

# International collaboration in public governance: Assessing the role of collective initiatives and organisations



Tetiana Tarasenko<sup>a</sup>   | Nataliia Sorokina<sup>a</sup>  | Ninel Kashchenko<sup>b</sup>  | Tetiana Branitska<sup>c</sup>  |  
Ivan Kukhar<sup>b</sup> 

<sup>a</sup>Department of Public Administration and Local Self-Government, Educational and Research Institute of Public Administration, Dnipro University of Technology, Dnipro, Ukraine.

<sup>b</sup>Department of Public Management and Administration, Communal Higher Educational Institution "Vinnytsia Academy of Continuing Education", Vinnytsia, Ukraine.

<sup>c</sup>Department of Pedagogical Sciences, Primary and Correctional Education, Communal Higher Educational Institution "Vinnytsia Academy of Continuing Education", Vinnytsia, Ukraine.

**Abstract** In the context of increasing globalization, rapid technological change, and the spread of complex issues such as transnational terrorism, climate change, mass migration due to armed conflicts, and the consequences of pandemics, international cooperation becomes a necessity. Public administration can no longer operate in isolation from global events and challenges, and understanding the role of international organizations and joint projects in shaping and implementing policies becomes critically important. Addressing complex problems requires joint efforts and resources, making the topic of international cooperation in governance relevant and necessary for research. The paper analysed various aspects of the role of international organizations and joint projects in policy formation, strategy development, and solving complex problems. Special attention is paid to cooperation mechanisms that strengthen institutional ties between countries and promote interaction in areas such as economics, politics, social affairs, and ecology. Additionally, by examining specific programmes, projects, and initiatives, the article highlights the importance of international cooperation as a tool for achieving common goals and addressing global challenges. Thus, international cooperation in public administration is not only relevant but also necessary for effectively responding to contemporary challenges and achieving common goals on a global scale. In turn, international organizations and joint projects facilitate coordination among different states, which helps avoid duplication of efforts and maximise the efficient use of resources. They also contribute to strengthening international relations and building trust between countries, promoting stability and peace in the world.

**Keywords:** public administration, international relations, common strategies, cultural diplomacy, sustainable development, national security

## 1. Introduction

In the modern world, globalization presents both opportunities and challenges for countries and their cooperation. Furthermore, in light of increased international challenges such as pandemics, trade conflicts, and migration flows, the significance of coordination among countries becomes even more apparent. In this context, international governance cooperation emerges as a crucial tool for achieving shared objectives and addressing complex issues.

Modern conditions require the state to actively participate in the processes of international cooperation and integration to protect and promote its national interests. International cooperation in governance becomes particularly crucial in the era of globalization, where the interaction between countries and international organizations is a key factor in ensuring sustainable development and effective state functioning (Kolisnyk, 2022; Priamyi, 2022).

One of the key functions of modern states is to create an efficient system of international cooperation and management that secures their place in the global system. Considering the overall processes of globalization, the interdependence of international relations becomes increasingly evident, demanding an active role for states in shaping effective international policies and management. Contemporary international organizations and joint projects play a significant role in the development of public administration through the implementation of various initiatives and projects. They facilitate the adoption of innovative management methods and strategies, enhance the efficiency and transparency of government



activities, and contribute to the development of democratic institutions and the rule of law (Karasaev et al., 2023; Shevchenko, 2023).

The aim of this study is to analyze the role and impact of international organizations and joint projects on public administration. The research will explore key aspects of international cooperation in governance. The article will determine the influence of international organizations and joint initiatives on the formation and development of public administration. Additionally, it is important to identify prospective areas of cooperation to ensure sustainable development and the effective functioning of government institutions.

