

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
ZHYTOMYR POLYTECHNIC STATE UNIVERSITY

**POST-WAR RECONSTRUCTION
OF UKRAINE'S TERRITORIES:
SECURITY, SUSTAINABLE
DEVELOPMENT, AND URBANISATION**

Monograph



KYIV • NOVA DUMKA • 2025

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ISBN 978-617-8816-33-9

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The monograph provides a comprehensive analysis of the security-related, administrative-law, and governance foundations of Ukraine's post-war reconstruction in the context of European and Euro-Atlantic integration. It examines the impact of military hostilities, as well as migration and demographic transformations, on national and regional security, the development of territorial communities, and urbanised areas. Particular attention is devoted to public governance of resilience, anti-corruption policy, inclusive and sustainable urban development, and practical mechanisms for the renewal of urban space. The monograph is intended for scholars, academic staff, higher education students, and professionals in the fields of public administration, local self-government, and public policy-making. The materials of the monograph were prepared based on the results of the research project "Mechanisms for Overcoming the Consequences of the Russian-Ukrainian War in Urbanised Territories" (state registration number 0123U101827).

МІНІСТЕРСВО ОСВІТИ І НАУКИ УКРАЇНИ
ДЕРЖАВНИЙ УНІВЕРСИТЕТ «ЖИТОМИРСЬКА ПОЛІТЕХНІКА»

**ПІСЛЯВОЄННЕ ВІДНОВЛЕННЯ
ТЕРИТОРІЙ УКРАЇНИ:
БЕЗПЕКА, СТАЛИЙ РОЗВИТОК
ТА УРБАНІЗАЦІЯ**

Монографія



КИЇВ • НОВА ДУМКА • 2025

*Рекомендовано до друку Вченю радою
Державного університету «Житомирська політехніка»
(протокол №19 від 17 листопада 2025 р.)*

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П 64 Післявоєнне відновлення територій України: безпека, сталий
розвиток та урбанізація: колективна монографія. — Київ:
«Наукове видавництво “Нова думка”», 2025. — 260 с.
ISBN 978-617-8816-33-9

Монографія присвячена аналізу безпекових, адміністративно-
правових та публічно-управлінських зasad післявоєнного відновлення
України в контексті європейської та євроатлантичної інтеграції. Здійснено
дослідження впливу воєнних дій, а також міграційних і демографічних
трансформацій на національну та регіональну безпеку, розвиток
територіальних громад та урбанізованих територій. Особливу увагу
приділено публічному управлінню стійкістю, антикорупційній політиці,
інклузивному та сталому розвитку міст, а також практичним механізмам
оновлення урбаністичного простору. Монографія адресована науковцям,
науково-педагогічним працівникам, здобувачам вищої освіти, а також
фахівцям у сфері публічного управління, місцевого самоврядування та
формування публічної політики. Матеріали монографії підготовлено за
результатами виконання НДР «Механізм подолання наслідків російсько-
української війни на урбанізованих територіях» (державний реєстраційний
номер 0123U101827).

УДК 351.86:332.1:711

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“Нова думка”», видання, 2025

ISBN 978-617-8816-33-9

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PREFACE

The current stage of state formation in Ukraine is taking place in conditions of existential challenges caused by the full-scale armed aggression of the Russian Federation. The war has become a catalyst for profound transformations in all spheres of public life, jeopardizing not only the state's territorial integrity but also its demographic potential, economic stability, and social sustainability. The destruction of urban infrastructure, forced migration, changes in the security landscape, and the need for Euro-Atlantic integration require a radical rethinking of approaches to public administration and the formation of a new paradigm for the country's recovery.

The relevance of this study lies in the urgent need to develop and implement comprehensive mechanisms for ensuring the security of urbanized territories, restoring human capital, and building resilient communities. In conditions of martial law and post-war reconstruction, the combination of security imperatives with the principles of sustainable development, inclusiveness, and European standards of governance becomes critically important.

The purpose of this monograph is to systematically analyze the security, administrative-legal, and socio-economic challenges facing Ukraine, as well as to substantiate the theoretical and methodological principles and practical mechanisms of public management for the restoration and development of urbanized territories, based on resilience and inclusiveness.

