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AN INNOVATING INSTITUTIONAL GOVERNANCE IN UKRAINE: REBRANDING THE COUNTRY DUE REGAINING PUBLIC TRUST

Background. ***This manuscript examines how innovative institutional governance – polycentric mechanisms in particular, with country rebranding in overall, could finalize in regaining public trust towards State, strengthen democratic governance, improve co-operation among all levels of Public Governance, in period of social transformations and post-war recovery.***

Methods. ***The research applies a multi-layered analytical framework combining the methods and approaches with includes Institutional and Public Administration approaches. Normative institutional design analysis, drawing on polycentric governance theory to construct an alternative institutional architecture suitable for transitional democracies. Comparative review of distance interrelation and anti-corruption reforms in Ukraine, identifying structural constraints embedded within the post-Soviet administrative legacy. Analysis of polycentric governance models and decentralization practices. Case-study analysis of Ukrainian reforms. Conceptual designing, developing a polycentric governance framework tailored to Ukraine`s constitutional and political context. Strategic governance marketing analysis integrating insights from public sector communication theory to assess how institutional legitimacy can be strengthened through transparency and performance reporting.***

Results. ***The findings reveal that institutional innovation is one of the other main factors to ensure transparency and accountability in governance. Polycentric governance style is to strengthen co-operation between central authorities and, local governance, society and communities. That, rebranding Ukraine internally could improve its image and credibility abroad. Public trust is regained once the reforms are effective, transparent, and citizen-oriented. Transition following the democratic track is ensured when corruption, bureaucratic resistance or red-tap, unequal regional capacities, and other challenges are overcome.***

Conclusions. ***The article concludes, successfully recovery and democratic transition of Ukraine heavily depend on comprehensive institutional modernization, introducing polycentric governance model, transparency, citizen cohesion, and effective country rebranding. Rebuilding and regaining public trust towards State is identified as one of major factors for economic sustainability political stability, post-war recovery, European integration.***

Keywords: ***Public Governance, institutional innovation, public trust, polycentric governance, public cohesion, European integration.***

Background

Currently, Ukraine has experienced high level of corruption on every level of Public Governance, weak institutions, living under martial law, political uncertainty, low public confidence in State and trust. The Revolution of Dignity 2014 aftermath, the country's aspirations towards European Union, reforms in decentralization, transparency, governance digitalization, all these aspects became major. Therefore, institutional innovation, polycentric governance, and country rebranding featured as vital instruments for renovation of democratic legitimacy and regaining public trust towards State and public institutions.

Generally, polycentric governance refers us to a system, in which multiple decision-making centers co-operate, including national, regional and local levels. Such an approach has become relevant in Ukraine by decentralization reforms, higher level of public cohesion, interconnection between public institutions and communities', and introducing digital instruments fin Public Governance or for broader scale.

In the prospects above, the manuscript examines how modernization in Public Governance, includes polycentric gover-nance mechanisms, could contribute to enhancing the management process in general, improving the image of Ukraine abroad, strengthening institutional effectiveness, regaining public trust and confidence.

The purpose of the article is to systematically analyze how innovative institutional governance, polycentric gover-nance mechanisms, country rebranding could assist State regain public trust, improve State legitimacy, strengthen democratic governance, improve cooperation among governmental, local, and public communities during social transformation, and post-war recovery.

Sources. The concept of polycentric governance is most prominently associated with the work of Vincent and Elinor Ostrom, who challenged the presumption that centralized authority is inherently more efficient or legitimate (Ostrom, 1990; Ostrom, 2010; Ostrom, Tiebout, & Warren, 1961). Polycentric systems, as defined in their scholarship, consist of multiple decision-making centers operating with autonomy under an overarching set of rules. Such systems foster experimentation, mutual monitoring, and adaptive learning. Subsequent scholarships in Public Administration and institutional economics have expanded this framework. Scholars of new institutionalism emphasize that institutional performance depends not only on formal rules but also on norms, incentives, and reputational mechanisms (North, 1990; Meyer, & Rowan, 1977). Governance network theory further suggests that complex societies are better managed through horizontal coordination among public, private, and civil actors rather than through rigid hierarchies (Klijn, & Koppenjan, 2016; Pierre, & Peters, 2000). In post-socialist contexts, however, institutional reforms have frequently relied on transplanting Western legal and administrative models without fully transforming governance cultures (Shah et al., 2006; Treisman, 2007). Studies of post-Soviet States demonstrate that formal decentralization does not automatically yield genuine autonomy or accountability if fiscal and informational dependencies remain centralized. Research on public trust underscores the relationship between transparency, procedural fairness, and perceived effectiveness. Trust increases when citizens observe consistent rule enforcement, opportunities for participation, and measurable policy outcomes (European, & Van de Walle, 2003; Grimmelikhuijsen et al., 2013). Conversely, centralized opacity and selective enforcement from erode confidence even when formal forms are