## 2. Literature review

In her research, Belska, T.V. (2023) identified that the updating and improvement of public authorities aim to modernise their functioning to enhance the quality of public services and increase citizens' trust in governmental structures. It is noted that modernised institutions turn out to be more flexible and adaptive to changes in society and the world. It is highlighted that the institutional progress of a country is only possible through international cooperation and the democratization of political institutions, considering criteria established by the World Bank. The necessity of ensuring institutional development to implement projects of structural changes, including consideration of society's interests and values, emotional and behavioural characteristics of citizenship, is also identified. Additionally, strategic directions of modernisation policy based on international experience are outlined, covering various spheres including infrastructural, digital, economic, educational, and social transformation, combating corruption, influencing climate change and environmental stability, engaging citizens in decision-making processes, and developing international cooperation.

In their scientific work, Karasaev and Likarchuk (2023) highlight the significance of comprehending and utilising contemporary information technologies for international cooperation and interaction between nations. They particularly emphasise the development of e-government, which is a crucial factor in shaping an information society. Furthermore, due to the increasing interest in the application of these technologies in political processes and state governance, it is considered a pertinent task for researchers to study and adapt them at an international level. The use of info communications in politics is seen as a way to enhance international cooperation and promote mutual understanding between states, which is a crucial element in the global political arena.

Polyanska (2023) highlighted that international cooperation is crucial for academic mobility and the internationalization of higher education. Additionally, during times of war, international cooperation is an effective means of improving the quality and competitiveness of higher education institutions. Following the objectives of public administration reform, particularly in the education system and academic mobility according to international programs, Ukraine has played an active role in promoting the internationalization of higher education. The author argues that international cooperation is a crucial element in improving the quality of the educational process and overall adaptation of the country and its public administration to global trends.

Sychuk and Franko's (2023) research identifies potential foreign donors for financing post-war reconstruction in Ukraine, including the European Investment Bank and the World Bank's Trust Fund, which have already provided significant financial assistance for funding urgent humanitarian and social needs. Additionally, the work highlights the active support from the European Bank for Reconstruction and Development, which is one of the largest institutional investors in Ukraine and continues to allocate significant funds for implementing infrastructure projects. Information is also provided about joint projects with the World Bank aimed at the recovery and development of various sectors such as transportation infrastructure, power generation, and healthcare. The conclusions drawn by the authors indicate the readiness of international partners to financially support Ukraine in the post-war reconstruction process, as well as the importance of establishing guidelines in the field of economic activity aimed at improving the country's socio-economic development.

## 3. Methods

In the course of the study, the following methods were used:

- literature analysis to identify key aspects of the transformation of the modern Ukrainian state in the context of practical implementation and ensuring constitutionally defined guidelines through international cooperation and integration of international projects to improve public administration;
- systematization method to analyse the impact of modern international organizations on public administration and to identify problems that may arise for countries interested in cooperation;
- statistical data analysis to assess the number and nature of cooperation agreements concluded with other countries;
- comparative analysis;
- generalization method to analyse international programmes and initiatives aimed at solving common global problems.

#### 4. Results

The modern Ukrainian state's transformation towards practical realization and ensuring of constitutionally defined orientations necessitates changes in the system of state functions. These functions are manifestations of the state's essence and reflect the basic characteristics of this type of state. This approach provides opportunities for a more in-depth study of the role and functions of state bodies in promoting societal development. It also allows for the development of effective management mechanisms that align with modern challenges and the needs of citizens. The growing focus on the functional aspects of the state is evident in the increased interest in management activities, which are essential for establishing a legal, social, and democratic state (Pikulyk et al., 2023).

One of the primary functions of the modern state is to ensure successful international integration and cooperation. The need to safeguard and advance national interests in the era of globalization, where interactions between countries and international organizations are increasingly vital, is the driving force behind this. It is crucial to first understand the nature of globalization processes, as the world is becoming more interconnected and states are becoming more interdependent. Therefore, it is imperative for the state to actively strengthen its ties with other countries and international organizations to secure its position in the global system (Dobrenkaya, 2022; Bondarenko et al., 2021).