The scientific significance of the work lies in the generalization of theoretical provisions and the formulation of practical recommendations for state authorities and local governments regarding the strategy of post-war restoration, the optimization of anti-corruption policy, and the introduction of innovative tools for managing urban development.

The first section is devoted to the study of the security imperatives of Ukraine's post-war restoration. It reveals the essence and structure of the state's military-economic security within the context of Euro-Atlantic integration, analyzing the dynamics of geopolitical risks and the latest hybrid threats, particularly in cyberspace. Considerable attention is paid to the impact of martial law on demographic processes and the labor market, as well as to the justification of demographic security as a critically important component of national security and a key focus of state policy.

The second section focuses on the analysis of the administrative and legal foundations of reconstruction and European integration. The theoretical foundations of public management in European integration processes, which significantly influence Ukraine's development, are examined. The state's criminal law policy for combating corruption is considered a necessary condition for effective restoration and building a transparent system of governance. Proposals are made for optimizing legal regulation and institutional support for anti-corruption activities.

The third section reveals the issues of public management of resilience and sustainable development of territorial communities. It forms the theoretical and methodological principles of researching resilience as the ability of communities to adapt to crisis conditions. The essence and structure of the financial and economic mechanisms for managing resilience are substantiated, and the role of risk-based budgeting and intermunicipal cooperation as practical tools for increasing community resilience in uncertain conditions is determined.

The fourth section is devoted to the conceptual principles of post-war urbanization, examined through the lens of inclusivity and sustainability. The concepts of "social inclusion" and "social exclusion" in urban space are conceptualized. An analysis of modern urban development strategies, such as "Sustainable City", "Smart City", "Creative City", and "Elastic City", is conducted. The public administration toolkit is determined to ensure inclusive development, which guarantees equal access to resources and opportunities for all segments of the population.

The fifth section focuses on the development of practical mechanisms for the restoration and development of urbanized territories of Ukraine. Approaches to classifying territories based on the level of damage caused by military actions are proposed. The need for strategic public management of a city's economic potential is substantiated, and a comprehensive mechanism for managing recovery is developed, encompassing legal, organizational, economic, and informational components. Thus, the monograph presents a comprehensive vision of Ukraine's recovery processes, integrating issues of security, law, economics, and social development, which enables the formulation of a scientifically sound strategy for building a modern, secure, and European state.

CHAPTER 1. UKRAINE'S POST-WAR RECONSTRUCTION SECURITY IMPERATIVES

1.1. The Essence and Structure of the State's Military-Economic Security in the Context of Euro-Atlantic Integration

In the 21st century, traditional notions of security challenges have undergone significant changes due to the dynamic complexity of the geopolitical environment, the transformation of the nature of armed conflicts, and the rapid development of technologies. Along with classical military threats based on the use of force, hybrid, cyber, information-psychological, and environmental threats are becoming increasingly important, which do not always have a clearly defined source and can be implemented without the direct participation of regular armed forces.

New types of threats combine technological, social, and ecological components that can destabilize societies without resorting to war. Such threats include attacks on critical infrastructure using cyber technologies, massive disinformation campaigns, manipulations using artificial intelligence, armed conflicts accompanied by environmental destruction and violation of basic humanitarian norms, as well as climate-determined risks that provoke migration crises and the weakening of state institutions. In the context of NATO activities, this requires a radical renewal of approaches to financial planning, the development of flexible budgetary instruments, and strengthening strategic preparedness for multifaceted threats that extend beyond traditional defense doctrine.

A key tool for quantitative threat monitoring is the Geopolitical Risk Index (hereinafter referred to as the GPR), developed in 2017 by American researchers D. Caldara and M. Iacoviello. The index is based on the analysis of more than 130 million news publications from the archives of global media (primarily Access World News and Factiva). It reflects the frequency of mentions of geopolitical tension, including terrorist attacks, wars, military threats, and crises between states. The GPR is an aggregate indicator of information sensitivity to international destabilization, used in macroeconomic research, financial planning, and security analysis [1].

