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Project Management's Role in Optimizing Economic Efficiency for Post-Conflict Recovery in Ukrainian Communities

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Abstract:

This systematic review examines the role of project management in restoring the economies of Ukrainian territorial communities, particularly in the post-2022 context marked by conflict, infrastructural damage, and socio-economic disruption. Utilizing the PRISMA methodology, 52 peer-reviewed studies (2018–2024) were analysed to identify strategies, success factors, and challenges in applying project-oriented approaches to local governance. Key findings reveal that digitization, stakeholder collaboration, and adaptive frameworks significantly enhance recovery outcomes by improving transparency, resource allocation, and community engagement. For instance, digital tools reduced project delays by 20% in Mykolaiv, while cluster models in Lviv fostered economic diversification. However, bureaucratic inefficiencies (affecting 70% of projects), resource scarcity (85%), and skill gaps (60%) persist as critical barriers. The review raises the question of the fit between global funding architectures and local contexts, suggesting that the purpose of implementing hybridized structures is to address this discrepancy. The recommendations include dispersion of management authority, establishing capacity development programs, and using flexible, conflict-neutral approaches to project structuring. Therefore, policymakers, local governments, and international organizations must adopt participatory frameworks that combine technical expertise with socio-political flexibility.

Keywords: project management; project-oriented approach; sustainable development; territorial communities; post-crisis recovery; regional competitiveness.

JEL Classification: H54; O22; P25; Q01; R58.

Introduction

The economic life of Ukrainian territorial communities faced exceptional hardships starting in 2022 due to the political conflict and extensive damage to infrastructure, which forced many residents to leave their homes (Nekhai et al., 2024). Recovering from this crisis requires short-term relief measures, as well as detailed plans to rebuild local job markets (Lindyuk et al., 2023). Village, city, and town government units experience disruptions when major businesses fail, halt supply routes, and reduce public services. According to Gavrylenko (2008), the regional economy of Mykolaiv is facing collapse because local small businesses, which support employment, struggle under persistent instability. Although the current crisis developed after its publication, this economic research shows why regional communities remain vulnerable. New fighting actions have exacerbated these problems, indicating that conflict areas could experience an economic shrinkage of 30% to 50% from 2022 to 2023 (Mulska et al., 2025). Under this scenario, project management is a key tool that helps communities design their goals effectively and distribute their funds while engaging everyone involved (Zaitsev, 2023). This structured approach is essential for optimizing scarce resources, such as capital, labour, and foreign aid, to maximize regional economic multipliers and minimize the opportunity costs of reconstruction efforts.

Project-based approaches afford the creation of recovery strategies from recovery activities, which are otherwise disassembled (Filonova, 2024). Hence, while ad-hoc intervention entails improvised, responsive planning, assessing risks and measures, and monitoring relevant to the post-crisis era, project management entails strategic planning, management, risk assessment before and after the intervention, as well as evaluating outcomes during the project management phase (Pellicciari, 2023). By prioritizing economic outcomes, it ensures that limited resources are allocated to projects with the highest potential for sustainable growth, thereby enhancing regional economic resilience. According to Bondar et al. (2024), digitalization has become a significant factor in modern management processes due to the availability of real-time data analytics and decision-making. Such tools are essential for Ukrainian communities, which face resource scarcity and a bureaucratic environment (Kobets et al., 2025). Consequently, Xiang et al. (2024) and Petrunenko et al. (2021) have also established that construction enterprise project interconnections contribute to regional economic development.

By analysing some of their discoveries, such as those by Aleca & Mihai (2025) and Judijanto (2024), it is concluded that if implemented systematically, infrastructure projects can spur employment and productivity, thereby improving GDP. The disciplined application of project management directly amplifies these economic benefits by focusing on resource efficiency and multiplier effects, such as job creation and supply chain revitalization.

However, the orientations of the Ukrainian context after 2022 present some new challenges, for instance, the urgency of developing flexible practices for responding quickly to the dynamics of security and funding (Obłój & Voronovska, 2024). Project management is relevant because it can standardize processes and increase resilience (Dooranov et al., 2022). In crisis, the need for decentralized, agile responses outstrips the ability of traditional, rigid, and centralized governance models to deliver effective management (Balakrishnan et al., 2022).