Secondly, international cooperation is driven not only by global processes but also by specific needs that arise during international interactions, such as trade, economic integration, and addressing common challenges like climate change or terrorism (Khomei, 2021). Furthermore, the importance of legal aspects in international cooperation is determined by the current state and international legal policy of a particular country. In this context, Ukraine actively participates in various international initiatives and agreements, which requires careful study and development of appropriate legal mechanisms for their implementation and enforcement at the national level (Kuzma, 2018).

It is important to note that the growing significance of international integration and cooperation is not a threat to national sovereignty, but rather a necessary step in the modern world, where globalization and interaction are becoming increasingly prominent. International cooperation contributes to the development of various aspects of social life within a country and helps address complex global issues such as climate change, trade, international terrorism, and migration (Chaikovskiy et al., 2022). Legal aspects of international integration and cooperation are fundamental to ensuring stability and effectiveness in international relations. The Constitution and national legislation establish the foundations for the exercise of these functions. The adoption of special laws, such as the Law of Ukraine "On the Principles of Internal and External Policy", strengthens their legal status and provides reliable legal guarantees (VRU, 2023).

Modern international organizations play an active role in promoting democratic processes, implementing effective management strategies, and ensuring sustainable economic and social development in public administration. However, their influence can pose certain challenges for participating countries, such as loss of sovereignty, diversity of international standards, and competition for resources and funding.

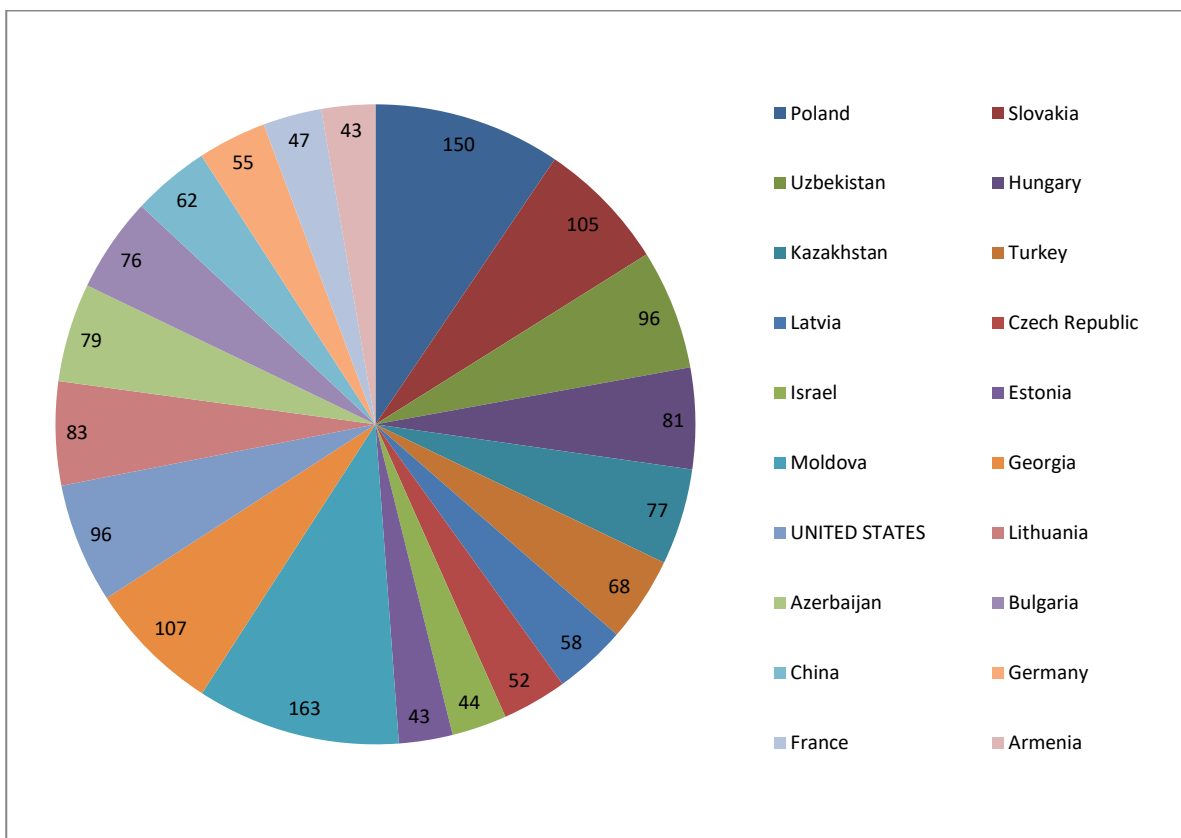
Public administration refers to a collection of administrative structures with a hierarchical power structure. Its purpose is to delegate responsibility for implementing state decisions from top to bottom while coordinating actions between legislative, executive, and judicial authorities. This is done to achieve society's goals and implement its functions as defined in regulatory legal acts (Ovsienko, 2023). Public administration is not only the interaction between the state, local self-government, and citizens but also a complex system that includes public management, analysis of state programs, and policies. It also involves cooperation with businesses and other entities. Developing a comprehensive approach to building a public administration system is crucial. This should consider international projects and prioritize the protection of public interests and citizens' rights in the implementation of management decisions (Oleshko, 2023).