The primary purpose of the GPR is to rapidly identify changes in the geopolitical environment that may impact global markets, defense policy, investment decisions, and strategic risk assessment. In NATO practice, this

¹ Caldara D., Iacoviello M. Measuring Geopolitical Risk. American Economic Review, 2022. URL: <https://www.matteoiacoviello.com/gpr.htm>

index serves as a tool to facilitate budget forecasting in unpredictable conditions that lead to a sudden increase in the need for defense or other infrastructure financing. [²]. Using the GPR index as an indicator enables us to identify key periods of escalation in international tension, which were accompanied by the reorientation of financial flows, an increase in defense budgets, and revisions to strategic planning mechanisms in NATO (Fig. 1.1).

In January-March 1991, one of the first sharp peaks in the GPR was observed, reaching a value of 379.25, which coincided with the Gulf War. This conflict became the catalyst for the first wave of transformation of the Alliance after the Cold War. In financial terms, this was manifested through the expansion of mechanisms for collective financing of operations beyond Article 5 of the Washington Treaty and the restructuring of budget planning in the context of NATO enlargement. In the late 1990s, the index began to grow again due to the conflict in the Balkans.

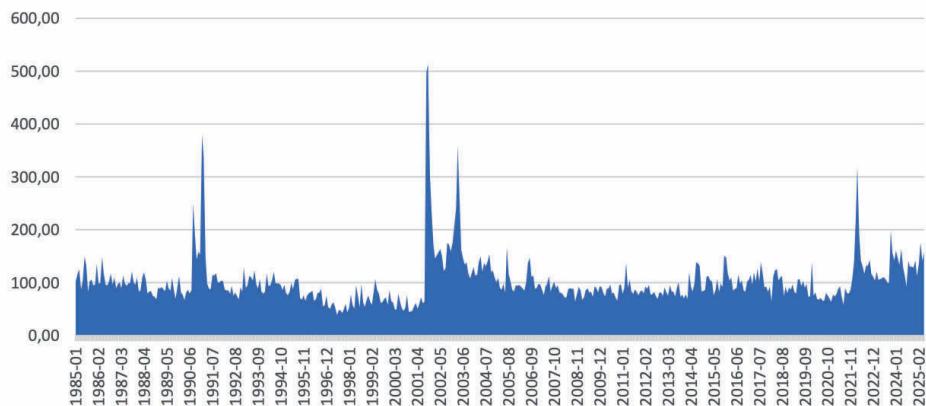


Fig. 1.1. Geopolitical Risk Index (GPR) for the period from February 1985 to May 2025

Source: constructed by the author based on [³].

The index reached its absolute maximum in October 2001 - 512.53 points, which was a reaction to the terrorist attacks of September 11 in the USA. This period was a turning point for the Alliance not only in terms of defense doctrine, but also in terms of financing: large-scale anti-crisis operations were launched (in particular, ISAF in Afghanistan), which required the mobilization of non-statutory funding, the deployment of crisis budgets, and a review of approaches to planning long-term costs. NATO's

² World Economic Forum. The Global Risks Report 2025. 2025. URL: <https://www.weforum.org/publications/global-risks-report-2025>

³ *Geopolitical Risk Index*. Statista. URL: <https://www.statista.com/statistics/1445888/geopolitical-risk-index/>

financial mechanism during this period gradually began to adapt to the need to maintain operations in conditions of asymmetric threats, where the ratio of direct and indirect contributions of allies came to the fore [4].

The next peak period was February–March 2022 – the beginning of the full-scale armed aggression of the Russian Federation against Ukraine. The GPR value in March 2022 reached 318.95, which indicated a systemic threat to Euro-Atlantic security. The war on the European continent prompted an unprecedented NATO response, marked by a significant increase in funding for national defense budgets. More than 20 member states announced that they had reached or exceeded the 2% of GDP benchmark. The decision to shift from the “2/20” to the “5/30” financial model (i.e., 5% of GDP for defense, of which 30% is allocated for investment) reflects a structural change in the Alliance’s strategic planning. The use of trust funds to support partners, in particular Ukraine, was also expanded, indicating a strengthening of the role of off-budget financing as an element of NATO’s flexibility and resilience. [5].

During 2023–2025, the geopolitical risk index remained at high values, with peaks of 197.89 in October 2023 and 175.43 in March 2025. The reason for this was new foci of instability in the world, in particular, the aggravation of the situation in Eastern Europe, the intensification of conflicts in the Middle East, the escalation in Southeast Asia, as well as the strengthening of hybrid threats – cyberattacks, information terror, and manipulation of global energy markets. All this took place against the backdrop of the ongoing armed aggression of the Russian Federation against Ukraine, which not only affected regional stability but also caused fundamental shifts in approaches to global defense and security financing.