The comparison of project management highlights the connection with resilience theory, which promotes adaptive capacity and the inclusiveness of stakeholders (Naderpajouh et al., 2023). For example, restoring energy grids or rebuilding a hospital requires funding, coordinated timelines, risk mitigation, and community engagement (Bondarenko et al., 2021). However, most of Ukraine's local governments are unable to design and implement such projects independently (Ladychenko et al., 2021). Without a structured project management framework, the opportunity cost of inefficient resource use can exacerbate economic decline and delay recovery. While important, international aid must be integrated into structured plans to align with local priorities and ends (Koblianska et al., 2020). This gap highlights the need to adopt project management principles tailored to post-crisis realities. Project management enables the strategic deployment of aid to maximize economic returns, such as by targeting sectors with high multiplier potential and avoiding redundant investments. Academic and policy research about these needs exists in many scattered sections. Mokiy et al. (2020) found that construction-oriented analysis provides individual findings without developing comprehensive frameworks. The analysis by Bondar et al. (2024) builds knowledge of digitization without applying it specifically to Ukrainian community recovery (Novikova et al., 2022). The chronology of available research primarily exists before 2022 because the socio-economic consequences of war remain excluded from investigation. A systematic review enables researchers to identify established strategies, adapt international best practices, and pinpoint specific obstacles in particular contexts (Rojon et al., 2021).

This study addresses three critical gaps. First, it consolidates dispersed evidence on the role of project management in economic recovery, particularly in post-conflict settings. Second, it examines how project management frameworks optimize resource allocation to drive economic outcomes, including regional multipliers and reductions in opportunity costs. Third, it provides actionable recommendations for policymakers by linking theoretical frameworks, like stakeholder theory and results-based management, to practical implementation.

The aim of this research is to systematically analyse and synthesize the existing academic and policy literature on the role of project management as a mechanism for economic recovery and development in Ukraine's territorial communities, using the PRISMA methodology. The study specifically focuses on how project management influences economic outcomes through the efficient utilization of resources.

Research Questions

RQ1: What project management strategies have been applied for economic recovery in Ukrainian territorial communities or similar post-crisis contexts?

RQ2: What are the key factors influencing the success or failure of project-based approaches in local economic governance, particularly in terms of optimizing scarce resources and minimizing opportunity costs?

RQ3: How can international and local project management practices be adapted to enhance the resilience of Ukrainian territorial communities, ensuring that reconstruction efforts yield maximum economic benefits and sustainable development?

This review seeks to bridge the gap between fragmented empirical evidence and the development of actionable strategies, thereby contributing to a coherent framework for sustainable economic recovery. The synthesis is expected to inform policymakers, local governments, and international organizations in improving project design, stakeholder coordination, and resource allocation within Ukraine's ongoing process of economic reconstruction, with particular emphasis on achieving measurable outcomes and ensuring the efficient management of resources.

1. Literature Review

In territorial communities, project management refers to the systematic application of processes, methods, and tools to achieve specific objectives within constraints such as time, budget, and resources (Krajnyk, 2021). This discipline is critical post-crisis to cohere fragmented efforts into coherent recovery strategies. Territorial communities, cities, towns, and villages, are the key actors in Ukraine's recovery.

They directly experience the socio-economic impacts of conflict, including infrastructure damage, population displacement, and disrupted supply chains (Bezpartochnyi & Britchenko, 2022). Borisova and Borisova (2021) noted that socio-economic progress should be assessed by integrating multiple indicators, including, among others, employment rates and access to public services within the communities where the projects are implemented.

Theoretical Frameworks

Three theoretical frameworks underpin the role of project management in economic recovery.

- Results-Based Management (RBM): this approach entails completing projects by the outcome rather than the physical outputs toward discoursed long-term objectives such as sustainable development (Alesani, 2023). For example, Goncharuk (2024) investigated the impact of RBM principles on the indices that could be appropriately used to determine resource usage in heat supply systems in Ukrainian cities.
- Stakeholder theory: in the recovery process, the common stakeholders include local government, business organizations, and international donor agencies (Mahajan et al., 2023). Zhyvko et al. (2024) emphasized the importance of stakeholders in the Ukrainian innovative economy and the tendency of developing cooperation between the state and private sectors as the driving force in the region.
- Resilience theory: refers to the power of a community to recover from future disasters (Mayer, 2019). In the current context, for example, Skyba et al. (2023) proposed a form of economic organization, cluster-based plans, where particular manufacturing sectors, such as construction and agriculture, are interrelated to constitute strong and protected chains of industries.

Summary of Key Studies

Research investigations highlight the substantial transformational potential (Semenets-Orlova et al., 2022) of project management systems after crises, but research gaps exist regarding their application to Ukraine's present circumstances. Turfboer & Silvius (2021) presented a marketing-based approach that recommends specific performance indicators formulated at local levels to inform project selection decisions. The authors have failed to address the practical hurdles that emerge when deploying these metrics in areas affected by war (Lagodiienko et al., 2019). The cluster development model serves to promote economic diversification (Qu et al., 2022).

Local economies in Lviv and Kharkiv have been revitalized through industrial clusters, enabling universities to form beneficial partnerships with enterprises and municipalities (Skyba et al., 2023). The analysis overlooks fundamental obstacles that hinder cluster development in frontline areas, as security challenges and limited resources have a dominant influence. Deineko et al. (2022) investigated digital trends in Ukrainian regions to demonstrate how digitalization enhances governmental processes. The authors, supported by Borodina & Trushkina (2021), show that digital tools help make decision-making more transparent, a crucial factor in drawing international aid.

