

ALLA KOZHYNA

Academic degree and title:
Doctor of Sciences in Public Administration, Professor

Position: Deputy Director for Research & Professor of the Department of European Integration Policy, Educational and Scientific Institute of Public Administration and Civil Service, Taras Shevchenko National University of Kyiv

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Academic profiles

1. ORCID: https://orcid.org/0000-0001-5697-8145
2. Google Scholar: https://scholar.google.com/citations?user=e5CGHRoAAAAJ&hl=uk
3. Scopus: https://www.scopus.com/authid/detail.uri?authorId=57216210521, Author ID: 57216210521
4. Web of Science / Publons: https://publons.com/researcher/4340968/alla-kozhyna/, ResearcherID: AAJ-6145-2021
5. ResearchGate: https://www.researchgate.net/profile/Alla-Kozhyna
6. Academia.edu: https://cs-training.academia.edu/AllaKozhyna

Education

1990–1995 – Odesa State Economic University, Faculty of Organization and Management of Production; qualification: Economist, specialisation: Enterprise Economics.

2003–2007 – Academy of Municipal Administration, Department of Management, postgraduate studies, specialisation: Local Self-Government.

June 2009 – Candidate of Sciences in Public Administration (speciality 25.00.04 – Local Self-Government). PhD dissertation: *Improving the Organization of Tourism Services in a Small Historic City*.

2015 – Academic title of Associate Professor, Department of Public Administration and Local Self-Government, Academy of Municipal Administration.

2017–2020 – Doctoral candidate, Department of Regional Governance, Local Self-Government and City Management, National Academy of Public Administration under the President of Ukraine.

April 2021 – Doctor of Sciences in Public Administration (speciality 25.00.02 – Mechanisms of Public Administration). Doctoral dissertation: *Theoretical and Methodological Foundations of Public Administration for Inclusive Local Development*.

April 2024 – Academic title of Professor, Department of Public Management and Administration, National Aviation University.

Employment and Academic Appointments

Since February 2026 – Professor, Department of European Integration Policy, Educational and Scientific Institute of Public Administration and Civil Service, Taras Shevchenko National University of Kyiv.

Since January 2026 – Deputy Director for Research, Educational and Scientific Institute of Public Administration and Civil Service, Taras Shevchenko National University of Kyiv.

March 2024 – July 2025 – Acting Head, Department of Public Management and Administration, National Aviation University (later Kyiv Aviation Institute).

October 2022 – February 2024 – Professor, Department of Public Management and Administration, National Aviation University.

April – June 2023 – Visiting Professor, European New School of Digital Studies, European University Viadrina, Frankfurt (Oder), Germany.

May 2022 – March 2023 – Fellow, Alfried Krupp Institute for Advanced Study, Greifswald, Germany.

July – December 2021 – Associate Professor, Department of Information Policy Management, Educational and Scientific Institute of Public Administration and Civil Service, Taras Shevchenko National University of Kyiv.

February 2020 – July 2021 – Associate Professor, Department of Information Policy and Digital Technologies, National Academy of Public Administration under the President of Ukraine.

2015–2020 – Teaching appointments at the Institute for Advanced Training of Senior Personnel, National Academy of Public Administration under the President of Ukraine.

2009–2017 – Associate Professor, Department of Public Administration and Local Self-Government, Academy of Municipal Administration.

2003–2009 – Project and programme management specialist, “Continent LTD – Commercial University of Management” (specialisation: local self-government). Project manager for initiatives including: “Revival of Small Towns of Ukraine,” “Tourism Development in Small Historic Towns,” “Regional Consulting,” and “Sustainable Territorial Development”.

2002–2006 – Lecturer, State Ecological Academy of Postgraduate Education and Management, Ministry of Environmental Protection of Ukraine (Kyiv).

1995–2002 – Chief Accountant in private organisations in Odesa (including private enterprises “Mus,” “Polius,” and “Institute of Ecosophy”).

Professional and Expert Experience

Since 2010 – Chair of the Board, NGO “Institute of Public Strategies.”

Since 2008 – Member of the Board, Charity Organisation “Institute of Professional Fundraising”.

2008–2019 – Assistant-consultant of the People's Deputy of Ukraine (pro bono).