An additional analytical basis for understanding the nature of contemporary conflicts is provided by the Heidelberg Institute for International Conflict Research (HIIK), which, in its new methodology, defines political conflict as a positional difference in values within society between at least two actors, such as governments, ethnic, or religious groups. Conflicts must extend beyond established regulatory procedures, employ observable means of conflict influence, and pose a threat to the fundamental functions of the state or the international legal order [6]. Depending on the degree of violence, HIIK distinguishes five levels of intensity of political conflict: dispute, non-violent crisis, violent crisis, limited war, and war. The

⁴ Defence Expenditure of NATO Countries (2014–2025). NATO Official Portal, 2025. URL: https://www.nato.int/cps/en/natohq/topics_67655.htm

⁵ Український інститут майбутнього. Війна позиї проти України: глобальні наслідки. Київ: УІМ, 2023. 78 с. URL: <https://uifuture.org/category/dajdzhesty/vijskovo-politychni/>

⁶ Heidelberg Institute for International Conflict Research (HIIK). Conflict Barometer 2023. Heidelberg: HIIK, 2024. URL: <https://hiik.de/conflict-barometer>

first two types are predominantly non-violent, while the last three belong to violent conflicts. The main criteria for measuring intensity are the instruments of force (use of weapons, mobilization of personnel) and the consequences (number of deaths, refugees, extent of destruction) [7].

As of 2023, the highest concentration of violent crises and wars is observed in Asia and Oceania (including 54 violent crises, four limited wars, and three wars), as well as in Africa (37 violent crises, nine limited wars, and 13 full-scale wars). West Asia, North Africa, and Afghanistan also recorded significant levels of violence, including 34 crises, five limited wars, and three wars. Figure 1.2 presents data on the number of cases of different types of conflicts, from disputes to full-scale wars, in five key macro-regions of the world.

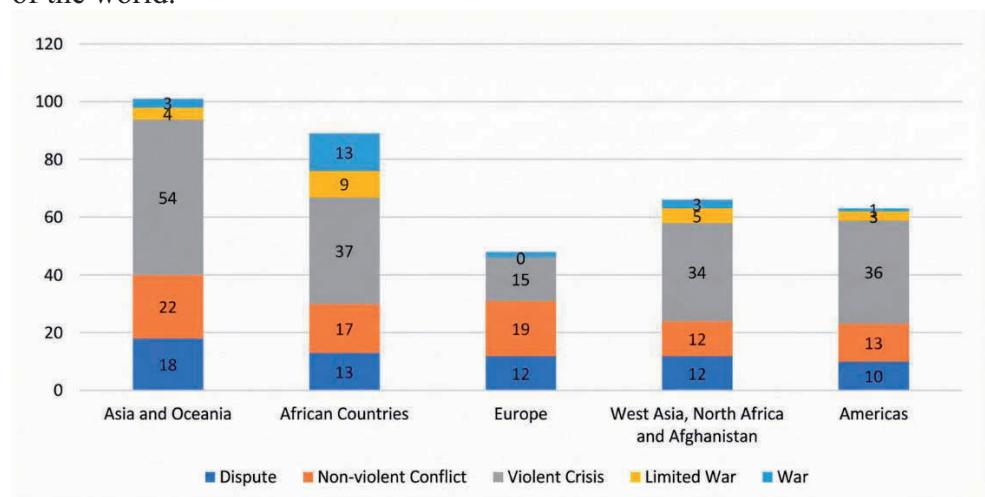


Fig. 1.2. Number of political conflicts in the world by region and intensity levels, 2023

Source: constructed by the author based on [8].

Statistical data indicate that the global security landscape is becoming increasingly unstable. Classic armed confrontations are intertwined with hybrid threats, including disinformation campaigns, economic pressure, cybercrime, and climate change. Europe, although demonstrating a relatively lower level of physical violence, is under pressure from strategic challenges, in particular related to Russia's war against Ukraine, as well as migration, energy, and political risks. In turn, America and the countries of

⁷ Uppsala Conflict Data Program (UCDP). Department of Peace and Conflict Research, Uppsala University. URL: <https://ucdp.uu.se>

⁸ Number of conflicts worldwide in 2023, by region and intensity of conflict. Statista. URL: <https://www.statista.com/statistics/262936/number-of-conflicts-worldwide-by-region-and-intensity-of-conflict/>

the Western Hemisphere are faced with deep-rooted social crises that have the potential to transform into open conflicts under external or internal pressure.

