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LEGAL REGULATION OF PUBLIC MANAGEMENT IN RELATION TO FINANCIAL PROVISION OF PUBLIC COMMUNICATIONS

ABSTRACT

The article is devoted to the development and justification of a comprehensive model of legal regulation of public management in relation to financial provision of public communications. The aim of the work is to determine the most effective strategy that would simultaneously ensure adequate funding, high transparency, flexibility and compliance with international standards. To achieve this goal, four alternative approaches were analyzed: targeted state funding, public-private partnership, attracting international grants and a combined model. The involved group of experts, which included scientists, representatives of state bodies and public organizations, gave assessments for each criterion, and also carried out pairwise comparisons of different options. According to the data obtained, the combined model mostly took first place, as it combined the advantages of public financing, private investments and donor support. At the same time, in the scenario with an increased emphasis on international standards, the model of attracting international grants received almost equal leadership. At the final stage of the study, an internal hierarchy of the components of the selected strategy (legislative «single window», special fund, digital platform, etc.) was built and proposals for practical implementation were formulated. The results of the work can be used in state policy planning, as well as in scientific studies on public administration and legal research.

Keywords: public management, communications financing, public-private partnership, international grants, transparency, multi-criteria analysis, legal regulation

JEL Classification: H11, H72, G28, 038

INTRODUCTION

In the conditions of modern state-building, ensuring the effective and professional functioning of public authorities is of great importance, in which the communications service plays a key role. However, despite the significant regulatory framework regulating its activities, in practice problems often arise related to the lack of clear regulation, contradictions between regulatory acts, as well as insufficient adaptation of legislation to European standards. This complicates the implementation of strategic tasks in the field of public management, affects the motivation of employees and, as a result, the efficiency of the work of public authorities. In the conditions of rapid changes in the socio-economic environment and globalization processes, the issues of the effective functioning of public authorities become extremely relevant. Modern regulatory and legal regulation in this area must meet both national needs and international standards, ensuring the harmonization of Ukrainian legislation with European norms. An important element of regulatory and legal regulation is its adaptability, which allows taking into account changes in legislation, innovative approaches to management and the specifics of the work of various public authorities. In modern conditions of state-building, relevant dynamic regulatory and legal regulation acquires special significance, which effectively regulates one or another sphere of public relations. The sphere of public relations is no exception.

Public relations, being communication technologies, can be represented by a set of methods, techniques, forms, and procedures that ensure and regulate the interaction of citizens and government institutions. In local public relations structures, at a practical level, they function as a system of technological operations. Their task is not simply to

declare certain goals, but to clearly and consistently organize actions aimed at achieving them. If we talk specifically about existing and acceptable technologies for local officials to communicate with the population, then, first of all, it should be noted that these technologies are professionally used in the daily activities of local authorities. Interaction of the state with civil society on the basis of partnership is necessary for the development of Ukraine as a legal, democratic and social state. The authorities recognize that social progress, democratic development, and economic growth are difficult to achieve without the active participation of society. Communications between state authorities, local governments, and the public are an important component of the democratic development of the state and the formation of civil society. The process of information exchange between the public, the media, and state authorities is difficult today since such democratic traditions in state management as exist in developed countries have not been formed. In this context, the issue of ensuring effective public relations by the state executive authorities of Ukraine is extremely relevant, because they are an important factor in creating conditions for wider participation of the population in the formation and implementation of state policy, enabling public control, and strengthening public trust in state authorities. Possessing sufficiently universal methodological and methodological professional means of public relations, civil servants can successfully work in various spheres of public life, wherever there is a need for communications and attention to public opinion, where it is important to take into account its influence. The development of such a new strategy of state policy in the field of public relations, where transparency is a fundamental principle, is the key to successful solutions to economic, social and political problems in Ukraine, as well as the implementation of full-fledged integration of Ukraine into the European and world community.

