations	Community prerequisites
State and local budgets, subsidies	Critical social infrastructure, quick wins	High implementation speed, legitimacy, and possibility of co-financing	Limited financial resources, competition among priorities	Strategic alignment, project readiness, co-financing capacity
Ukraine Facility and related municipal opportunities	Public investment, municipal infrastructure, modernization	Access to substantial EU funding, a combination of multiple support pillars	High project quality requirements and procedural complexity	Project maturity, compliance with strategic priorities, digital support (DREAM)
Grants and technical assistance	Project preparation, soft components, early recovery	Reduce preparation risk, provide expert and institutional support	Often do not cover the entire CAPEX	Project office, grant management capacity
IFI loans	Capital-intensive infrastructure projects with long life cycles	Long-term financing, technical assistance, and concessional lending conditions	Complex preparation process, reporting requirements, possible co-financing obligations	Feasibility study (FS), financial calculations, fiscal discipline
Public-Private Partnership (PPP)	Large-scale capital and service infrastructure projects	Risk sharing, access to private capital, operational efficiency	Not a universal instrument; requires high project readiness	PPP screening, value-for-money assessment, competitive procurement procedure
Industrial parks and cluster models	Manufacturing, logistics, and processing projects	Business localization, employment creation, multiplier effects	Require infrastructure, governance model, and qualified personnel	Land availability, utility infrastructure, institutional coordination, and aftercare services

Source: compiled by the authors based on [1; 3; 4; 6; 7; 8; 9].

As shown in Table 2, the contemporary recovery financing system is characterized by a multi-channel structure that requires combining public, private, and international financial resources. The choice of a financing instrument depends on the scale of the project, its level of readiness, and the expected socio-economic impact.

The digital component ensures the standardization of the project pipeline, integration of project data into the DREAM ecosystem, and transparency throughout the project lifecycle. The social and human capital component incorporates employment, education, veteran reintegration, social inclusion, and workforce development into project design. The monitoring and evaluation component is responsible for defining key performance indicators

(KPIs), assessing project outcomes, and providing feedback for continuous improvement. Such an institutional architecture is economically justified because it reduces transaction costs associated with project preparation, improves project selection quality, enhances eligibility for external financing, and minimizes the risk of fragmented local initiatives evolving into isolated and uncoordinated projects [10].

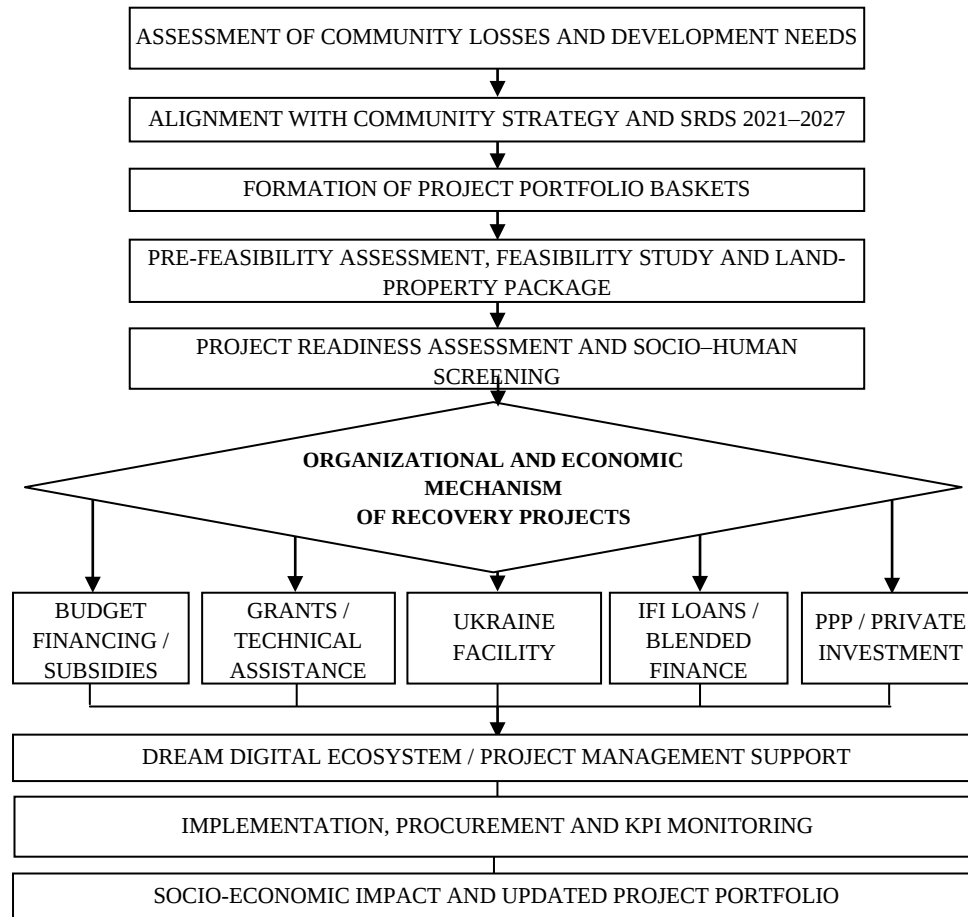


Fig. 2. Model for building and financing a municipal project portfolio within the DREAM digital ecosystem

Source: Author's own elaboration based on [1; 3; 4; 5; 8; 9; 10; 11].