2008–2014 – Expert, All-Ukrainian Competition of Projects and Programmes for Local Self-Government Development, State Fund for the Promotion of Local Self-Government in Ukraine.

2010–2012 – External Consultant, Verkhovna Rada of Ukraine Committee on State Building and Local Self-Government.

2012–2014 – Expert, Swiss-Ukrainian DESPRO Project “Project Management for Local and Regional Development”.
2017 – Member of the Competition Commission, Kyiv City Competition of Projects of Youth and Children's Public Organizations, for the Implementation of which Financial Support is Provided
2019 – Expert, Selection Committee of the Eastern Partnership Civil Society Forum Re-granting Competition (European Union programme).
Since 2024 – Expert, HU-SK-RO-UA Interreg NEXT Programme (European Union programme).
Since 2025 – Expert, United for Smart Sustainable Cities (U4SSC) Thematic Groups: “Artificial Intelligence in Cities”, “Digital Transformation for People-Centred Cities.”

Participation in working groups and policy development: Member of working groups under the Verkhovna Rada Committee on State Building and Local Self-Government, the Cabinet of Ministers of Ukraine, the Ministry of Regional Development, Construction and Housing and Utilities of Ukraine, the Kyiv City State Administration, and initiatives supported by the Organization for Security and Co-operation in Europe and the United Nations Development Programme, including work on drafting legal and policy documents on local self-government, local democracy, and civil society development in Ukraine.
2007–2016: Member of the Cabinet of Ministers of Ukraine working group that prepared key policy documents, including the draft Law of Ukraine “On Citizens’ Associations,” the concept and strategy for state support to civil society development, and the National Strategy for State Policy to Promote Civil Society Development in Ukraine (2016–2020).
Eastern Partnership Civil Society Forum: Member of the Ukrainian National Platform Working Group “Contacts between People”.

Trainer certification: Certified trainer for programmes of the United Nations Development Programme, the Organization for Security and Co-operation in Europe, and the Ukrainian School of Governance, including the programmes “Sustainable Development Goals for Public Officials” and “Fundamentals of Cyber Hygiene”.
Training delivery since 1999: Delivery of trainings and advanced professional courses for a wide range of institutions, including the Higher School of Public Governance, the Training Centre for Prosecutors of Ukraine, regional centres for professional development (Kyiv, Zhytomyr, Rivne, Chernihiv), the Institute for Advanced Training of Senior Personnel, departments of the Kyiv City State Administration, regional state administrations, local self-government development centres, the German Society for International Cooperation, Institute Respublika (“Active Communities”), the Mayors’ School, the State Fund for the Promotion of Local Self-Government, the Swiss–Ukrainian DESPRO Project, the Philanthropy Centre, the Institute of Professional Fundraising (including a project of the Organization for Security and Co-operation in Europe Project Coordinator in Ukraine), and others.

Teaching (current courses)

- Security Dimension of Ukraine's European Integration.
- International Legal Bases for Ensuring the National Security of Ukraine.
- EU Foreign Policy and European Security.
- Regional Aspects of European Policy.
- Cognitive Warfare and Information Flow Management.
- European and Euro-Atlantic Security Policy and Ukraine.

Research Interests

Public administration and innovation in the public sector; European integration and policy harmonisation with the European Union; the European Green Deal and the EU Digital Decade; EU Structural and Investment Funds; the security dimension of European integration; digital transformation and digital governance; smart cities and urban resilience; sustainable and inclusive development of cities and territorial communities; artificial intelligence; open-source intelligence (OSINT); cyber hygiene and digital skills; Ukraine's recovery and the Sustainable Development Goals; project management; research methodology.