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implemented (Rothstein, 2009). Despite this extensive literature, there remains a gap in applying polycentric governance theory systematically to the Ukrainian institutional context, particularly in linking structural re-design with strategic institutional communication. This manuscript seeks to bridge that gap by proposing an integrated analytical and practical framework. This literature review, despite being theoretical, is proved and represented by Tab. 1 and 2. Showing correlation between governance structure components by country and comparative institutional performance.

Table 1

Governance structure components by country

Country	Constitutional model	Policy authority distribution	Local fiscal authonomy	Citizen participation mechanisms
Germany	Federal cooperative	Shared legislation + Länder implementation	High	Federal-state negotiation systems
Poland	Unitary decentralized	Administrative & development functions to municipalities	Medium-high	Local self-government reform (post 1990)
Estonia	Unitary digital state	Central coordination + digitally enabled distributed service delivery	Medium	E-governance participation tools
Switzerland	Federal confederation	Strong cantonal sovereignty	Very high	Direct democracy at all levels
Nordic municipal model	Unitary but locally dominant service delivery	Municipal responsibility for welfare and public services	Very high	Strong local accountability

Sources. OECD trust survey, open government data development & digital state capacity (peer-reviewed comparative studies), governance transparency and innovation benchmarks.

Table 2

Comparative institutional performance

Country / model	Institutional architecture	Regional policy innovation	Digital governance capacity	Crisis resilience	Key structural driver
German	Federal cooperative multi-level	High - Länder experimentation	High	High	Shared rule and subsidiarity
Poland	Decentralized unitary	Strong regional development since transition	Moderate	Moderate-high	Administrative decentralization reform
Estonia	Digitally coordinated distributed governance	Strong digital innovation ecosystem	Very high	High	Data driven governance infrastructure
Switzerland	Extreme federal polycentric system	Very high - cantonal experimentation	High	Very high	Direct democracy and fiscal autonomy
Nordic municipal model	Municipal service dominance	High local welfare innovation	High	Very high	Local service responsibility

Sources. OECD trust survey, open government data development & digital state capacity (peer-reviewed comparative studies), governance transparency and innovation benchmarks.

Methods

This study employs a qualitative institutional analysis grounded in comparative governance theory and governance reforms. The methodology combines the methods and approaches as the following. Institutional and Public Administration approaches. Normative institutional design analysis, drawing on polycentric governance theory to construct an alternative institutional architecture suitable for transitional democracies. Comparative review of distance interrelation and anti-corruption reforms in Ukraine, identifying structural constraints embedded within the post-Soviet administrative legacy. Analysis of polycentric governance models and decentralization practices. Case-study analysis of Ukrainian reforms. Conceptual modeling, developing a polycentric governance framework tailored to Ukraine`s constitutional and political context. Strategic governance marketing analysis integrating insights from public sector communication theory to assess how institutional legitimacy can be strengthened through transparency and performance reporting.

The study does not rely on an empirical dataset only; rather, it synthesizes existing institutional performance assessments and theoretical insights to construct a policy-oriented model. The goal is not merely descriptive, but prescriptive: to outline feasible pathways for institutional innovation (Tab. 3–6, Fig. 1).

The integration of these methods provides a comprehensive analytical toolkit that allows us not only to diagnose governance shortcomings, but also to generate transferable lessons for democratic States operating in conditions of uncertainty, social transitions.