A special role within the proposed organizational and economic mechanism is assigned to the DREAM digital ecosystem and the associated practices for managing public investment projects. Although publicly available textual documentation on the platform remains limited, the official DREAM analytical portal and materials published by the Decentralization Portal confirm that access to a significant share of public investment programmes and government subsidies is administered through the DREAM ecosystem [7].

In practical terms, this means that territorial communities should maintain not merely a static list of investment needs but a dynamic digital project portfolio, where each initiative is documented with information on the problem owner, strategic alignment, project readiness level, land and property status, co-financing sources, expected outputs and outcomes, anticipated social impact, implementation risks, and performance indicators. Accordingly, DREAM should be regarded not simply as a technical information platform but as the digital

core of the institutional architecture for community recovery and investment management [10].

The proposed model illustrates the logical transition from identifying the needs of a territorial community to building a project portfolio, selecting appropriate financing instruments, and ultimately achieving measurable socio-economic outcomes. A distinctive feature of the model is the integration of the DREAM digital ecosystem as a tool for project management, monitoring, coordination, and transparency throughout the implementation of recovery projects.

For territorial communities, the availability of financial resources alone is no longer sufficient; equally important is their institutional capacity to prepare high-quality investment projects. In this regard, the U-LEAD with Europe Programme plays a crucial role by cooperating with national, regional, and local stakeholders, strengthening local self-government during wartime and recovery, operating regional offices across Ukraine, and supporting the preparation of high-quality project proposals eligible for financing from both national and international sources [11]. Likewise, the Training and Internship Programme Support for Ukrainian Municipalities (TIPS4UA), implemented by the European Committee of the Regions in cooperation with U-LEAD, is specifically designed to strengthen the administrative and technical capacities of Ukrainian local and regional authorities in the fields of recovery governance, reconstruction, and project management [4]. These initiatives support one of the central conclusions of this study: the municipal project office should be regarded not as an optional administrative unit but as a core institutional element of the contemporary recovery management system [9].

From a socio-economic perspective, community recovery cannot be reduced solely to capital investment and infrastructure rehabilitation. The EU4Recovery programme, implemented by the United Nations Development Programme (UNDP) with financial support from the European Union, explicitly combines community resilience and early recovery with improved access to quality public services, social cohesion, the inclusion of internally displaced persons (IDPs), the rule of law, and – particularly relevant to this study – the community-based reintegration of veterans [14]. Within the proposed organizational and economic mechanism, this implies that recovery projects should undergo not only financial and technical appraisal but also social and human capital screening. In particular, projects should be assessed according to their capacity to create employment opportunities, improve access to public services, address the needs of veterans, young people, and internally displaced persons, and contribute to the long-term economic resilience of local communities [14].

In the authors' opinion, the Carpathian region provides an appropriate environment for testing the proposed mechanism for several reasons. First, the State Strategy for Regional Development explicitly recognizes the importance of mountain territories and emphasizes the need for comprehensive solutions to their economic, infrastructural, and social challenges [1]. Second, during the war, western regions of Ukraine became a strategic rear area for hosting internally displaced persons, relocating businesses, restructuring educational and social services, and reorganizing transport and logistics networks [1]. Third, the authors' previous studies have already identified the Carpathian region as a distinct research area for analysing cluster development, smart specialization, entrepreneurship, regional resilience, and investment-led recovery [15].

The analysis demonstrates that different categories of recovery projects require distinct financing models. Large-scale infrastructure projects, in particular, typically rely on multiple funding sources and public–private partnership (PPP) mechanisms.

Table 3

Financing Matrix for Territorial Community Recovery Projects

Project type	Primary funding source	Complementary funding source	PPP suitability
Rehabilitation of schools, outpatient clinics, and Administrative Service Centres (ASCs)	State/local budget, subsidies	Grants, technical assistance	Low
Water supply, wastewater treatment, and district heating infrastructure	IFI loans, municipal programmes	Grant component, co-financing	Medium–High
Social or affordable housing	Blended finance	Ukraine Facility, municipal programmes	Medium
Veteran reintegration centre	State/local budget, donor programmes	Grants, partnerships with civil society organizations (CSOs)	Low
Industrial park, processing facilities	Private investment, industrial park/cluster	Infrastructure co-financing	Medium
Waste management and municipal utility services	IFI loans / Public–Private Partnership (PPP)	Grants, technical assistance	High

Source: Author's own elaboration based on [3; 6; 7; 8; 9].