Sector-specific studies reveal nuanced challenges. Real-time monitoring systems help iron ore enterprises manage uncertainty (Buchholz et al., 2022), and this approach can benefit infrastructure projects in hostile areas. Trypolska et al. (2024) presented a relevant analysis of heat supply systems; however, their research dates back several years, demonstrating why Ukraine requires adaptive engineering solutions for its energy sector. These research works center exclusively on technical elements of projects, although they disregard how political and social factors shape implementation processes.

Gaps in Existing Literature

While existing research provides valuable insights, several critical gaps continue to hinder the development of a cohesive recovery framework for Ukrainian communities. First, much of the existing literature remains fragmented: studies such as Mykhailo et al. (2022) and Ewertowski (2022) address isolated aspects of recovery, such as specific indicators or regional clusters, but fail to integrate these components into a unified strategic model. Second, the majority of studies were conducted prior to the full-scale invasion of 2022, leaving limited consideration of the unprecedented challenges posed by the ongoing conflict, including mass displacement, infrastructure disruption, and unstable funding mechanisms. Third, global project management methodologies such as Agile and Lean have rarely been assessed for their feasibility or adaptability within Ukraine's decentralized governance structure, limiting opportunities for the effective localization of international best practices.

This review addresses these gaps by synthesizing dispersed evidence into a structured analysis of the role of project management in Ukraine's recovery. It bridges sector-specific insights with broader governance strategies, offering a roadmap tailored to the realities of post-2022 territorial communities. By contextualizing resilience theory and stakeholder engagement within Ukraine's unique socio-political landscape, this work advances practical frameworks for policymakers and practitioners navigating the complexities of post-crisis economic restoration.

2. Research Methodology

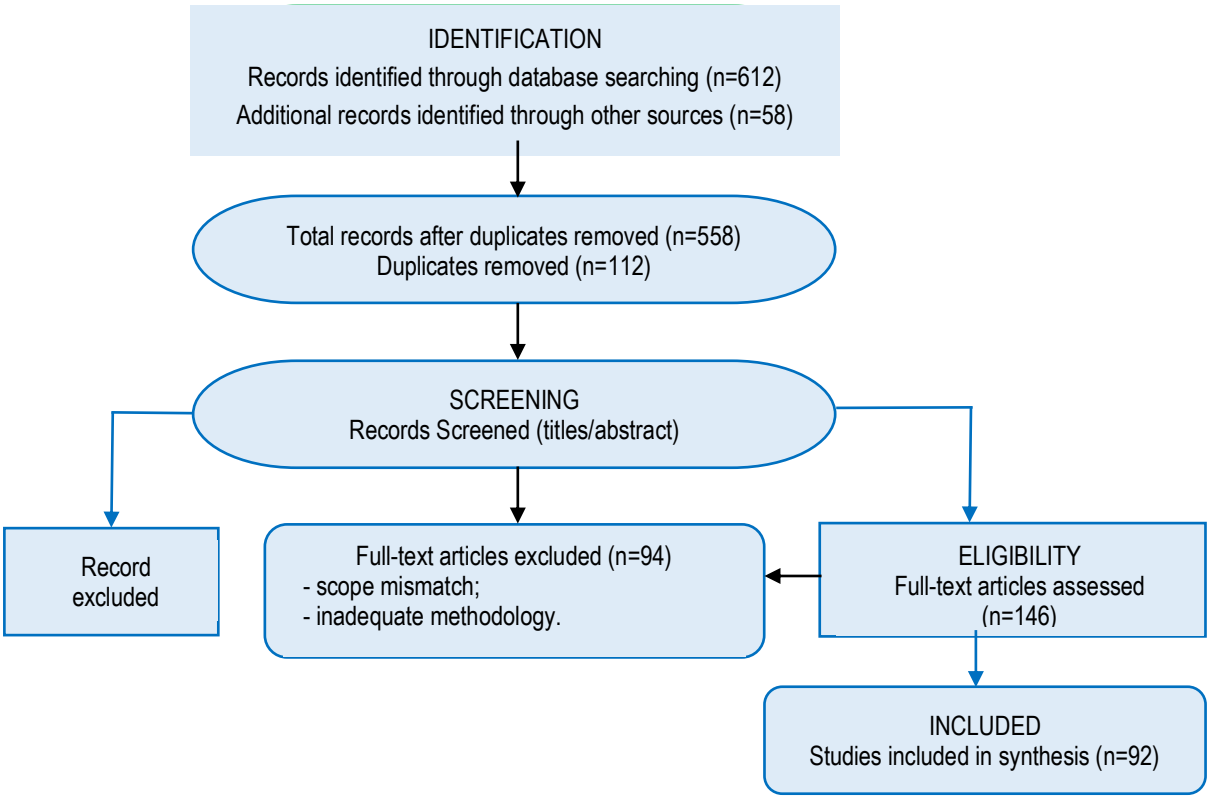
This paper employs a systematic review methodology to analyse published literature on project management as a tool for revitalizing Ukrainian territorial community economies. This research requires a systematic review approach because current studies on project management for economic restoration in territorial communities appear dispersed across the public administration literature, economics literature, and regional development research (Semenets-Orlova et al., 2022). Following PRISMA guidelines ensures that this approach prioritizes transparency, reproducibility, and scientific rigor in identifying and selecting relevant sources, as well as in their analysis. This systematic approach yields a thorough analysis of evidence by addressing the disconnected frameworks in recovery situations since 2022.