In the field of public management, public relations is one of the important management functions aimed at establishing feedback between the public management body and society, forming public opinion, and creating a positive image of state authorities. For the process of organizing effective public communication, understanding public relations as a complex system of interconnected elements, which is a component of strategic management in a public management system, is of particular importance. The importance of studying the most significant elements of the public relations system is actualized by the need to consider their potential in the context of transformations in the information space the introduction of new information and communication technologies, and changes in the social structure of society.

In a modern society, where digitalization and technological processes create not only opportunities but also challenges for government institutions, the issue of optimizing the legal regulation of public management for financial support of communications with the public is of exceptional importance. In this context, ensuring a sufficient level of transparency and efficiency of key management processes is simply impossible without the formation of effective and stable financial mechanisms, the implementation of which will ensure a continuous and secure exchange of information between the government apparatus and the population of the country. This, in turn, in the long term will significantly strengthen citizens' trust in government institutions, stimulate the formation of a proactive position on citizen participation in decision-making processes and, ultimately, contribute to the sustainable development of society in the context of significant dynamics of change and global challenges. At the same time, the rapid development of digital technologies and the growing complexity and ramifications of the structure of information systems require parallel integration of modern legal mechanisms that would ensure not only the effective organization of the communications system but also ensure the protection of information and the transparent use of financial resources. In this context, adequate and rational financial support allows for prompt response to challenges in the cybersecurity structure and prevention of abuses in the sphere of public communications. Such systemic activity will significantly increase civil society's trust in state institutions. Given this, the formation and further implementation of modern legal regulations can become a determining factor for optimizing the processes of integrating innovative technologies into public management and forming the basis for further sustainable development of society.

LITERATURE REVIEW

Recently, the topic of public management has attracted the attention of a large number of scholars. This is due to the processes of decentralization and European integration, which led to a reorientation in the domestic science of public administration from considering the categories of public administration, local self-government and civil society separately to their systemic vision in the context of public administration regarding the financial provision of communications with the public. As Jayasinga (2023) rightly notes, the powerful development of media resources on the Internet necessitates a review of the usual methods of interaction with the public, which is traditionally influenced by the dichotomous division of the communicative process into oral and written forms.

However, scholars (Sylkin, 2022; Coppolino, et al., 2018) increasingly insist on the separation of oral and written digital forms of communication, which are mainly implemented online in the blogosphere, in social networks and have a high level of influence on consciousness, covering a wide range of audiences in the shortest possible time. This property of oral

and written communication, especially clearly manifested in online diaries, forums, and comments on posts on social networks, is characterized by a weakening of the degree of formality of presentation, asynchrony of interaction, accessibility, an informal approach to covering and analyzing events, and an emphasis on establishing purely dialogical relations between state authority and citizens.

Holobov, (2022) emphasizes that it is precisely the use of Internet communication that makes it possible not only to increase the level of information openness and transparency of the functioning of both the court and any other public management body but also to some extent to assess the effectiveness and efficiency of public relations. Internet communication today is not only a means of promptly disseminating public information about the activities of the court but also a way of interactive interaction with society, which affects the formation of the public's attitude towards the judiciary. The most popular communication channels of the judiciary on the Internet today are the official websites of courts and web pages on social networks.

According to Mykhaylov, (2021), the elements of the public relations system form a chain of "government–society" relations with feedback, in which the mass media and outreach programs play a major role. During the study of public relations management in the justice system, it was found that in the judicial system, the need to overcome the distancing of the judiciary from society led to the development of the Concept of Direct Court Relations with the Public, which for the first time proposed a new approach to information and communication activities – a formula of direct relations of the courts with society, which are established through outreach programs, most of which are universal and can be applied in any public management body.

In the context of legislative support, we note two such regulatory legal acts as Law of Ukraine No. 2404-VI "On Public-Private Partnership," and Law of Ukraine No. 1089-IX "On Electronic Communications,". The first precisely defines the organizational and legal foundations of cooperation between state bodies and private partners, which is carried out on the basis of a contract. It establishes the basic principles, forms and areas of application of public-private partnership, which can be used to finance communication projects with the public. The second defines the legal and organizational foundations of state policy in the areas of electronic communications and the radio frequency spectrum. It regulates activities related to the provision of electronic communication services, which is key to ensuring effective communication with the public.

