THE ROLE OF PUBLIC-PRIVATE PARTNERSHIPS IN DEVELOPING ECONOMIC AND SOCIETAL RESILIENCE

The article examines the essence of the category of Public-private partnerships (PPPs). PPPs play a pivotal role in enhancing the economic and social resilience of a country. These partnerships merge resources and expertise from both the public and private sectors to implement strategic projects that improve infrastructure, increase service efficiency, and create new job opportunities. In the current environment of economic instability and global challenges, PPPs are becoming increasingly relevant for Ukraine.
One of the main advantages of PPPs is the ability to attract private investments in areas where public resources are limited. This is particularly crucial for Ukraine, which faces financial difficulties and the need to rebuild infrastructure after military conflicts and economic crises. Key sectors for the application of PPPs in Ukraine include transportation, energy, healthcare, and education.

In the transport sector, for instance, PPPs can significantly improve the country’s logistical capabilities through the construction and modernization of roads, contributing to the development of domestic and international trade. Infrastructure projects like building new bridges, railways, and ports can also attract significant investments and create jobs, not only improving economic indicators but also enhancing the quality of life for the population.

Energy projects, such as the construction of new power stations or the modernization of existing ones, can reduce Ukraine’s energy dependence and enhance energy security. Private investments in renewable energy sources can contribute to ecological resilience and the development of green technologies, important in the context of global environmental challenges and the need to reduce greenhouse gas emissions.

PPPs also have a significant social impact. Implementing projects in healthcare and education can improve the quality of life by providing access to high-quality medical and educational services. Collaborations between the state and the private sector in building and managing hospitals can reduce healthcare costs and enhance the quality of medical services. In education, the creation of new institutions and the modernization of existing ones contribute to the training of skilled personnel, essential for economic growth.

This study analyzes various international practices through state documents, private company reports, speeches, and publications. The research also examines examples from other countries, such as Finland’s approaches to distributing responsibilities and roles between the private and public sectors, and Australia’s system for addressing climate change impacts and natural disasters.

This research aims to structure these findings to provide a foundation for further research on this important topic.
GENERAL STATEMENT OF THE PROBLEM
AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

In the contemporary global landscape, resilience has become a crucial focus as societies navigate complex challenges. PPPs are central to this discussion, enhancing economic and societal resilience, yet studies detailing their comprehensive impact remain sparse. This lack of in-depth research underscores the necessity for further exploration.

Our study addresses this by dissecting resilience from multiple angles, starting with the foundational concepts of economic and social resilience. Economic resilience is the capacity of an economy to absorb shocks and maintain sustainable growth, involving diversification and robust financial systems [1]. Social resilience encompasses a community’s ability to withstand and adapt to various stresses, focusing on social cohesion and access to services.

This framework helps us understand how PPPs, through collaborative efforts, enhance resilience by merging the strengths of the public and private sectors [2]. Such partnerships are especially critical in infrastructure, healthcare, education, and energy sectors, where they enable large-scale projects that might otherwise be unfeasible. However, successful PPPs require overcoming bureaucratic hurdles and ensuring goals alignment between the public and private entities.

This analysis will detail PPPs’ contributions across various sectors and highlight the importance of solid governance frameworks. The Concept of Ensuring the National Resilience System [3], adopted in response to these challenges, underscores the relevance of resilience in national policy. Furthermore, the robust volunteer movement in Ukraine illustrates a unique form of PPP, providing critical support and demonstrating high public engagement, as evidenced by Ukraine’s significant position in the World Giving Index [4]. Additionally, initiatives like relocating businesses to safer regions [5] have shown how PPPs can enhance national resilience in times of crisis. By exploring these dynamics, this material aims to provide insights for policymakers and researchers into the effective utilization of PPPs for building resilient societies.