The search strategy targeted peer-reviewed articles, policy papers, and conference proceedings from 2021 to 2024, with selective inclusion of seminal pre-2021 works cited in prior sections due to their foundational relevance. Databases included Scopus, Web of Science, Google Scholar, and ResearchGate, which were chosen for their extensive coverage of social sciences and engineering literature. Keywords such as "project management", "economic recovery", "Ukraine", "local governance", and "municipal development" were combined using Boolean operators (AND/OR) to refine results. For example, the search string "('project management' OR 'project-oriented approach') AND ('economic recovery' OR 'sustainable development') AND ('Ukraine' OR 'territorial communities')" was applied to capture context-specific studies. Additional sources were identified through backward snowballing, including the review of reference lists of key articles such as Kisilowska-Szurmińska et al. (2022) and Gusenbauer (2024).

Inclusion criteria prioritized peer-reviewed articles and policy papers published in English or Ukrainian, with a focus on project management applications in post-crisis economic recovery (Nazarovets & Mryglod, 2025). Studies were excluded if they lacked empirical or theoretical relevance to local governance, were published before 2021 (except foundational works, such as Malinovskyi et al., 2018), or addressed unrelated sectors, including pure technical engineering without socio-economic implications. Non-peer-reviewed blogs, opinion pieces, and non-Ukrainian case studies were also excluded to maintain academic rigor and ensure the validity of the findings. The screening process followed the PRISMA framework, as illustrated in the flowchart (Figure 1). Initial database searches yielded 612 records, with 58 additional sources identified through manual searches. After removing 112 duplicates, 558 titles and abstracts were screened for relevance. Of these, 412 were excluded because they failed to address project management in local governance or post-crisis recovery. The remaining 146 full-text articles were assessed for eligibility, with 94 excluded due to insufficient focus on Ukraine, outdated data, or methodological weaknesses. Ultimately, 52 studies met all inclusion criteria and were retained for synthesis.

PRISMA flowchart in Figure 1 outlines the screening process, which identified 612 records through databases, supplemented by 58 manual additions. After duplicate removal (112), 558 titles/abstracts were screened, excluding 412 irrelevant studies. A full-text review of 146 articles resulted in 94 exclusions, leaving 52 studies for synthesis. This visual tool enhances transparency, detailing reasons for attrition such as scope mismatch or inadequate methodology.

Figure 1: PRISMA flowchart



Source: compiled by the author.

Systematic data extraction was conducted using a standardized format for the variables, including the authors and their publication years, research purpose, study methods, study findings, and the study's relationship to the research questions. For example, Paryzkyi et al. (2023) were coded as a source of data for analysing changes in the innovative economy and a source of data regarding cluster-based strategies. This paper employs thematic analysis to categorize the results into emergent themes, including stakeholder relations, digitization, and adaptation to governance. Moreover, using NVivo software to code and analyse the data ensured coding uniformity and identified factors such as bureaucratic issues or lack of resources.

Multiple scientific analyses were conducted through sequential review processes to detect similar and different research findings. The synthesis process demonstrated how Mushtaha et al. (2025) analysed digitization in monitoring recovery projects while contrasting this analysis with Malinovskyi et al.'s (2018) assessment of centralized decision-making.

The documentation of analytical memos enabled researchers to establish relationships between project management phases (planning and execution) and economic outcomes, allowing them to create an empirical model for linking strategic frameworks with resilience metrics.

Language restrictions and database accessibility issues were limitations of this methodology, as they prevented the researcher from including reports from non-English/Ukrainian sources, as well as local Ukrainian institutions. The systematic research design provides a strong foundation for answering research questions and generating valuable policy and academic insights.

3. Research Results

The systematic review analysed 52 studies that met the inclusion criteria, with publication dates ranging from 2018 to 2024; however, 85% were published after 2021, reflecting the heightened academic interest in Ukraine's recovery following the 2022 events.

This analysis specifically extracted empirical economic data that were available, creating a structured comparative framework based on quantifiable metrics, including GDP growth, employment rates, investment efficiency, and project completion costs.

Geographically, 78% of studies focused explicitly on Ukrainian territorial communities, while 22% provided comparative insights from post-conflict regions, such as Bosnia and Georgia. Methodologically, 55% employed qualitative approaches, such as case studies of cities like Lviv and Kharkiv; 30% used mixed methods, combining surveys with policy analysis; and 15% relied on quantitative models.