At the same time, as Bielai rightly notes, (2021) public relations are also a tool for stimulating the real participation of the population in local self-government at all stages of the management decision: at the stage of preparation, implementation and evaluation. This is facilitated by the legislatively formulated possibility of public participation in public hearings, referendums, manifestations of regulatory and legal initiatives, holding rallies, appeals to local authorities, in addition, public relations, being a source of social information, an appeal to local self-government problems, contribute to the development of civic consciousness, that is, they perform an educational function.

In the work of Gil-Garcia, J.R., Dawes, S.S., Pardo, T.A. (2018) the features of the processes of transformation of public management in the context of digitalization are analyzed, which, on the one hand, creates new opportunities, and on the other hand, gives rise to new challenges for state apparatus. Taking this into account, the authors emphasize that all processes of integration of digital technologies require rethinking and improvement of traditional approaches to resources, including in the field of financial support of communications between government agencies and the public. Throughout the study, the authors demonstrate how the transition to digital formats opens up new opportunities for innovation in the legal regulation of public management, which is more relevant than ever for the formation of modern mechanisms for financial support of communications, the purpose of which is to increase the efficiency of interaction with society. At the same time, Supriyanto, D. (2023) in his work conducts a detailed analysis of the factors influencing the efficiency and accessibility of public services, as well as the role of financing in ensuring high standards of service to citizens of the country. The obtained results of the study indicate the exceptional importance of measures to improve legal norms and financial mechanisms underlying public management. The research of Kryshtanovych, M., Kiyanka, I., Ostapiak, V., Kornat, L., Kuchyk, O. (2023) analyzes the key factors contributing to the formation of an effective dialogue between the public and the government apparatus and also emphasizes the importance of the role of financial support as a powerful incentive to support data. The model developed by the authors emphasizes the importance of effective integration of legal norms with existing financial mechanisms. As a result of such effective integration, according to the authors, this will significantly increase trust in public management and ensure sustainable development of society. The main difference between management in the private and public sectors is that a private manager aims to make a profit from a certain entrepreneurial activity, while a public manager directly affects the quality of life of citizens living in a certain administrative-territorial unit or in the state as a whole. This is achieved through communication with the public.

AIMS AND OBJECTIVES

Conduct a multi-criteria assessment and comparison of potential options for improving the legal regulation of public management in the field of financial support for public communications. Taking into account three different scenarios (conditions) and involving expert assessments, determine the most effective (optimal) model and provide recommendations for its improvement. Let's define the main tasks:

1. Identify the main evaluation criteria.
2. Form at least four alternatives (variants of regulatory approaches).
3. Collect expert assessments based on the developed scales.
4. Create binary comparison matrices and calculate the final ranks for each scenario.
5. Compare the results of the three scenarios and identify the «leaders» of the overall ranking.
6. Develop proposals taking into account the internal hierarchy of elements in the best option.

METHODS

In the process of developing public management research in the area of financial support for public communications, we identified five key criteria: financial efficiency, transparency and accountability, ease of implementation, flexibility and compliance with the principles of the rule of law and international standards. The choice of the above set is due to the fact that the modern state communication policy must simultaneously meet the requirements of the effective use of resources (financial aspect), be implemented in accordance with the standards of democratic accountability to the citizens of the country (transparency), be technically and legally accessible for implementation (simplicity), and also have adaptation mechanisms. Ultimately, the communication policy should not contradict the current legislation and international standards. To cover the possible conditions as fully as possible, we formed three scenarios: «Limited state budget» (S1), «Balanced approach» (S2) and «Priority of international obligations» (S3). In each of the above scenarios, the weighting factors shifted the focus of the assessment. This made it possible to assess the sustainability of each alternative in the context of various realities.