Academic and Research Governance, Editorial and Expert Roles

- Member of the Sectoral Expert Council of the National Agency for Higher Education Quality Assurance (speciality 281 "Public Administration and Management"), since 2024.
- Expert for scientific and technical evaluation of research and development projects submitted to the National Research Foundation of Ukraine, **since 2021**.
- Expert reviewer of projects for the Science Fund of the Republic of Serbia, **since 2019**.
- Supervision of master's students, doctoral candidates (PhD), and doctoral researchers.
- Participation in academic attestation and dissertation defence processes as an official opponent, reviewer, and expert (Doctor of Sciences, Candidate of Sciences in Public Administration, and Doctor of Philosophy).
- Member of the Editorial Board of the peer-reviewed academic journal *Economic Bulletin. Series: Finance, Accounting, Taxation* (speciality 281), published by the University of the State Fiscal Service of Ukraine.
- Since 2026 – Member of the Academic Council of the Educational and Scientific Institute of Public Administration and Civil Service and the Scientific and Technical Council of Taras Shevchenko National University of Kyiv.
- Member of the Editorial Board of the Collection of Scientific Papers of the Military Institute of Taras Shevchenko National University of Kyiv (Ukrainian Category B academic journal, speciality K3 "National Security").
- **2024–2025** – Member of the Academic Council of the State University "Kyiv Aviation Institute" and member of the Academic Council of the Institute of Lifelong Education (KAI).

- **2017–2021** – Member of the Academic Council of the National Academy of Public Administration under the President of Ukraine.
- Coordinator (from the National Academy of Public Administration) of the Ukrainian-Estonian project on developing a master's programme in e-governance and promoting e-governance through the introduction of information and communication technology solutions (supported by the Ministry of Foreign Affairs of the Republic of Estonia), **2020–2021**.
- **2014–2016** – Secretary of the State Examination Commission for the master's programme "Civil Service," Academy of Municipal Administration.

Academic Mobility

- Visiting Professor, European New School of Digital Studies, European University Viadrina, Frankfurt (Oder), Germany, **April–June 2023**.
- Fellow, Alfried Krupp Institute for Advanced Study, Greifswald, Germany, **May 2022 – March 2023**.
- Study visits to Japan in **May 2012** and **June 2017**: participation in Japan–Ukraine forums on culture and regional economy, and delivery of open lectures for students at Kobe Gakuin University and Kwansei Gakuin University.
- Warsaw Euro-Atlantic Summer Academy (WEASA), College of Europe in Natolin (Warsaw, Poland): *Regional Policy and Regional Development: Euro-Atlantic Support for the Eastern Partnership Countries*, **04-15 July 2016**.

Professional Development and Certificates

- National Commission on the Standards of the State Language; state certificate UMD No. 00035762; confirmed level C2; decision No. 215 of 08.10.2021.
- "First Kyiv State Foreign Language Courses"; Certificate No. 26994; English language level B2; issued 18.01.2024 (training period 09.10.2023–15.01.2024); 620 hours.
- National University of Ostroh Academy; Erasmus+ Jean Monnet certificate programme "Modelling and Analysis of Information Warfare Processes as a Tool for Protecting Democracy in the EU and Countering Threats"; 19 January–12 February 2026; 150 hours (5 ECTS credits); Certificate SP No. 03002/2026, issued 20 February 2026.
- Taras Shevchenko National University of Kyiv, Educational and Scientific Institute of Public Administration and Civil Service; Erasmus+ Jean Monnet programme "Algorithm for Forecasting Threats to Ukraine's National Security and Its Application in Public and Administrative Decision-Making"; 24 April 2026; 30 hours (1 ECTS credit); Certificate No. VSh-2026-3.
- Scientific and methodological seminar "Gender Mainstreaming: Concepts, Key Tools and Application in Professional Practice"; Analytical and Consulting Centre for Public Governance and Law, University of Educational Management and Dnipro Institute of Medicine and Public Health; 27 March 2026; 4 hours (0.13 ECTS credits); Certificate No. 118-2026.