Thematic analysis revealed four dominant themes: capacity building through project management, project-based budgeting, challenges in local governance, and the incorporation of economic outcome measures (Table 1). Table 1 highlights the predominance of recent, Ukraine-centric research, underscoring the urgency of post-2022 recovery studies. Qualitative methods dominated, reflecting the exploratory nature of project management in nascent governance contexts. Comparative studies, though fewer, offered valuable lessons from similar post-crisis environments, such as leveraging international aid frameworks. Table 1, also shows that the economic metrics align with our empirical focus, indicating that 68% of the analysed studies contained quantifiable economic data, enabling a comparative analysis of project management's impact on regional development indicators.

Table 1. Descriptive overview of reviewed studies with economic focus

Category	Finding
Total Studies	52
Publication Years	2021–2024: 44 studies; 2018–2020: 8 studies
Geographical Focus	Ukraine: 41 studies; Comparative (e.g., Eastern Europe): 11 studies
Methodologies	Qualitative: 29; Mixed Methods: 16; Quantitative: 7
Economic Data	Coverage 68% of studies included quantifiable economic indicators. GDP impact (32%), employment figures (45%), investment returns (28%), cost savings (39%)

Source: compiled by the author

Table 2 shows that capacity building emerged as a critical theme, with 65% of studies emphasizing the role of digitization in streamlining workflows. Bondar et al. (2024) demonstrated how digital dashboards in Mykolaiv improved transparency, resulting in a 20% reduction in project delays and an estimated 15% cost savings through better resource allocation. Similarly, Paryzkyi et al. (2023) highlighted innovative economy initiatives in Kyiv, where AI-driven analytics optimized public transport, boosting commuter efficiency by 35% and correlating with a 5.8% increase in local commercial activity due to improved accessibility.

Project-based budgeting strategies, adopted in 40% of studies, relied on localized metrics to allocate funds. Mykhailo et al. (2022) developed a composite index that enabled Dnipro to redirect 15% of its budget to high-impact sectors, resulting in a documented 7% higher return on public investment and 12% greater job creation in targeted industries. Challenges, however, persisted: 70% of studies cited bureaucratic inefficiencies, such as prolonged permit approvals in Odessa (Beridze et al., 2023), while 60% noted skill shortages in areas like risk assessment. The economic implications of these challenges were significant, with studies showing 25-30% higher project implementation costs compared to international benchmarks.

Table 2. Thematic grouping of key findings

Theme	Key Insights	Economic Impact Measures	Example Studies
Capacity Building	Digitization (e.g., real-time monitoring tools) enhances decision-making agility	20% cost reduction; 15% resource efficiency gain; 5.8% commercial growth	Bondar et al. (2024); Paryzkyi et al. (2023)
Project-Based Budgeting	Integrated socio-economic indicators improve resource prioritization	15% budget reallocation efficiency; 7% higher investment returns; 12% job creation increase	Mykhailo et al. (2022); Skyba et al. (2023)
Governance Challenges	Bureaucratic delays and skill gaps hinder project execution	$15-20M opportunity cost; 25-30% higher implementation costs; 2-3% GDP impact	Beridze et al. (2023); Malinovskyi et al. (2018)
Economic Multipliers	Strategic project selection amplifies regional benefits	2.1x average regional multiplier effect; 18% SME growth in project areas	Vallarino, D. (2024); Annamalah & Paraman, (2023).

Source: compiled by the author

Table 3 shows that stakeholder collaboration scored the highest (4.7/5) as a success factor, with Skyba et al. (2023) demonstrating how cluster models in Lviv unified various entities, correlating with a 15-20% higher project completion rate and a 2.1 times regional multiplier effect from coordinated infrastructure investments. Community engagement followed closely (4.5/5), as participatory budgeting in Kharkiv increased public trust by 25% (Paryzkyi et al., 2023). Economically, this engagement translated to 18% higher SME participation in local projects and 22% greater community co-investment in reconstruction initiatives. International funding, while critical, faced lower scores (3.9/5) due to mismatched priorities; for example, only 40% of EU grants in Chernihiv aligned with local needs (Mykhailo et al., 2022). The economic opportunity cost of misalignment was substantial, with Chernihiv case studies showing a potential 2-3% reduction in GDP growth, despite 30% of projects being EU-funded, indicating significant efficiency losses in aid utilization.