International organizations and joint projects play a key role in promoting the development of public administration through the implementation of various projects and initiatives (Figure 1). They offer technical assistance, financial support, and expert knowledge to implement efficient management strategies and public sector reforms. Therefore, international organizations' projects may involve creating and supporting innovative management programmes, providing training and capacity-building activities for civil servants, developing monitoring and evaluation mechanisms for public institutions' performance, and promoting partnership relations between government bodies, businesses, and civil society. Thus, these projects aim to enhance the efficiency of public administration, promote transparency and openness in governance processes, and facilitate the development of democratic institutions and the rule of law (Volska, 2020; Levytska et al., 2020).

To assess Ukraine's level of international cooperation, it is necessary to evaluate the quantity and nature of the cooperation agreements it has concluded with other countries. Ukraine has signed 3,337 international documents with 137 countries worldwide over the past 32 years, covering various areas of cooperation. This demonstrates the country's significance and active role in the international community. Agreements concluded with neighbouring countries have received special attention since Ukraine declared independence. Cooperation in the fields of economy, trade, security issues, and the construction of joint infrastructure has been facilitated by territorial proximity, shared history, and cultural similarities. However, there are fewer recorded agreements with countries in Western Europe and the European Union. This may suggest

differences in priorities for Ukrainian foreign policy and potential perspectives for cooperation development with various regions of the world (Priamyi, 2022).

Another crucial stage for any state seeking international community membership is the task of legal integration, which significantly affects the process of forming and developing a modern state. One of the key aspects of such integration is harmonising legislation with EU standards and requirements. This involves aligning domestic legislation with EU regulatory acts and directives (Kolisyk, 2022). Currently, Ukraine faces significant challenges in aligning its national legislation with European standards, which is a major obstacle to the country's integration into the EU. To achieve successful accession to the European community on legal grounds, Ukraine must adapt its legislation to meet EU requirements. The process involves reforming various fields of law, such as customs, finance, private, labour, environmental legislation, intellectual property rules, and tax legislation, as well as healthcare protection (Fedina et al., 2022).



**Figure 1** Breakdown of Countries by Number of Cooperation Agreements with Ukraine. Source: (Verkhovna Rada of Ukraine, 2024).