ANALYSIS OF RECENT STUDIES AND PUBLICATIONS

In our research, we will explore a wide array of studies, including academic materials, publications, government documents, and public data from private companies, to gain a comprehensive understanding of the topic. In our examination, we analyze key sources that define and contextualize PPPs and resilience. These include Adam Rose’s “Economic Resilience: Concepts and Measurement” [6], and Kwok et al.’s study on social resilience [7]. We also explore the multidimensional Resilience Framework by Susan Cutter and colleagues [8], which assesses a community’s capacity to withstand and recover from adversities. Additionally, “Modeling, Measuring, and Visualizing Community Resilience: A Systematic Review” by Nguyen and Akerkar [9] provides insights into measuring community resilience through various qualitative and quantitative methods. We have also studied the cases of Finland and Australia. In Finland, we examined strategic documents like the Sustainable Growth Programme and the Recovery and Resilience Plan [10], and the role of the National Emergency Supply Agency (NESA) [11] in enhancing resilience through PPPs. For Australia, we reviewed the National Climate Resilience and Adaptation Strategy [12] and noted the historical underinvestment in disaster preparedness with only 3% of funding allocated before events occur [13], highlighting the shift towards proactive resilience strategies endorsed by the Global Commission on Adaptation [14]. These cases provide insights into how PPPs can bolster resilience,
FORMULATION OF THE OBJECTIVES OF THE ARTICLE (TASK STATEMENT)

The main objective of this article is to systematically organize and summarize the findings from various sources, facilitating further research in this field. We aim to analyze how public-private partnerships can enhance economic and societal resilience, drawing lessons from international examples to propose strategies for Ukraine. Given the significant challenges Ukraine faces today, particularly due to ongoing conflict and war, building resilience is of paramount importance. By leveraging the insights gained from foreign experiences, we aim to provide actionable recommendations for strengthening Ukraine’s resilience framework, ensuring stability, and fostering sustainable development. By exploring these key aspects, we can gain a comprehensive understanding of the role of PPPs in developing economic and societal resilience, shedding light on innovative strategies for building more adaptive and resilient communities.

SUMMARY OF THE MAIN RESEARCH MATERIAL

Public-private partnerships represent a collaborative model where the public and private sectors jointly deliver services or infrastructure, sharing both resources and risks.

The reviewed definitions and frameworks showcase that while there’s a common understanding of PPPs involving collaborations between public and private sectors to enhance service delivery and infrastructure development, there are notable differences in emphasis. The varied perspectives underscore PPPs as versatile and complex arrangements tailored to specific policy and economic environments, suggesting a need for careful consideration of local contexts in their application. This complexity requires adaptive strategies that consider both the potential benefits and the inherent challenges, ensuring that PPPs effectively contribute to societal and economic resilience and sustainable development. This approach varies by region but fundamentally relies on mutual contributions from both sectors [15]. Furthermore, PPPs enhance coordination and cooperation among stakeholders, promoting integrated strategies to effectively address complex challenges and improve community resilience.

Several theories, models, and frameworks have been developed to understand societal and economic resilience, each providing unique insights for various contexts. The Disaster Resilience of Place (DROP) model (Figure 1), also by Cutter’s team, enhances the assessment of disaster resilience at community levels, emphasizing the role of local contexts and characteristics [8].

For a systematic approach to resilience through public-private partnerships, the RAND Europe model outlines three main phases (Figure 2): Prepare, Respond, and Recover [16]. The ‘Prepare’ phase focuses on building capabilities to mitigate potential disruptions, ‘Respond’ deals with immediate actions during crises, and ‘Recover’ focuses on rebuilding and strengthening resilience post-disruption. These phases provide a structured framework to help societies anticipate, manage, and recover from various challenges, promoting a resilient and sustainable future.

Case Study 1 — PPP success in Finland: enhancing resilience across domains. Finland’s Public-Private Partnership (PPP) system, well-established and supported by a legacy of independence, boosts resilience across military, political, and environmental areas. It is known for high societal trust and clear role separation between public and private sectors, enhancing governance and transparency. "Public-private partnerships create the opportunity to combine the competencies of multiple actors and generate new solutions and services" — Public-Private Partnerships — Ministry of Economic Affairs and Employment [18]. The system, bolstered post-WWII, focuses on healthcare, education, and sustainable development outcomes. Strategic initiatives such as the Defence Concept have improved crisis management, while recent projects like the "Private Investment to Boost
Employment of Immigrants, 2015" [19] and "Low-Carbon and Circular Economy Accelerator for Public Procurements" [20] address economic and environmental challenges. During the COVID-19 pandemic, Finland leveraged PPPs through the "Sustainable Growth Programme" and recovery plans [10], with agencies like the National Emergency Supply Agency (NESA) [11] ensuring effective project execution. Mariana Mazzucato highlights the critical role of the state in innovation [18]. Following this section, Table 1 details the distinct roles between public and private organizations, showcasing examples from Finland [21, 11].