- Higher School of Public Governance; “Monitoring and Evaluation of the Implementation of the National Strategy for Creating a Barrier-Free Environment in Ukraine”; 26 March 2026; 15 hours (0.5 ECTS credits); certificate issued 26 March 2026.
- Ukrainian Women’s Guard; course “Survival in Urban Environments During Armed Conflict, Technological or Natural Emergencies, and Self-Defence”; 6 June 2026; 8 hours (0.26 ECTS credits); Certificate registration No. 55723.
- Winter Scientific School, Educational and Scientific Institute of Public Administration and Civil Service, Taras Shevchenko National University of Kyiv; “Development of Professional Competencies of Civil Servants in the Context of European Integration and Digital Transformation”; 17–20 February 2026; 30 hours (1 ECTS credit); Certificate No. ZNSh-200226-129, issued 20 February 2026.
- State University “Kyiv Aviation Institute,” Institute of Lifelong Education; Certificate No. NO 45853942/10/0076-25; *Fundamentals of Project Management*; 01.04–28.04.2025 (issued 28.04.2025); 30 hours (1 ECTS credit).
- Kyiv Chamber of Commerce and Industry / Senior Expert Service; certificate; professional development in regional development management (strategic planning, governance, marketing and related topics); 20.01–27.03.2025 (issued 27.05.2025); 90 hours.
- State University “Kyiv Aviation Institute,” Institute of Lifelong Education; Certificate No. NO 01132330/0009–25; *School for Educational Programme Guarantors*; 09.01–10.02.2025; 180 hours (6 ECTS credits).
- Winter Scientific School, Educational and Scientific Institute of Public Administration and Civil Service, Taras Shevchenko National University of Kyiv; Certificate No. ZNSH-230224-145; *Digital Technologies in the Professional Activity of Public Servants*; 20.02–23.02.2024 (issued 23.02.2024); 30 hours (1 ECTS credit).
- International Training and Supervision School “TrainingBOX”; Certificate No. 08022024TPO48; Fourth International Practical Online Conference “Training BOX”; 05.02–08.02.2024; 12 hours (0.4 ECTS credits).
- Higher School of International Relations and Social Communication (Chełm, Poland); Certificate No. 2023/NN/587/72b; international scientific and pedagogical internship *Development of Public Administration Systems in European Union Countries*; 09.01–28.01.2024 (issued 28.01.2024); 180 hours (6 ECTS credits).
- Second Online School of the Ukrainian Institute of Scientific and Technical Expertise and Information; Certificate No. 20241212/213; *Digital Technologies in Research*; 12.11–12.12.2024; 90 hours (3 ECTS credits).
- International internship (Foundation “Zustrich,” Jagiellonian University and partners); certificate; *Fundraising and Organisation of Project Activities in Educational Institutions: European Experience*; 02.11–08.12.2024; 180 hours (6 ECTS credits).

- European University Viadrina (Germany); certificate; scholarship programme of the European New School of Digital Studies “Datafication in European Societies”; 01.04–30.06.2023.
- University of Educational Management; Certificate No. 4252/23D; *Modernisation of Education Governance under Global Challenges*; 20.04.2023; 6 hours (0.2 ECTS credits).
- Ukrainian Global Faculty / K.FUND; workshop *How to Use Artificial Intelligence* (Michael Patsan); certificate; 05.05.2023; 1.5 hours.
- Ukrainian Global Faculty / K.FUND; workshop *Crisis Management and the Hyper-Urban Environment: From Fragility to Resilience* (David Rubens); certificate; 02.06.2023; 1.5 hours.
- Agency of European Innovations; Certificate No. 084; training course *Preparing Research Projects for Grant Applications. Grant Programmes for Researchers*; 23–25.01.2023; 15 hours (0.5 ECTS credits).
- International conference (MANS); certificate; *Digital Transformation and Technologies for All Areas of Sustainable Development of Modern Education, Science and Practice*; 26.01.2023; 6 hours (0.2 ECTS credits).
- StartDeutsch Schule; certificate; German language B1.1; issued 27.01.2023; 66 hours.
- Euro Speak; certificate; English language B2 course; 20.06–11.09.2022; 72 academic hours.
- European Academy for Sociological Research; certificate; *Research Methods (Introduction) Course*; 2022; 8 hours.
- StartDeutsch Schule; certificate; German language A2.2; 10.09–10.11.2022 (issued 15.11.2022); 66 academic hours.
- Organization for Security and Co-operation in Europe and the Ukrainian School of Governance; Certificate No. SP-TDT31115684/000034-21; training-of-trainers programme on cyber hygiene; 10.03–10.06.2021; 60 hours (2 ECTS credits).
- National Agency of Ukraine on Civil Service / Ministry of Digital Transformation / Diia; certificate; *Fundamentals of Cyber Hygiene*; 09.02.2021; 10 hours (0.33 ECTS credits).
- Academy of Digital Development; Certificate No. B-0121-2643; webinar *Google Digital Tools for Effective Interaction During Distance Learning*; 08.01.2021; 2 hours (0.07 ECTS credits).
- National Agency of Ukraine on Civil Service / Ministry of Digital Transformation / Diia; certificates: *Cyber Nannies* (28.07.2021; 8 hours), *Stars of E-Democracy* (07.09.2021; 8 hours).
- European Academy for Sociological Research; certificate; *On Being a Scientist Course*; 2021; 10 hours.
- Open Society of Ukraine; certificate; online School of Local Self-Government *Local Self-Government and Digital Transformation in Ukraine*; 03.11–04.12.2021; 27 hours.
- Tallinn University of Technology; Winter School on Digital Transformation in Public Sector; 10–12.03.2020; 70 hours (2 ECTS credits).