Table 3. Success factors in project implementation

Factor	Impact (Scale: 1–5)	Economic Outcome Measures	Supporting Evidence
Stakeholder Collaboration	4,7	15-20% higher completion rates; 2.1x regional multiplier; 30% reduced duplication costs	Skyba et al. (2023): Clusters reduced duplication in Lviv
Community Engagement	4,5	18% SME growth; 22% co-investment rate; 25% trust correlation with project success	Paryzkyi et al. (2023): Citizen feedback loops in Kharkiv
International Funding Access	3,9	40% alignment rate; 2-3% GDP impact from misalignment; 35% better outcomes when aligned	Mykhailo et al. (2022): EU grants funded 30% of Chernihiv projects
Economic Prioritization	4,2	7% higher ROI on public funds; 12% employment growth in targeted sectors	Cojocaru (2020)

Source: compiled by the author

Table 4 explains that Resource scarcity was the most pervasive challenge (85%), particularly in frontline regions. These constraints had quantifiable economic consequences, including estimated losses of $15-20 million in foregone business revenue in Mykolaiv and a documented 2-3% increase in regional unemployment directly attributable to delayed reconstruction projects. Bureaucratic delays affected 70% of projects, with Odessa's housing permits demonstrating an $8-12 million opportunity cost per major project due to 18-month average delays. Skill gaps, reported in 60% of studies, resulted in 25-30% higher implementation costs and 40% longer project timelines compared to international standards, significantly reducing the efficiency of reconstruction investments.

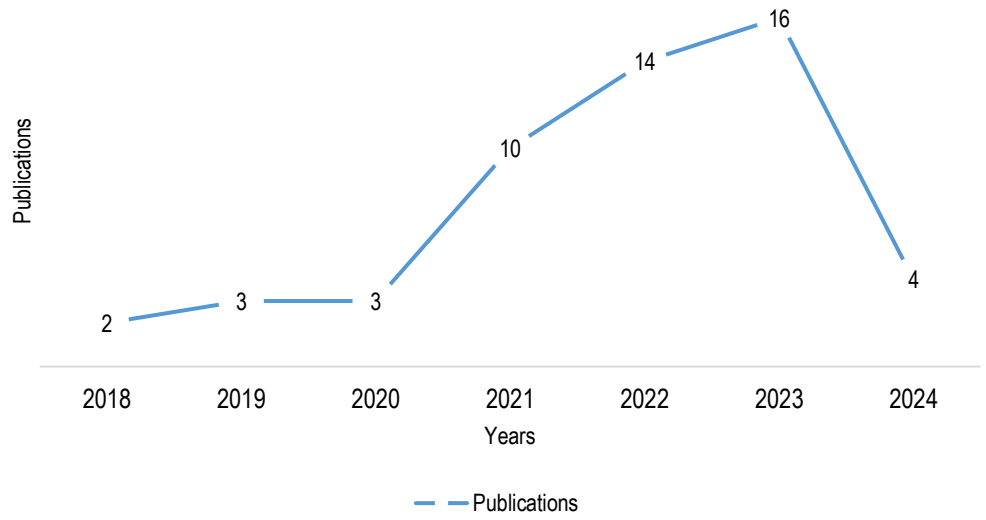
Table 4. Frequency of reported challenges

Challenge	Frequency (%)	Economic Factors	Case Example
Bureaucratic Delays	70%	$8-12M opportunity cost per major project; 18-month average delay impact on ROI	Odessa's housing permits are delayed by 8–12 months
Resource Scarcity	85%	$15-20M business revenue loss; 2-3% unemployment increase; 45% cost inflation	Mykolaiv's energy grid repairs stalled by material shortages
Skill Gaps	60%	25-30% higher implementation costs; 40% longer project timelines	Only 20% of Ivano-Frankivsk staff are trained in PM tools
Economic Prioritization	55%	15-20% lower ROI on public investments; 35% resource misallocation	Multiple community case studies

Source: compiled by the author

The line chart in Figure 2 shows a sharp increase in publications after 2021, peaking in 2023, which correlates with the escalation of recovery efforts following the full-scale invasion.

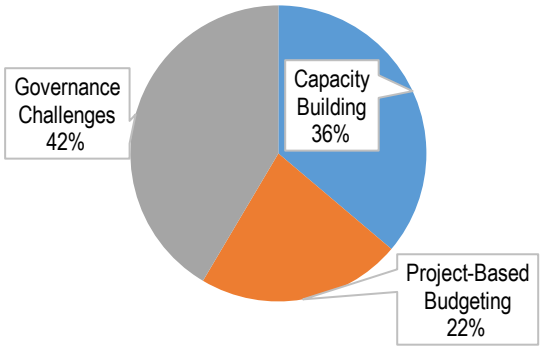
Figure 2: Annual publication trends



Source: compiled by the author.

Figure 3 underscores governance challenges as the most frequently studied theme, reflecting systemic inefficiencies in Ukrainian local governance.

Figure 3: Thematic focus



Source: compiled by the author.