Furthermore, financial stability and ensuring socio-economic progress are crucial factors in the development of public administration. In the case of Ukraine, the possibility of default poses a serious threat to this stability, which could trigger a global financial crisis. Such instability could have severe consequences, undermining the stability of the financial system and the country's economy as a whole. Inadequate coordination and cooperation between countries pose a threat to the effective management of financial risks, further increasing the risk of global economic instability and the development of crisis phenomena (Perestyuk, 2023). An example of such cooperation is the International Monetary Fund (IMF) program, which provides financial support and consultations aimed at improving the economic situation in the country (Ostrovska, 2021). The Partnership for Economic Development and Support (UNDP) program contributes to the creation and implementation of development and reform projects (Chalyuk, 2018). Ukraine collaborates with the International Bank for Reconstruction and Development (IBRD) to provide financial and technical support for infrastructure and social projects. Such programs can assist Ukraine in strengthening its financial stability and implementing necessary reforms to enhance the country's economic development. Therefore, it is of paramount importance to develop and implement innovative financial mechanisms that ensure effective risk management and prevent economic fluctuations. The stability of the international financial system and economy relies heavily on the effective functioning of international financial organizations and increased levels of international cooperation and coordination (Rodina et al., 2022; Podolchak et al., 2014).

In the modern world, the formation and development of public administration are greatly influenced by international cooperation, joint projects, and the exchange of experiences between countries. The impact of international organizations and joint projects on public administration is determined by a complex set of factors that encompass political, economic, and social aspects of a country's life (Orel et al., 2023).



International organizations, such as the United Nations (UN), the International Monetary Fund (IMF), and the European Commission, act as catalysts for exchanging experiences and best practices in governance between countries. This contributes to introducing the latest methods and strategies in public administration, aimed at increasing the efficiency, transparency, and accountability of public authorities (Zavadska et al., 2023). It is important to consider the instruments and organizations of cooperation that form the basis of Ukraine's interaction with the European Union (EU) (Table 1). Cooperation between Ukraine and the EU is currently a key component of foreign policy (Savinskyi, 2024).

**Table 1** International Organizations and Instruments of Cooperation between Ukraine and the EU.

Tools and resources	Features
General EU programmes	ERASMUS+, HORIZON 2020, COSME, LIFE, Creative Europe, Digital Europe, Single Market Programme
Regional programmes	Interreg Europe, SMARTY, EU4Business, InnoHEI, PASSPARTOOL, INNO Industry, DIGITAL REGIONS
Projects in priority areas	Support for reforms in various areas, including decentralisation, energy efficiency, public financial management, as well as the development of civil society and independent media, are key priorities supported by international organizations and programmes such as U-LEAD and the EU Advisory Mission
Humanitarian aid (ECHO)	Supporting IDPs, promoting peaceful conflict resolution and restoring the affected areas are important aspects of global cooperation
European financial institutions	European Investment Bank (EIB), European Bank for Reconstruction and Development (EBRD)

Source: (Green Transformation of Ukraine, 2023; Delegation of the European Union to Ukraine, 2018; Industry4Ukraine, 2023).

Furthermore, Ukraine's participation in a diverse array of projects demonstrates the multifaceted nature of its cooperation with other countries, particularly those in Europe. The identified instruments span a wide range of sectors, including education, science, technology, support for small and medium-sized enterprises, energy, environment, and humanitarian aid. The cooperation between countries indicates a growing interaction and openness towards achieving sustainable development, prosperity, and peace jointly (Tereshchuk, 2023). The instruments also outline Ukraine's commitments to the international community and cooperation with partners to address global issues and achieve common goals. This approach aims to create a stable and peaceful future for all citizens by providing them with access to education, business development, economic support and means to address environmental problems (Yakymenko et al., 2022; Kryshchanovych et al., 2022).