To conduct the assessment, we involved ten experts from the system of state authorities, public organizations, scientific communities, and specialists in international grant programs in the study. Each of the experts received a description of four alternatives (A1: state financing, A2: PPP, A3: international grants, A4: combined model) and five criteria. As a result, the experts had to give points on a five-point scale, where 5 is the highest compliance, and 1 is the lowest. In addition to the main assessment, a number of discussions were held in focus groups to coordinate and level out disagreements in the assessments. Based on the results of the majority of votes, binary matrices of advantages were formed. For example, if 6 out of 10 experts believe that alternative A_i is better than alternative A_j , then the matrix will include «1» for $[i, j]$.

Based on the mathematical apparatus (Tsyganok, 2016), we used the weighted sum formula to carry out the final calculations (1):

$$S(A_k) = \sum_{j=1}^5 (W_j * R_{kj}) \quad (1)$$

where W_j – is the weight of criterion j (different in each scenario), a R_{kj} – is the average (aggregated) assessment of alternative A_k by this criterion.

All the above weights are consistent with the description of each scenario. Thus, according to Scenario 1, preference was given to financial efficiency and transparency. In accordance with Scenario 3, preference is given to international standards and transparency. All aggregated expert assessments were averaged and multiplied by the corresponding weights for each of the scenarios.

The experts, in parallel with their main task – setting the scores, performed an even comparison (A_i vs. A_j from the point of view of the integrated indicator. Based on the paired comparison, binary matrices were formed, which displayed how much the weight of A_i was greater than A_j , less or equal. The «advantages» of each of the alternatives (corresponding to «1» in the row) were summed up and displayed in the rating. Using this approach allowed us to «check» the results of the weighted sum and determine whether there was a consensus among the experts.

At the final stage, a comparative analysis of all alternatives for three Scenarios was carried out. Thus, the combined model (A4) showed the greatest stability to various changes in weighting factors. This indicates the balance of the A4 model. At the same time, with a targeted focus on international obligations (Scenario 3), A3 (international grants) was almost equal to or slightly higher than A4. Given this, it can be assumed that with special attention to transparency and international donors, A3 may also become the optimal choice. Subsequently, five key components were identified within A4 (legislative «single window», special fund, PPP, grant mechanism, digital platform). Their internal hierarchy of importance was also determined, which in practice will allow for the formation of individual steps to improve legal regulation.

RESULTS

To conduct the assessment, we have formed five criteria, which for convenience are designated by symbols (C1-C5). We also consider it necessary to note that in each of the scenarios, the weights of these criteria (W) may be different, taking into account the existing realities and influencing factors, such as budget constraints, different focus of attention on transparency or speed of implementation, etc.

C1. Financial efficiency

1. How well and sustainably are communication activities financed?
2. How optimally are resources used?

C2. Transparency and accountability

1. Are there mechanisms for public control?
2. Is information on costs and results available?

C3. Ease of implementation

1. How easy is it to implement the norms in practice?
2. Does it require complex administrative procedures or new large costs?

C4. Flexibility

1. Can the model be adapted to different conditions (changes in legislation, economic crises, requests from international donors)?
2. Are channels open for alternative sources of funding?

C5. Compliance with the principles of the rule of law and international standards

1. Is it consistent with national legislation and international agreements?
2. To what extent are human rights protected and corruption risks minimized?

Let us characterize the proposed alternatives (A):

A1: State financing

1. Adoption of a special law/bylaws on targeted budget financing of public communications.
2. Enhanced state control.

A2: PPP

1. Amendments to legislation that expand the opportunities of the private sector to invest in communication projects.
2. Public-private agreements with risk and profit sharing.

A3: International grants

1. Harmonization with international donor rules.
2. Simplification of procedures for obtaining and using grant funds.

A4: Combined model

1. Combining budget financing, private investments and grant resources.

2. Creation of a coordinating office of the "single window" + a digital platform for transparent reporting.

The next step will be to implement three scenarios in which the weight of the criteria (W_i) will change. The idea is that under different environmental conditions (limited budget, international requirements, urgent deadlines, etc.), individual criteria become more or less important (Figure 1).