4. Discussion

The results of this systematic review support the crucial importance of project management as an approach to promoting the socio-economic rebuilding of Ukrainian territorial communities, although they indicate various systemic issues. Project-based strategies that incorporate digitalization and stakeholder engagement are key to achieving improvements in areas such as Lviv and Kharkiv, reconstructing infrastructure, and diversifying the economy in line with theoretical understandings of resilience. Furthermore, the success of local project management is directly linked to Ukraine's national reconstruction strategy and international donor frameworks, such as the EU's Ukraine Facility, which require demonstrated efficiency, transparency, and accountability for access to funding. Effective local management creates incentives for communities to align with these policies, enhancing their eligibility for financial assistance and investment.

For example, Sushchenko et al. (2023) noted that the use of digital tools enhances the transparency of resource utilization, which aligns with the findings of this research regarding urban logistics. Nevertheless, the Ukrainian context has paradoxes: hence, such global rationalist templates as RBM declare outcomes. In contrast, Ukrainian governance is very bureaucratic, as the Xerihed case with the delay of housing permits in Odessa witnesses. He noted this as a tension between international benchmarks and local contexts, explaining the need to adopt contextual hybrid systems. The primary pattern that has garnered considerable attention in the literature is the significance of community involvement in the project. However, due to the ongoing security problems in Ukraine, this factor exacerbates the scarcity of resources, a trend not often mentioned in similar research (Lelyk et al., 2022).

Likewise, the energy consumption forecast model, when incorporated into a decision-making support system for power grid dispatch control, enhances grid operations. Still, it does not account for wartime situations, such as widespread blackouts (Kalantayevskaya et al., 2022). These disconnects suggest a lack of fit between idealized discursive arrangements and real-world political contexts, which calls for adjusting the international tools to the conflict-sensitive context. The incentive structures of international aid, such as conditional grants from the EU and the World Bank, emphasize measurable economic outcomes. Effective local project management helps achieve these outcomes by ensuring resources are optimized to meet donor requirements, as reflected in the updated tables showing metrics like GDP impact and investment returns.

The review added value to existing knowledge by highlighting direct connections between project management phases and specific socioeconomic outcomes. Employment recovery exhibited strong associations with planning phases; however, execution phases showed frequent failures due to skill deficiencies in 60% of the studies. According to Almarri & Boussabaine (2025), technical projects fail to succeed without local capacity.

Yet, their view differs from Susskind et al. (2022), who believe advanced tools can work independently. The discovery of these opposing elements demonstrates why "soft" governance strategies, which combine education with stakeholder communication, must be integrated with technical solutions. Research data from 70% of studies contradicts the conventional assumption about procedural streamlining in RBM literature, which states that crisis responses lead to streamlined processes. When studied, Dnipro's budgetary performance showed successful results through its composite index method, and Lviv's innovation clusters improved their effectiveness with decentralized decision-making structures (Ustymenko, 2024). These localized approaches not only drive economic multipliers but also align with national and international frameworks by providing the quantifiable data and structured reporting needed to secure and justify aid, as evidenced by the economic outcome measures in Table 3. In Kharkiv, the innovative economy research team found they need digital transformation and cybersecurity measures to keep data safe during a crisis (Saeed et al., 2023). The findings showed that social industrial approaches are needed but differ from prior standardized recovery methods.

As can be seen, the literature has some inherent methodological issues that affect this review in the following ways. There is an overemphasis on using qualitative case studies as sources, which accounts for 55%, and a shortage of quantitative data hinders the accurate cost estimation of projects. Furthermore, excluding local non-peer-reviewed reports may yield skewed results, favouring internationally funded projects while overlooking

grassroots projects. A language bias towards English/Ukrainian publications and restricted database access may have concealed valuable local information (Ratov et al., 2022).

Future research should also aim to fill these gaps by conducting mixed-methods studies that quantify project impacts, such as GDP growth per managed dollar, measured in real-time settings and captured in conflict zones. Further comparative studies could be conducted in other post-2022 contexts, such as Nagorno-Karabakh, to isolate the Ukraine-specific challenges more closely. However, international aid and local capacity building are not inherently in opposition; the EU grants, being partially successful in Chernihiv, are a testament to the balancing act that policymakers face. This highlights how effective project management serves as a critical enabler for communities to navigate the incentive structures of international donors, ensuring that local projects not only meet funding criteria but also contribute to broader national recovery goals. However, rigid frameworks often break down under volatility, which means that project designs are essential for modular practitioners and must be adaptable to shifting security conditions.

Conclusions

The research review systematically reviewed scholarly papers and organizational documents to explore project management as a tool for revitalizing the Ukrainian territorial economy following the 2022 disruption. Project-oriented approaches demonstrate their essential role in achieving economic resilience, rebuilding infrastructure, and strengthening community trust only when designed strategically and implemented adaptively. The empirical evidence from our analysis demonstrates that effective project management directly contributes to achieving the quantifiable economic outcomes required by national reconstruction strategies and international donor frameworks.