Additionally, joint projects between different countries often focus on addressing common issues such as poverty alleviation, climate change, and energy security. Resler and Reiss (2023) argue that these projects aid in the development of mechanisms for international cooperation and enhance global management effectiveness. In light of these issues and the need to tackle them, Ukraine participates actively in international programs and initiatives. These include programs for developing renewable energy, modernizing technology, applying green technologies in industry, as well as projects for environmental remediation and the restoration of devastated areas. Furthermore, Ukraine's unemployment rate of approximately 20%, combined with the emigration of many citizens due to the ongoing war, has prompted the initiation of a 'green' transition. This transition aims to revitalise the economy and various sectors, such as industrial production, construction, transportation infrastructure, and ecotourism (Shcherbakova, 2023; Akimov et al., 2020).

International cooperation through organizations and joint projects can contribute to the modernization, improvement, and adaptation of public administration to contemporary challenges. It also provides opportunities for exchanging best practices and achieving global sustainable development goals (Shevchenko et al., 2023). Ukraine's participation in international programs and initiatives aimed at developing renewable energy, applying green technologies, and remediating the environmental consequences of war reflects its engagement in global initiatives and commitment to the international community (Khmelyuk, 2023).

## 5. Discussions

We agree with Belska T.V. (2023) that reforms in state and municipal authorities aim to modernize and improve their work. This can lead to better quality public services and increased trust in governmental structures. It is argued that institutional development in the country can be achieved through the democratization of political institutions and international cooperation with the World Bank. This includes citizen involvement in decision-making processes, promoting political stability, anti-corruption efforts, and other related areas.

Karasaev and Likarchuk (2023) highlight the significance of modern information technologies, particularly the Internet, in promoting international cooperation and interaction between states. They argue that the establishment of an e-government is a crucial aspect of developing an information society, especially in advanced countries. We agree with the authors' perspective on the importance of adapting relevant technologies to the conditions of Ukrainian politics. This is due to the growing interest in their use in political processes and state management.

We agree with Polyanska A. S. (2023) as the author acknowledges the key role of international cooperation in ensuring the internationalization of higher education and recognizes it as an important tool in improving the quality of education and the competitiveness of higher education institutions. However, it is important to note that international cooperation also has

limitations and challenges, particularly with implementing international standards and norms in the higher education system of each specific country. This can affect the effectiveness and efficiency of such cooperation.

We agree with Sychuk and Franko (2023) about the fact that international organizations play a crucial role in providing economic, social, and humanitarian assistance to countries affected by war or military conflicts. The authors suggest that these needs become particularly pressing at the end of a war when countries must rebuild their infrastructure, support their economies, and enhance social security. Furthermore, the article highlights potential donors, including the European Investment Bank and the World Bank's Trust Fund, which have already provided significant financial assistance for funding humanitarian and social needs in Ukraine. It is also important to note that Ukraine may receive grants and concessional loans to support future reconstruction efforts.

## 6. Conclusions

Today, Ukraine is focused on implementing constitutional principles and ensuring stable development. The changes in the country's functions and governance system reflect the characteristics of a modern state that actively shapes and develops society. The role of the state in successful international integration and cooperation is particularly relevant as it ensures and protects national interests in the global environment. One key aspect of this integration is harmonizing legislation with European Union (EU) standards, which requires adapting domestic legislation to European regulatory acts.

International organizations play an active role in influencing public administration, promoting democracy and sustainable development. Projects implemented by international organizations aim to increase the efficiency of public administration and ensure its transparency and openness. This is achieved through training and events for civil servants, the development of monitoring and evaluation mechanisms for public institutions, and the promotion of partnerships between different entities.

Furthermore, Ukraine collaborates with international organizations and other countries, particularly European countries, on various projects and programs that cover a wide range of areas, from education and science to energy and humanitarian aid. This demonstrates a growing interaction and openness between countries to achieve common global sustainable development goals. International cooperation through organizations and joint projects has a significant impact on public administration, promoting its modernisation, improvement, and adaptation to contemporary challenges. It also provides opportunities for sharing best practices and achieving global goals together, promoting sustainable development and prosperity for the country and its citizens.

## Ethical considerations

Not applicable.

## Conflict of Interest

The authors declare no conflicts of interest.

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