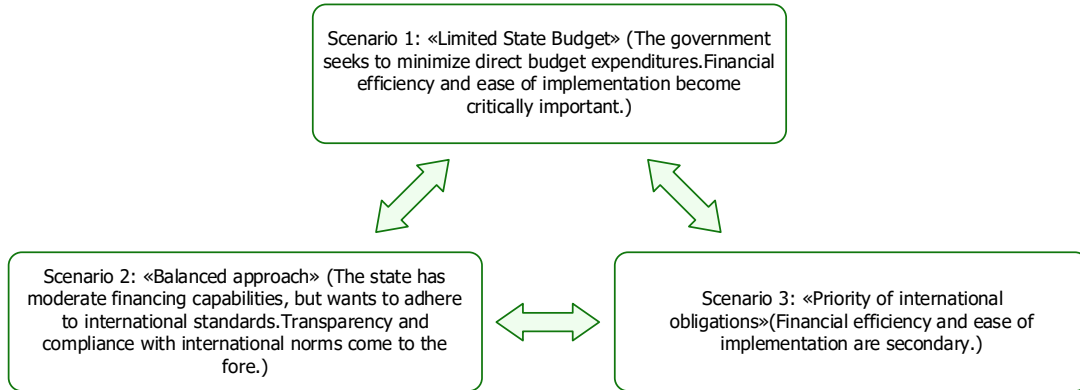


Figure 1. Justification of the obtained results with the works of previous studies.

Below are the integrated binary matrices and the result of the «victory ranking». We obtain this rating based on detailed expert assessments for each of the five criteria, multiplied by the scenario weight. All calculation results are presented in the table below (Table 1).

Table 1. Binary matrices formed for all scenarios.							
Aij		Result					
Scenario 1: «Limited State Budget»							
		A1-A4					
A1-A4		<i>Aij</i>	<i>A1</i>	<i>A2</i>	<i>A3</i>	<i>A4</i>	<i>Advantages</i>
		A1	–	0	0	0	0
		A2	1	–	0	0	1
		A3	1	1	–	0	2
		A4	1	1	1	–	3
Scenario 2: «Balanced approach»							
		A1-A4					
A1-A4		<i>Aij</i>	<i>A1</i>	<i>A2</i>	<i>A3</i>	<i>A4</i>	<i>Advantages</i>
		A1	–	0	0	0	0
		A2	1	–	0.5	0	1.5
		A3	1	0.5	–	0.5	2
		A4	1	1	0.5	–	2.5
Scenario 3: «Priority of international obligations»							
		A1-A4					
A1-A4		<i>Aij</i>	<i>A1</i>	<i>A2</i>	<i>A3</i>	<i>A4</i>	<i>Advantages</i>
		A1	–	0	0	0	0
		A2	1	–	0	0	1
		A3	1	1	–	0.5	2.5
		A4	1	1	0.5	–	2.5

Therefore, the following conclusions can be drawn (Table 2):

1. A4 (Combined model) leads in most scenarios.
2. A3 (International grants) comes out on top in the context of increased attention to international standards (S3) and actually shares leadership with A4.
3. A2 (PPP) usually comes in 3rd place, ahead only of A1.

A1 (Government funding) is the least attractive in the context of our selected criteria (according to expert assessments).

Table 2. Overall summary by scenario.

S	Rank 1	Rank 2	Rank 3	Rank 4
S1	A4	A3	A2	A1
S2	A4	A3	A2	A1
S3	A3=A4	-	A2	A1

Analyzing all the obtained results, the combined Model A4 takes the leading positions in two scenarios and shares the leadership with A3 in the third scenario. Given these results, most experts are inclined to believe that A4 is the most balanced and flexible. Given this, we will highlight the three main structural components of A4 and determine the relative importance of each of them (including taking into account possible scenarios).

1. The legislative framework for a "single window" (coordination office/centre).
2. Special budget fund for communications with transparent rules of use and public control.
3. PPP (public-private partnership) with transparent audits.
4. Mechanism for attracting international grants (adapted procedures, simplified requirements).
5. Digital platform for transparent reporting and feedback.