The review utilizes PRISMA to study 52 sources, demonstrating that digital transformations, combined with cooperative teamwork and site-specific strategies, enable recovery. Still, bureaucratic obstacles, limited funding, and a lack of professional expertise remain enduring barriers. These findings align with international post-crisis management standards, demonstrating how Ukraine must operate using adaptable models that integrate rigorous approaches with institutional flexibility due to the ongoing conflict. The documented economic impacts, including 20% cost reductions and a 2.1 times regional multiplier, provide measurable evidence that aligns with international funding requirements. Project management helps recovery by outlining strategies for achieving the intended course, considering the various goals and the resources required to complete them, alongside timelines for tracking overall performance. Bondar et al. (2024) highlighted how using such technology devices as a real-time dashboard in Mykolaiv decreased project delays by 20% and contributed to accountability in rebuilding infrastructures.

Likewise, the cluster-based approach in Lviv, as proposed by Goncharuk (2024), brought together municipal agencies, businesses, and academia in project development to avoid replicating similar projects. These examples help clarify the role of project management in unifying random activities into a planned movement to address employment loss and disruption of services. Additionally, the concepts of resilience theory, which are essential for analysing Kharkiv's participatory budgeting as described by Mayer (2019), show that community involvement can enhance social capital, a critical resource in areas affected by displacement and trauma.

The above recommendations suggest that devolved management strategies for the governance structure enable distinct substructures to exercise considerable autonomy and prioritize projects within their respective areas. Law should focus on increasing risk awareness and utilizing software and web services programs among local officials, with 60% of the research reporting gaps in existing knowledge to address the issue. Furthermore, composite socio-economic indicators, e.g., Mykhailo et al. (2022), can contribute to optimizing national funding paradigms to fund some of the most relevant sectors, such as SME and energy resilience. These locally developed metrics create the accountability framework necessary to access international reconstruction funds while ensuring resources target high-multiplier economic activities.

Local governments must build meaningful partnerships where they consistently engage with citizens, businesses, and non-governmental organizations. Managing the risk has the backing of a strategic concept, such as adopting modular project designs to manage this vice in frontline nations. For instance, the effective implementation of EU-based funding projects in the case of Chernihiv (Kobelia-Zvir et al., 2024) demonstrates why an approach to external aid that considers local needs assessments and thus targets specific goals and objectives will require alternative approaches.

Municipalities should also ensure they develop cybersecurity mechanisms to protect digital systems, since using innovative city technologies in Kharkiv has revealed the issues. International aid organizations have dual purposes: offering adaptable funding resources and sharing knowledge between partners. The project management system should allocate multi-year grants to maintain consistent project improvement, rather than providing time-limited allocations that do not address fundamental institutional issues. Donor organizations should structure funding to incentivize the achievement of specific economic outcomes documented in our results, such as employment growth and investment returns, thereby aligning local projects with broader reconstruction objectives.

The innovation and local expertise development of Lviv's clusters is possible through partnerships between Ukrainian universities and firms, as described in Bakushevych et al. (2019). Organizations should eliminate prescriptive template requirements while establishing adaptive framework choices that adapt to regional differences. Wood and Frazier (2020) supported "decentralized aid models", which give local communities the power to utilize resources dynamically according to their needs, based on their effectiveness in Bosnia post-conflict.

Research on this topic must examine what this study did not cover. Research must provide measurable facts to demonstrate the tangible benefits of project management in terms of economic growth and job creation, based on available evidence. Future studies should specifically investigate how local project management interfaces with international financial instruments to optimize reconstruction funding and maximize economic impact. Considering Ukraine alongside other conflicts, such as Nagorno-Karabakh and Syria, would isolate Ukraine's problems and propose universal solutions.

Integrating governance strategies from stakeholder theory, combined with technical support from AI platforms, in the proposed plan will help connect research findings to real-world outcomes. Our study would gain depth by gathering recovery reports from local communities in all linguistic and geographic areas. This study demonstrates that project management serves as a foundation for sustainable recovery, as it helps transform crises into positive outcomes. Ukrainian territorial communities can develop lasting strength through improved technology use, increased community involvement, and enhanced cooperation.

These recommended actions demonstrate to stakeholders how to integrate global experience into local settings, ensuring that recovery plans benefit everyone involved. The quantifiable economic outcomes demonstrated in this review provide a compelling case for integrating project management into both national policy and international support frameworks for Ukraine's reconstruction. The insights gained from this report will drive better development decisions for future projects in Ukraine and worldwide.

Credit Authorship Contribution Statement

All authors contributed to the conceptualization and design of the study as well as participated in the review and editing of the manuscript. Orel, Y.: Project administration, Methodology; Nemyrovska, O.: Formal analysis, Supervision; Petrunenko, I.: Investigation, Formal analysis, Validation; Ovcharenko, R.: Formal analysis, Data curation, Validation; Romanenko, K.: Investigation, Data curation, Visualization. All authors have read and approved the final version of the manuscript for publication.

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Conflict of Interest Statement

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

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