Based on the case of the Ivano-Frankivsk region, four priority recovery portfolio baskets can be identified for territorial communities. The first comprises critical and municipal infrastructure, including energy efficiency and energy resilience measures, modernization of municipal utility systems, social and educational infrastructure, and digital public services. The second represents the economic development basket, encompassing support for local businesses, manufacturing and processing industries, industrial and logistics parks, business relocation, and cluster-based forms of cooperation. The third is the social and human capital basket, covering veteran support centres, workforce reskilling programmes, youth and education hubs, and integrated social services. The fourth is the territorial identity and tourism basket, incorporating projects that combine cultural heritage, tourism development, local identity, and new employment opportunities. Such a portfolio-based approach is fully consistent with both the State Strategy for Regional Development and Ukrainian and European programmes aimed at strengthening the institutional capacity of territorial communities [1].

The proposed template can be used by municipal project offices as a practical tool for structuring community recovery portfolios, assessing project readiness, and preparing projects for financing through public, international, or private funding sources.

Based on the findings of this study, several policy and management recommendations can be formulated. First, territorial communities should move from maintaining simple lists of infrastructure objects to portfolio-based recovery management by classifying projects

Table 4

Sample Template for a Community Recovery Project Portfolio

ID	Project title	Portfolio category	Strategic objective	Project readiness	Estimated budget	Funding source	Expected social impact	Veteran / education / inclusion component	DREAM status	KPI
001	Modernization of district heating systems	Critical infrastructure	Improved energy resilience	Pre-feasibility	–	IFI loan + municipal co-financing	Reduced energy losses and improved system reliability	Inclusive access	Submitted / ready	% reduction in energy consumption
002	Veterans Support Centre	Social and human capital	Reintegration and employment	Concept note	–	Municipal budget + grant	Veterans' reintegration services	Core component	Submitted / ready	Number of beneficiaries
003	Agro-processing hub	Economic development	Local economic growth and employment	Feasibility study	–	Private investment + infrastructure grant	Value added and job creation	Workforce retraining programme	Submitted / ready	Number of jobs created
004	Education and Digital Hub	Social and human capital	Human capital development	Concept note	–	Grant + municipal budget	Skills development and youth engagement	Education component	Submitted / ready	Number of participants
005	Water supply reconstruction	Critical infrastructure	Basic public services	Feasibility study	–	Loan / grant	Improved quality and reliability of water services	Inclusive access	Submitted / ready	Share of population covered

Source: Author-developed template based on [1; 3; 6; 9; 10].

according to their level of readiness, financing source, and expected socio-economic impact. Second, permanent project offices should be established at the municipal or inter-municipal level to prepare feasibility studies, manage funding applications, cooperate with donors develop financial structures, and maintain digital project portfolios. Third, every project should undergo a financing routing process to determine whether it is best suited for budget financing, grant support, credit financing, public-private partnership, or private investment. Fourth, the human dimension should be an integral component of project design, incorporating workforce development, education, veteran reintegration, social inclusion, and long-term operational sustainability. Fifth, project data should be standardized to the greatest possible extent and incorporated into the DREAM ecosystem or another compatible digital project management platform. Finally, universities and civil society organizations should be institutionalized as permanent partners in project preparation, analytical support, and monitoring rather than being engaged only as external experts.

Collectively, these measures would transform recovery from a short-term repair response into a long-term investment mechanism for regional development [9].

Conclusions. The findings of this research demonstrate that the effective implementation of investment and infrastructure recovery projects in Ukrainian territorial communities requires not isolated policy measures but a comprehensive organizational and economic mechanism integrating national regional policy, legal instruments, international support programmes, digital services, human capital, and local partnerships.

The study confirms that the highest effectiveness can be achieved when the basic management unit is not an individual infrastructure facility but a strategically aligned project portfolio linked to development priorities, financing mechanisms, monitoring systems, and expected socio-economic outcomes.

It has also been established that the institutional architecture of Ukraine's recovery already provides the necessary framework for such an approach through the State Regional Development Strategy, the Ukraine Facility, the updated public-private partnership legislation, the DREAM digital ecosystem, and programmes to strengthen the institutional capacity of territorial communities.

Using the Carpathian region as a case study, the paper demonstrates that recovery mechanisms should be territorially sensitive and combine infrastructure resilience, support for entrepreneurship, cluster development, educational initiatives, and veteran reintegration measures.

Future research should focus on the empirical validation of the proposed organizational and economic mechanism across a representative sample of territorial communities, the development of a comprehensive system of key performance indicators (KPIs) for evaluating community recovery portfolios, and the assessment of their long-term multiplier effects on regional economic development.

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