Results

Democratic reformers believe in institutions and in the capacity of citizens to cooperate through them. They believe that the state must remain present, yet its authority must be legitimate, accountable, and continuously justified through performance (Beetham, 2013; Rothstein, 2009). Ukraine, more than three decades after independence and amid existential security challenges, faces a fundamental institutional question: how can a post-Soviet governance model be transformed into a trust-generating democratic architecture?

The inherited institutional framework was designed for hierarchical control rather than participatory responsiveness. Centralization, vertical chains of command, and limited transparency characterized governance structures across administrative sectors (Treisman, 2007). While successive ways of reform – decentralization, anti-corruption measures, digitalization initiatives − have modernized specific functions, the underlying logic of institutional design often remains centralized and reactive. Public trust in institutions in transitional democracies is not merely a sociological variable; it is a strategic resource. Trust affects compliance, civic participation, tax morale, reform sustainability, and national resilience (Fukuyama, 1995; Putnam, 1993).

In the Ukrainian case, restoring and sustaining public trust is inseparable from broader processes of European integration and democratic consolidation. Some results have demonstrated on the Fig. 2–4 accordingly.

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Table 3

Comparison of public trust in institutions in Ukraine versus EU average by indicators

Indicator	Ukraine	EU average/benchmark
Government effectiveness (WGI score)	– 0.30 (2019)	~ 1.00 EU avg.
Rule of law (WGI score)	– 0.70 (2019)	~ 1.10 EU avg.
Voice & accountability (WGI score)	0.06 (2019)	~ 1.20 EU avg.
Corruption perceptions index	36 (2025)	~ 64 EU avg.
Public Service Satisfaction	~ 54 % trust government/services	~ 70 % EU avg.
EU accession governance benchmark compliance	Partial (candidate status)	Full compliance

Sources. Developed by author according to [WGI values from World Bank governance dataset, CPI scores from Transparency International, Public trust surveys (KIIS, EUAM), EU benchmark comparison derived from EU candidate progress assessments and enlargement benchmarks].

Table 4

Comparison of public trust in institutions in Ukraine versus EU average by indicators reverted into a generalized 100 points scale

Indicator	Ukraine	EU	
Government effectiveness	44	70	
Rule of law	36	72	
Voice & accountability	51	74	
CPI	36	64	
Service satisfaction	54	70	
EU governance alignment	45	100	

Sources. Developed by author according to (WGI values from World Bank governance dataset, CPI scores from (Transparency International, n. d.), Public trust surveys (KIIS, EUAM), EU benchmark comparison derived from EU candidate progress assessments and enlargement benchmarks).

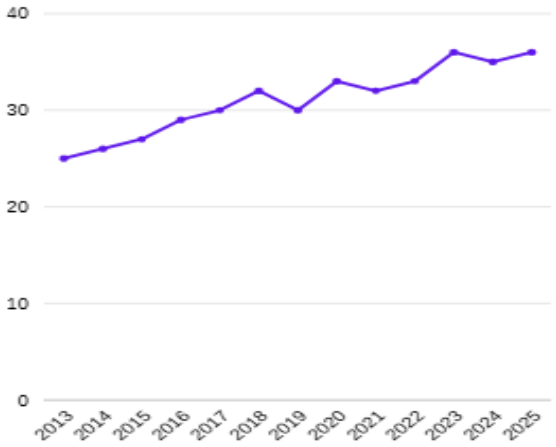


Fig. 1. Corruption Perceptions Index Ukraine trend line (2013–2025)
Sources. Visualized by the author based on Transparency International CPI datasets.

Table 5

Government effectiveness before and after decentralization reform

Period	Score
2010 (preform)	– 0.78
2014 (reform start)	– 0.41
2017	– 0.46
2018	– 0.42
2019	– 0.30

Sources. World Bank. 2022. The World Bank Group in Ukraine, 2012–2020. Country Program Evaluation. Independent Evaluation Group. Washington, DC: World Bank.

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Table 6

Public trust in authorities (post-reform)

Institution	**Trust**, %
National government	54
Regional administrations	49
Local authorities	51

Sources. Level of trust in State bodies of Ukraine in 2023 by KIIS surveys.