Next, we will form a table with aggregated assessments (the average value of 10 experts' marks). The results of aggregating the assessment of the importance of elements are presented in Table 3.

Table 3. Assessing the importance of element A4.

Element	1-5	Characteristic
1. Legislative framework for a «single window» (coordination office/centre)	4.8	It is considered the foundation for coordination; without clear norms, other parts can «skid»
2. Special budget fund for communications with transparent rules of use and public control	4.5	Provides stable funding, but bureaucratic delays are possible
3. PPP (public-private partnership) with transparent audits	4	Provides additional resources, but requires complex contracts and audits
4. Mechanism for attracting international grants (adapted procedures, simplified requirements)	4.6	High potential for obtaining extrabudgetary funds, in compliance with international standards
5. Digital platform for transparent reporting and feedback	4.9	Maximum transparency, public accessibility, anti-corruption

To summarize, the obtained modelling results allow us to form specific vectors for optimizing legal regulation of public management in financial support of communications with the public. Based on this, we will determine the most significant measures for improvement in accordance with the established hierarchy (Figure 2).

Taking this into account, A4 (combined model) best meets most criteria in different scenarios. This compliance is confirmed by both binary matrices and final expert ratings. At the same time, in conditions where international commitments and transparency dominate (Scenario 3), model A3 (international grants) receives more points compared to A4. Thus, to improve legal regulation, it is necessary, first of all, to implement a comprehensive legislative package «single window», create a powerful IT system of open data, and then implement detailed mechanisms of funds, grants and PPPs.



Figure 2. Model for improving and optimizing legal regulation of public management in financial support of public communications.

DISCUSSION

We present a comparison and explanation of how the results of previous studies correlate with the conclusions of our work and complement each other (Figure 3).

<p>Zachosova, N. (2019) Beglytsia, V. et al. (2021)</p>	<ul style="list-style-type: none"> Our study complements this issue by proposing a model for assessing financial aspects in public management. The integration of security approaches with transparent financing of public communications increases the overall stability of the public administration system Our results echo this, but expand the financial component by modeling various scenarios (budgetary constraints, international obligations). This allows us to strengthen the argument for effective financial support of communication processes in the context of security
<p>Yemanov, V. et al. (2023) Melnychenko, A. & Akimova, O. (2019)</p>	<ul style="list-style-type: none"> We demonstrate similar methods in the field of public communications financing. Both approaches rely on analytics, scenarios, and criteria, which indicates the unification of modeling principles across a wide range of public administration Our study implements this in practice, requiring the involvement of highly qualified experts to assess criteria and weights. The results obtained can also be incorporated into professional training programs for civil servants, which will strengthen their level of competencies
<p>Cuadrado-Ballesteros, B. et al. (2022) Rahardjo, P. (2016)</p>	<ul style="list-style-type: none"> Our proposals for a digital platform for public reporting organically complement this, extending the principles of "e-government" to public communications and increasing trust in the use of budgetary and extra-budgetary funds The dynamics of public service in the field of administration: the experience of electronic identification of the population in Indonesia. In his work, the author emphasizes the importance of electronic services in public administration. We confirm this opinion by Proposing the introduction of digital platforms for communications and financial transparency
<p>Bielaj, S. et al. (2024) Chałubińska-Jentkiewicz, K. (2022) Hodlevsky, S. et al. (2018)</p>	<ul style="list-style-type: none"> Our study, by building scenario models and proposing specific mechanisms (special fund, PPP, international grants), demonstrates just such a practice-oriented approach, adapted to the conditions of financial support for communications We also pay attention to digital aspects, since transparency and accountability currently depend largely on electronic infrastructure. Although our study is not narrowly focused on cybersecurity, it confirms the need for a secure environment for the development of digital governance platforms

Figure 3. Justification of the obtained results with the works of previous studies.

The presented scientific sources reveal various aspects - from economic security and cybersecurity to the development of competencies and digital platforms. Our study, being aimed at the financial support of public communications, follows in the vein of this work and offers a practically oriented model that can complement previous ideas with scenario analysis tools and a comprehensive assessment methodology.