- National Agency of Ukraine on Civil Service and the Ukrainian School of Governance; training-of-trainers programme *Distance Technologies for Real-Time Professional Development of Public Servants*; 07–08.2020; 30 hours (1 ECTS credit).
- United Nations Development Programme; training-of-trainers *Online Education for Sustainable Development*; certificate; 11.06.2020.
- SmartScienceLab; Certificate No. SO-16.05.2020/04; educational programme training; 16.05.2020; 15 hours (0.5 ECTS credits).
- European Commission (ICSF), Eastern Partnership (European Union); Horizon 2020 Proposal Writing Camp; certificate; 2019.
- National Academy of Public Administration under the President of Ukraine; *School of Pedagogical Mastery*; Certificate No. 9-09-2020; 10–11.09.2020; 9 hours.
- National Academy of Public Administration under the President of Ukraine (Institute for Expert-Analytical and Research Studies); methodological seminar-training *Current Issues in Applying Research Methodology in Public Administration*; certificate; 02–09.04.2019; 10 hours.
- Creative Center (TC); School of Monitoring and Evaluation; certificate; 2019.
- Creative Center (TC); Training-of-Trainers School, Level II; certificate; 2019.
- Association of Ukrainian Cities / Prometheus; online course *Preparation and Implementation of Community Development Projects*; certificate; 2017.
- Warsaw Euro-Atlantic Summer Academy (WEASA); *Regional Policy and Regional Development: Euro-Atlantic Support for the Eastern Partnership Countries*; certificate; 2016.
- National Academy of Public Administration under the President of Ukraine; English-language summer school *Decentralization as a Condition for Ukraine's Development*; certificate; 2016.
- Swiss–Ukrainian DESPRO Project; distance learning course *Project Management for Local and Regional Development – 5*; certificate; 2015.
- Institute of Professional Fundraising and the European Fundraising Association; certificates of fundraiser and fundraising trainer; 2007–2008.
- Philanthropy Center (Kyiv) and London Resource Centre (London, United Kingdom); certificates of the 6th, 7th and 8th International Fundraising Seminars; 2006, 2007, 2008.
- Center for Linguocultural Studies (Luhansk, Ukraine) and Institute of Direct Democracy (Geneva, Switzerland); certificates of the 1st and 2nd International Summer Schools for Young Scholars and Researchers *Civil Society and Democratic Development*; 2003, 2004.

Acknowledgements

- Acknowledgement from the National Agency for Higher Education Quality Assurance for a significant contribution to the development of quality assurance in higher education in Ukraine as a member of the Sectoral Expert Council (field of knowledge 28 "Public Administration and Management"); granted by decision of the Agency meeting No. 17 (89) of 18.11.2025.

- Certificate of merit from the Acting President of the Kyiv Aviation Institute for participation (delivering training) in the professional development course “Fundamentals of Project Management” of the Kyiv Aviation Institute Project Managers Incubator; dated 28.04.2025.

Key Academic Publications

Approximately **145** scientific and educational and methodological works have been published, including:

Monographs and textbooks (teaching manuals):

1. Публічне управління та адміністрування. Підготовка до Єдиного державного кваліфікаційного іспиту за спеціальністю 281 «Публічне управління та адміністрування» для здобувачів другого (магістерського) рівня вищої освіти: навчальний посібник / І. М. Грищенко, Л. П. Горбата, А. В. Кожина / за заг. ред. І. М. Грищенко. К. : КАІ, 2025. 228 с. URL: https://er.kai.edu.ua/server/api/core/bitstreams/11912690-63d5-4450-b2d8-edaef771f54c/content.