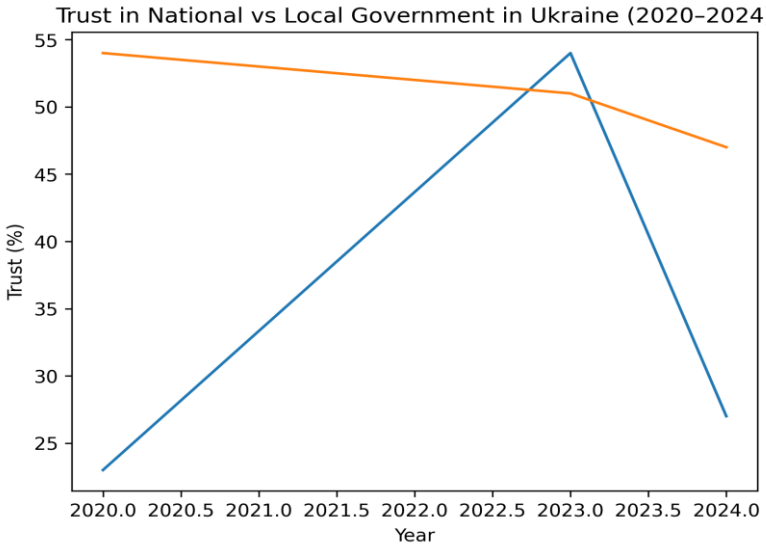


Fig. 2. Trust by Ukrainian population in national government compared to local one in Ukraine (2020–2024), where blue line indicates national government and orange line represents local government

Sources. Developed by authors based on KIIS nationwide trust survey (Razumkov surveys, 2020–2024).

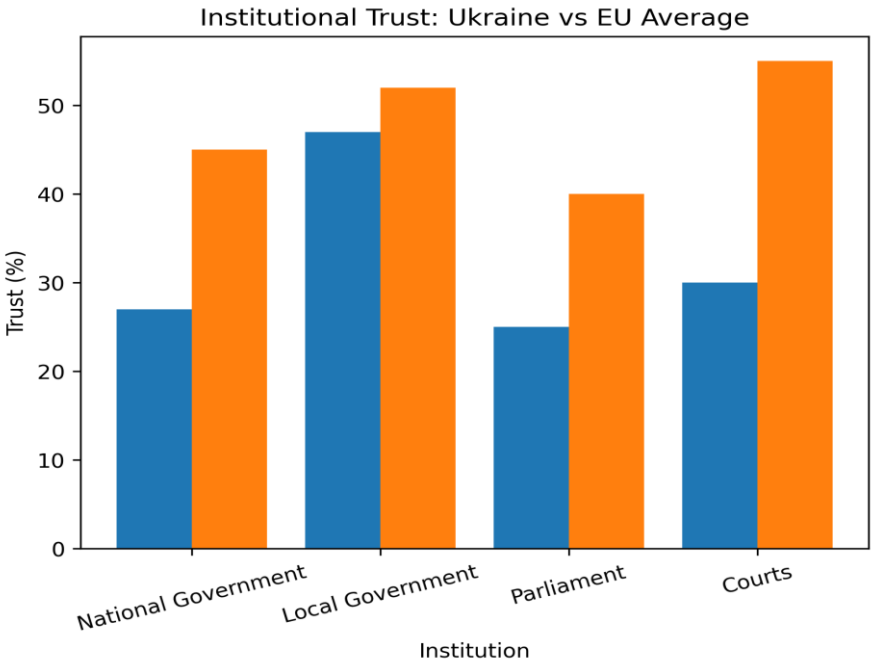


Fig. 3. Comparison of institutional trust for Ukraine and EU average, where blue graph represents Ukraine data and orange graph indicates EU

Sources. OECD trust survey, Eurobarometer.