CONCLUSIONS

Our study confirms the exceptional importance of multi-criteria analysis in choosing the optimal model of legal regulation of public management for financial support of public communications. By comparing four selected alternatives, namely: state funding, public-private partnership, international grants and a combined model; we were able to identify the strengths and weaknesses of each approach. During the assessment, five key criteria were identified: financial efficiency, transparency and accountability, ease of implementation, flexibility and compliance with the principles of the rule of law and international standards. Determining their weight in different scenarios («Limited state budget», «Balanced approach» and «Priority of international obligations») contributed to a broader understanding of the significance and importance of each aspect in certain political and economic conditions.

The results of the study indicate that the combined model is the most optimal for most scenarios since it includes both state funding, public-private partnership opportunities, and the benefits of the international grants component. At the same time, it was determined that for the Scenario of Enhanced Orientation (S3) to International Standards, the A3 model (international grants) received almost equal weight with A4. This indicates the high significance and importance of the international component in the area under study. The next important stage in the study was the construction of an internal hierarchy of elements within the best alternative. This made it possible to clearly define the sequence of implementation: a legislative «single window», a digital platform for transparency, a special fund with public control, procedural mechanisms for attracting grants and GPP. This sequence demonstrates the priority of the vectors of efforts.

The practical value of the study is that the developed model of comparison and scenario analysis is accessible and easy to use by public authorities to use public authority in the creation and integration of communication programs. In addition, all mechanisms of the digital platform, legislative «single window» and special fund with public control can be adapted to changes in external conditions and the state of the resource base.

Prospects for further research include a more in-depth analysis of the impact of digital technologies and artificial intelligence in the system of state communications with citizens. In particular, the most promising areas are digitalization and openness of public management data. It is also useful to define and analyze additional criteria, such as environmental sustainability and social inclusiveness in communication processes. Ultimately, the need to develop detailed methods for monitoring and evaluating the effectiveness of existing models in different regions or sectors of public administration remains important.

ADDITIONAL INFORMATION

AUTHOR CONTRIBUTIONS

All Authors have contributed equally.

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CONFLICT OF INTEREST

The Authors declare that there is no conflict of interest.

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ПРАВОВЕ РЕГУЛЮВАННЯ ПУБЛІЧНОГО МЕНЕДЖМЕНТУ ЩОДО ФІНАНСОВОГО ЗАБЕЗПЕЧЕННЯ КОМУНІКАЦІЙ ІЗ ГРОМАДСЬКІСТЮ

Стаття присвячена розробленню й обґрунтуванню комплексної моделі правового регулювання публічного менеджменту щодо фінансового забезпечення комунікацій із громадськістю. Метою роботи є визначення найефективнішої стратегії, яка б одночасно забезпечувала належне фінансування, високу прозорість, гнучкість і відповідність міжнародним стандартам. Для досягнення цієї мети було проаналізовано чотири альтернативні підходи: цільове державне фінансування, державно-приватне партнерство, залучення міжнародних грантів і комбіновану модель. Залучена група експертів, до якої входили науковці, представники державних органів і громадських організацій, виставляла оцінки за кожним критерієм, а також здійснювала попарні порівняння різних варіантів. Згідно з отриманими даними, комбінована модель здебільшого посідала перше місце, оскільки об'єднувала переваги державного фінансування, приватних інвестицій і донорської підтримки. Водночас у сценарії з посиленням акцентом на міжнародні стандарти майже рівнозначне лідерство здобула модель залучення міжнародних грантів. На заключному етапі дослідження було побудовано внутрішню ієрархію компонентів обраної стратегії (законодавче «єдине вікно», спеціальний фонд, цифрова платформа тощо) й сформульовано пропозиції щодо практичного впровадження. Результати роботи можуть бути використані в плануванні державної політики, а також у наукових студіях із питань публічного управління та правових досліджень.

Ключові слова: публічний менеджмент, фінансування комунікацій, державно-приватне партнерство, міжнародні гранти, прозорість, багатокритеріальний аналіз, правове регулювання

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