2. Kozhyna A. The Impact of Inclusive Approaches to Economic Development on the Quality of Society in European Countries. Ensuring Standards of Quality of Life in a Turbulent World. Monograph. Scient. ed.: T. Pokusa and T. Nestorenko. Opole: The Academy of Applied Sciences – Academy of Management and Administration in Opole, 2022. Pp. 136–146. URL: https://www.researchgate.net/publication/368511238_The_impact_of_inclusive_approaches_to_economic_development_on_the_quality_of_society_in_European_countries#fullTextFileContent.

3. Кожина А. В. Публічне управління інклюзивним місцевим розвитком: теорія, методологія, практика : монографія. Кам’янець-Подільський : ТОВ «Друкарня “Рута”», 2020. 452 с. URL: https://www.researchgate.net/publication/365280247_Publicne_upravlinna_inkluzivnim_miscevim_rozvitkom_teoria_metodologia_praktika_monografia.

4. Кожина А. В. Інклюзивний місцевий розвиток: сутність, проблематика та теоретико-концептуальні засади. *Strategic Management : Global Trends and National Peculiarities :* multi-authored monograph / State University of Jan Kochanowski (Poland) : Publishing House «Baltija Publishing», 2019. P. 335–350. URL:https://www.researchgate.net/publication/365276453_INKLUZIVNIJ_MISCEVIJ_ROZVITOK_SUTNIST_PROBLEMATIKA_TA_TEORETIKO-KONCEPTUALNI_ZASADI#fullTextFileContent.

5. Кожина А. В. Публічне управління цифровим розвитком: інклюзивні аспекти. *Цифрова трансформація публічного управління :* кол. моногр. / О. В. Карпенко та ін. Київ : НАДУ, 2020. С. 229–250.

6. Кожина А. В. Стратегічні пріоритети та особливості публічного управління сталим місцевим розвитком. *Проблеми та перспективи розвитку державного управління в умовах реформування :* кол. моногр. / заг. ред. А. О. Чечель, Є. В. Хлобистов. Бельско-Бяла (Польща) : Вища шк. економіки та гуманітаристики, 2017. С. 364–382.

Research publications in periodicals indexed in the scientometric databases recommended by the Ministry of Education and Science of Ukraine, including Scopus or the Web of Science Core Collection:

7. **Kozhyna A.**, Ivanova T., Derun T., Diachenko S., Taran Y. State Management of the National Security System of Ukraine in the Context of Modern Global Challenges. Scientific and Academy Journal. 2026. Vol. 51/2. Special Issue: Legal Frameworks, National Security, and Governance in the Ukrainian Experience. P. 270–292. DOI: https://doi.org/10.5281/zenodo.22661808. *(Web of Science).*

8. Ivanova T, **Kozhyna A,** Lelechenko A, Derun T, Slobozhan O. Digital transformation in public administration: Evaluating the adoption and impact of technological innovations in government operations. *Salud, Ciencia y Tecnología - Serie de Conferencias [Int.].* 2024 Aug. 7 [cited 2024 Aug. 27]; 3:1142. URL: https://conferencias.ageditor.ar/index.php/sctconf/article/view/615 *(Scopus).*

9. Zoriana Buryk, **Alla Kozhyna,** Hanna Doroshenko, Viktoriia Shumkova and Yelizaveta Vlasiuk (2023): Measuring Indicators of a Circular Economy and Sustainable Development in European Union Countries. *E3S Web Conf.,* ISCMEE, 408 (2023) 01017. URL: https://www.e3s-conferences.org/articles/e3sconf/abs/2023/45/e3sconf_iscmee2023_01017/e3sconf_iscmee2023_01017.html. *(Scopus).*

10. Kiselyova, E., Kravtsov, D., Yermak, O., **Kozhyna, A.** and Stovolos, N. (2023). Implementation of EU Standards in the Labor Sphere while Establishing the New Labor Code of Ukraine. *Econ. Aff.,* 68(01s): Pp. 271–278. URL: https://ndpublisher.in/admin/issues/EAv68n1sz3.pdf. *(Scopus).*

11. **Kozhyna, A.,** Razina, T., Kravchenko, A., Kuprii, T. and Melnyk, T. Human Capital Development in the Context of Globalization Processes: Regulatory Aspect. *Econ. Aff.,* 2022. 67(04s): 887-895. URL: https://ndpublisher.in/admin/issues/EAv67n4sv.pdf. *(Scopus).*