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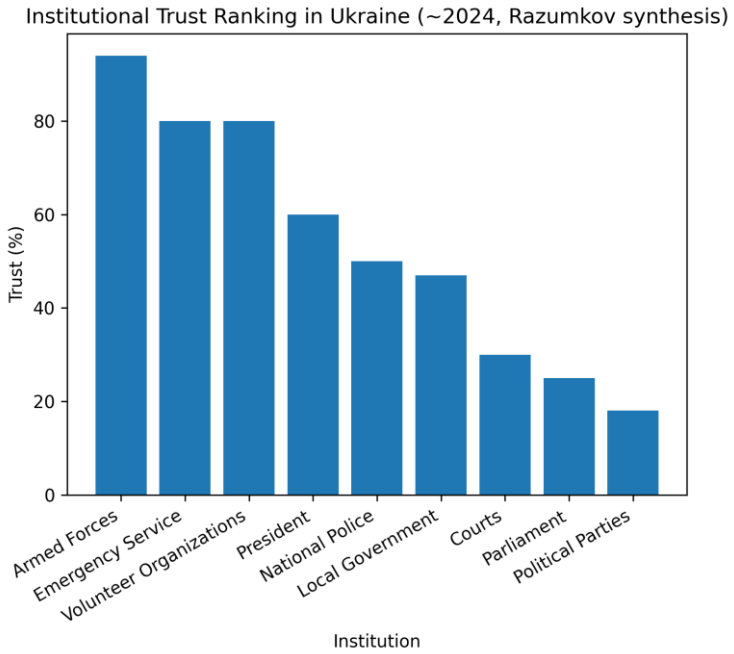


Fig. 4. Institutional trust ranking in Ukraine
Sources. Razumkov survey`s synthesis circa 2024.

The strong point, Ukraine must move beyond incremental reform and adopt a polycentric of institutional governance. By distributing decision-making authority across multiple, overlapping centers of competence – while ensuring coordination, transparency, and accountability – State can reduce systemic fragility and enhance legitimacy (Ostrom, 2010; Shah et al., 2006). Our position, through an integrated framework combining institutional re-design and strategic governance marketing, Ukraine can reconfigure public institutions as cooperative platforms rather than distant hierarchies.

Discussion and conclusions

Ukraine's path toward democratic consolidation and sustained public trust depends on many factors, includes increasing the innovative function of Public Governance (Bondar, 2025), institutional innovation. The post-Soviet model, characterized by hierarchical centralization, cannot alone meet the demands of a dynamic, participatory of society.

Moreover, in terms of post-war successfully recovery, Ukrainian model of governance has to follow democratic development, comprehensive institutional modernization, transparency, citizen engagement, and consistent country rebranding.

To ensure the sustainability, rebuilding public trust is a determinant of political stability, economic recovery, and European integration. The authors have argued, polycentric governance offers a viable alternative. By distributing authority across multiple interconnected centers while maintaining constitutional coherence, Ukraine can enhance institutional resilience and responsiveness. When combined with the strategic governance marketing grounded in transparency and measurable performance, such a model transforms institutions from abstract authorities into accountable partners. Public trust is not restored through symbolic reform. It emerges when citizens observe consistent alignment between institutional design, institutional behavior, and institutional com-munication. For our point, a polycentric governance framework multiplies opportunities for such alignment. Rethinking institu-tional governance is not merely a technical exercise. It is a democratic imperative. Through structural re-design and communicative transparency, Ukraine can move beyond the legacy of centralized control and cultivate a governance system rooted in cooperation, accountability, and public trust.

To add, governance innovation won't be limited to admi-nistrative innovation only, but also incorporate polycentric governance mechanisms, to introduce and encourage cooperation among all levels of Public Governance system including civil society organizations, local communities, and citizens.

The public authorities' input, digital transformation and decentralization are going to be introduced as practical mechanisms for improving transparence, reducing corruption, increasing public cohesion. We focus, polycentric governance, from the other side, improve institutional flexibility, particularly during social transformation, or postwar recovery, by sharing decision-making functions amid different governance levels.

In addition, the importance of country rebranding in designing both domestic and international image of Ukraine is vital. By presenting itself as democratic, reform-successful subject of international law system, decentralized, Ukraine could reach its strategic integration goals in more sufficient manner and time period. At the same time, our acknowledgement, the rebranding alone could turn to become insufficient, without supporting by institutional transformation and effective governance decisions.

To resume, we argue, at the same time the institutional innovation with country rebranding, these are the main factors in reaching public trust in State.