Case Study 2 — Harnessing PPPs for resilient infrastructure in Australia. Public-private partnerships (PPPs) have emerged as a critical tool in Australia’s efforts to enhance infrastructure resilience and address the growing challenges posed by climate change and natural disasters. This case study explores how PPPs contribute

Table 1. The distinct roles that fall between public and private organizations. Examples of public communication of such distribution by actors in Finland

<table>
<thead>
<tr>
<th>Actor</th>
<th>Public players</th>
<th>Private players</th>
</tr>
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| Responsibilities | 1. Defining Objectives  
2. Regulatory Framework (legal and regulatory)  
3. Selection of Private Partners  
4. Risk Assessment and Management  
5. Financial Contribution (like funding).  
6. Monitoring and Oversight  
7. Public Communication and  
8. Interest Protection  
9. Dispute Resolution | 1. Investment and Financing  
2. Project Implementation  
3. Operational Management  
4. Innovation and Technology  
5. Performance and Delivery  
6. Risk Management  
7. Quality and Standards  
8. Timely Completion  
9. Transparency and Reporting  
10. Compliance  
11. Public Engagement |

PPP is “the activation of external resources and competencies requires the public sector to develop new practical operating practices that highlight the benefits of partnership.”

These new operating practices include:  
1. Competitions and awards  
2. Pro-innovation public procurement.  
3. The right to challenge  
4. Opening up public information  
5. Openness to long-term planning of services and operations.

PPP is a various contractual arrangement where the public and private partners share rights and responsibilities during the contract’s length for construction, expansion, improvement, and development of public health services or infrastructure. In PPPs, partners contribute knowhow, financial resources, facilities, and other inputs required to deliver a product or service successfully.
to the construction of infrastructure and resilience to environmental issues in Australia.

“Resilience is the capacity of communities to prepare for, absorb and recover from natural hazard events and to learn, adapt and transform in ways that enhance these capacities in the face of future events” (Dr. Parsons & Dr. Morley, n.d.). The National Climate Resilience and Adaptation Strategy [12] (Figure 3) 2021—2025 (NCRAS) aims to address Australia’s vulnerability to natural disasters and climate change impacts. These challenges are starkly illustrated by recent events such as the devastating 2019-20 bushfire season and widespread floods in 2022, which collectively caused billions in economic losses and demonstrated the urgent need for proactive resilience measures.

Australia has historically underinvested in pre-disaster preparations, allocating only 3% of its funding to resilience building before disasters occur, leaving many areas with only moderate disaster resilience capabilities [13]. Projections indicate that the costs of natural disasters could rise to $73 billion annually by 2060 [21]. To address this, the Strategy promotes increased investment in both public and private sectors, aiming for proactive resilience and adaptation planning. The Global Commission on Adaptation suggests a significant return on these investments, with benefit-cost ratios ranging from 2:1 to 10:1, highlighting the value of integrating climate adaptation strategies into infrastructure projects to bolster national and local resilience [27].

In summary, PPPs are crucial for Australia’s infrastructure resilience, requiring a shift from reactive to proactive measures to address the escalating impacts of climate change and natural disasters.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH IN THIS AREA

The role of public-private partnerships (PPPs) in promoting economic and social resilience is of particular importance for Ukraine in the context of the ongoing conflict and challenges that threaten the country’s stability. PPPs help to pool resources and expertise from the public and private sectors to effectively address complex challenges, improve infrastructure, and ensure sustainable development.

In Finland, we observed how roles are distributed between private and public sectors, highlighting the importance of structured cooperation for resilience. In Australia, the focus on global environmental challenges demonstrates the flexibility of PPPs in addressing diverse issues. These examples illustrate the wide-ranging potential for future research in different directions.

The main objective of this paper is to explore how PPPs can contribute to the development of economic and social resilience, particularly in the context of the Ukrainian reality. Our research has shown that leveraging international best practices can inform the development of a national PPP strategy in Ukraine. Key findings suggest the importance of engaging the private sector and enhancing cooperation mechanisms to address Ukraine’s unique challenges.

In summary, the development of PPPs is a promising avenue for increasing Ukraine’s resilience in the face of current challenges. Continued research and practical measures in this area will contribute to the stabilization, recovery, and sustainable development of the country.

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