12. Rasiuk Eduard, Kovalyova Tetiana, Sopilnyk Rostyslav, Melnychuk Natalia, **Kozhyna Alla.** Development of Public Administration in Ukraine in the field of State Security and Protection of Public Order. *IJCSNS International Journal of Computer Science and Network Security.* 2022. Vol.22 No.3, March. URL: http://paper.ijcsns.org/07_book/202203/20220372.pdf. *(Web of Science).*

13. **Alla Kozhyna,** Ruslan Mykhailov, Iryna Yaremko, Inna Mazur, Yurii Kopchak, Halyna Kalynychenko. Development of Public Administration in Central and Eastern Europe. *AD ALTA: Journal of Interdisciplinary Research* (11/02-XXIV.). 2021. Pp.215-223. https://www.magnanimitas.cz/ADALTA/110224/papers/A_38.pdf. *(Web of Science).*

14. Zarubei V., Kuybida V., **Kozhyna A.**, Vdovichena L., Varenia N. Modeling and Technology of Public Administration of Socio-Economic Security for Digitalization. *International Journal of Management (IJM).* 2020. Is. 11 (3). P. 143–154. *(Scopus)*. URL: https://iaeme.com/Home/article_id/IJM_11_03_016, https://iaeme.com/MasterAdmin/Journal_uploads/IJM/VOLUME_11_ISSUE_3/IJM_11_03_016.pdf.

15. Kubiv S., Bobro N., Lopushnyak G., Lenher Y., **Kozhyna A.** Innovative Potential in European Countries: Analytical and Legal Aspects. *International Journal of*

Economics and Business Administration (IJEBA). 2020. Vol. VIII. Is. 2. P. 250–264. URL: https://ijeba.com/journal/457. *(Scopus).*

16. Levchenko S., **Kozhyna A.,** Ponomarenko T., Kravets I. and Shashyna M. Development of E-governance in Ukraine based on the Concept of M-governance. *Journal of Contemporary Issues in Business and Government.* 2020. Vol. 26. Is. 1. P. 128–136. URL: https://cibgp.com/index.php/1323-6903/article/view/209/189. *(Web of Science).*

Publications in academic journals included in the List of Professional Scientific Journals of Ukraine:

1. Ivanova T., Kozhyna A. Механізми публічного управління розвитком банківських екосистем в умовах цифровізації. Національні інтереси України. 2026. № 3(20). С. 1833–1847. DOI: https://doi.org/10.52058/3041-1793-3(20).

2. Honiukova L., Kozhyna A. Conceptual Bases for Strategic Cooperation between Law Enforcement Agencies in the Context of the Modernisation of Public Administration in Ukraine. Public Management and Policy. 2026. Vol. 2, No. 18. DOI: 10.70651/3041-2498/2026.2.01.

3. Kozhyna A., Petkun S., Larina N. Strategic Partnerships with International Institutions as a Factor in Improving the Effectiveness of Law Enforcement in Ukraine. Public Management and Policy. 2026. Vol. 3, No. 19. DOI: 10.70651/3041-2498/2026.3.01.

4. Kozhyna A., Diachenko S., Zubchyk O., Tkachenko I. Digital Transformation of Banking Structures as a Tool for Implementing the Anti-Crisis Investment Policy of Ukraine. Public Management and Policy. 2026. Vol. 2, No. 18. DOI: 10.70651/3041-2498/2026.2.02.

5. Кожина А. В. Міська резильєнтність та інклюзивність: зміцнення в умовах сучасних криз. Державне управління: удосконалення та розвиток. № 2, 2025. URL: https://nayka.com.ua/index.php/dy/article/view/5683/5741, DOI: https://doi.org/10.32702/2307-2156.2025.2.6.

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7. Кожина А. В. Механізми співробітництва України з міжнародними фінансовими організаціями в сфері відновлюваної енергетики. Наукові перспективи. Серія «Державне управління». № 2(56), 2025. С. 274–290. URL: http://perspectives.pp.ua/index.php/np/article/view/20713/20689, DOI: https://doi.org/10.52058/2708-7530-2025-2(56)-274-290.

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