Future studies, in combining qualitative and quantitative methods, could provide more comprehensive results on how the institutional innovation, altogether with polycentric governance, they could contribute to sustainable, democratic, social cohesion in Ukraine due to increasing public trust towards Ukrainian State.

Further research could focus on analyzing the long-term effectiveness of institutional reforms, particularly focused on public trust, democratic cohesion and participation, governance quality.

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Finally, broader strategic impact could be ensured by deeper insights into governance modernization strategies. In particular, related to the role of digitalization in empowering transparency and citizen cohesion; the influence role of media and public communication on country rebranding; institutional reforms in public perceptions across different regions of Ukraine; indicators to set and analyze of public trust and institutional legitimacy over time and last but not the least, the role of international organizations, from one part, and European integration, from the other – in ensuring governance innovation stable process.

Authors' contributions: Yevhenii Taran – methodology, formal analysis, writing-review and editing; Marharyta Verbytska – conceptualization, investigation, resources data curation, writing-original draft preparation.

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ІННОВАЦІЇ В ІНСТИТУЦІЙНОМУ УПРАВЛІННІ В УКРАЇНІ: РЕБРЕНДИНГ КРАЇНИ ЗАВДЯКИ ВІДНОВЛЕННЮ СУСПІЛЬНОЇ ДОВІРИ

В с т у п. ***Досліджено, як інноваційне інституційне управління – зокрема поліцентричні механізми, із ребрендингом країни загалом, може привести до відновлення довіри громадськості до держави, зміцнення демократичного управління, поліпшення співпраці між усіма рівнями державного управління в період соціальних трансформацій і післявоєнного відновлення.***

М е т о д и. ***Застосовано багаторівневу аналітичну структуру, що поєднує методи та підходи, охоплюючи інституційні й державно-управлінські, а саме: аналіз нормативного інституційного укладу, спираючись на теорію поліцентричного управління, – для побудови альтернативної інституційної архітектури, придатної для перехідних демократій; порівняльний огляд дистанційної взаємодії й антикорупційних реформ в Україні – для визначення структурних обмежень, убудованих у пострадянську адміністративну спадщину; здійснено також аналіз моделей поліцентричного управління та практики децентралізації та тематичних досліджень українських реформ; концептуальне моделювання, розроблення поліцентричної системи управління, адаптованої до конституційного і політичного контексту України; проведено стратегічний маркетинговий аналіз управління, що інтегрує знання теорії комунікацій державного сектору, – для оцінювання того, як інституційну легітимність можна посилити за допомогою прозорості та звітності про ефективність.***

Р е з у л ь т а т и. ***Показано, що інституційні інновації є одним з основних факторів забезпечення прозорості та підзвітності в управлінні. Поліцентричний стиль управління полягає у зміцненні співпраці між центральними органами влади та місцевим самоврядуванням, суспільством і громадами. Отже, ребрендинг України всередині країни може поліпшити її імідж і довіру за кордоном. Громадська***

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Вісник Київського національного університету імені Тараса Шевченка. Серія НЕ для друку

довіра відновлюється, коли реформи є ефективними, прозорими й орієнтованими на громадян. Перехід демократичним шляхом забезпечується, коли подолано корупцію, бюрократичний опір або бюрократію, нерівні регіональні можливості й інші виклики.

В и с н о в к и. ***Зроблено висновок, що успішне відновлення та демократичний перехід України значною мірою залежать від комплексної інституційної модернізації, упровадження поліцентричної моделі управління, прозорості, згуртованості громадян й ефективного ребрендингу країни. Відновлення та повернення довіри громадськості до держави визначено одним з основних факторів економічної стійкості, політичної стабільності, післявоєнного відновлення, європейської інтеграції.***

К л ю ч о в і с л о в а : ***публічне управління, інституційні інновації, громадська довіра, поліцентричне управління, громадська згуртованість, європейська інтеграція.***

Автори заявляють про відсутність конфлікту інтересів. Спонсори не брали участі в розробленні дослідження; у зборі, аналізі чи інтерпретації даних; у написанні рукопису; в рішенні про публікацію результатів.

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