An analysis of the dynamics of political conflicts from 2005 to 2023, based on data from the Heidelberg Institute for International Conflict Research (HIIK), confirms a steady trend toward an increase in the intensity of global conflicts, particularly violent ones. For almost two decades, there has been a gradual decrease in the number of "disputes" – the least intense form of political confrontation (from 107 in 2009 to 66 in 2023) - which indicates a decline in the effectiveness of peaceful settlement. At the same time, the number of "violent crises" increased from 90 in 2005 to 177 in 2023, demonstrating a global escalation of conflicts to higher levels of threat (Fig. 1.3).

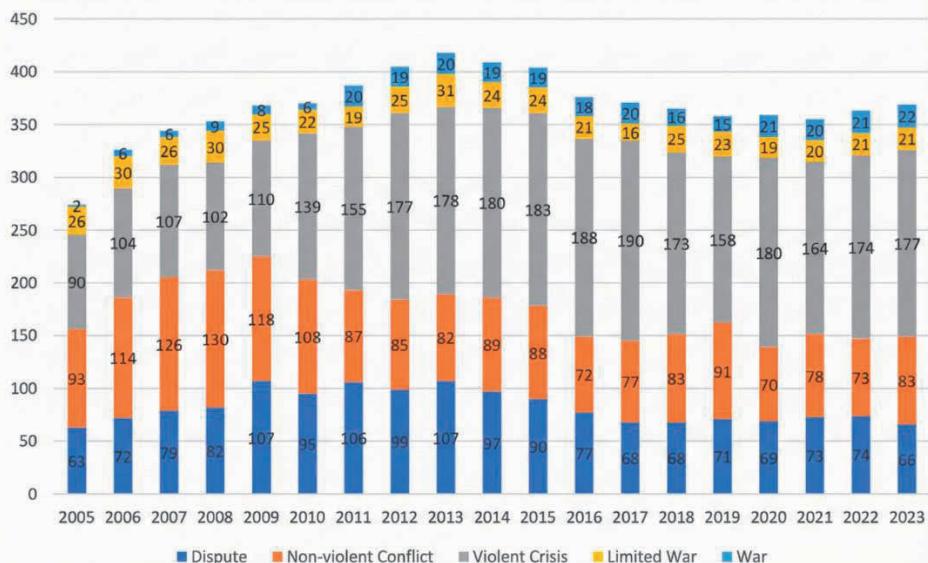


Fig. 1.3. Dynamics of the number of political conflicts in the world by intensity levels, 2023

Source: constructed by the author based on [6].

Of particular interest is the dynamics of "limited wars" and "full-scale wars", which, although they remain quantitatively less significant, nevertheless remain at a consistently high level. In particular, 21 full-scale wars were recorded in 2023, which is equal to the peak values of 2020 and 2021. Such stability indicates not only the chronic nature of many conflicts (for example, in Syria, Yemen, and Ethiopia) but also the growing systemic inability of international institutions to carry out effective peaceful intervention. The increase in the number of "non-violent conflicts" to 83 in

2023 also demonstrates the continued high potential for escalation in regions of tension. In the context of NATO, this means not only strengthening defense sector financing but also adapting financial strategies to new types of threats, which are increasingly hybrid or asymmetric in nature. The Russian Federation's war against Ukraine is a vivid example of how a local armed conflict can transform into a global security risk, triggering regional chain reactions that include energy, food, and information crises. Given this, modern security policy must integrate financial instruments for crisis response, strategic reserve, innovative weapons, and protection of critical infrastructure. Thus, in combination with the results of the Geopolitical Risk Index (GPR), HIIK data enable not only the tracing of the long-term escalation of global conflict but also the argument for changing the financial paradigm of NATO security in the direction of a multi-level, preventive, and adaptive model.

Deepening the analysis of the nature of modern conflicts requires turning to the typology of the causes of political conflicts, as used by the Heidelberg Institute for International Conflict Research (HIIK), which will allow us to detail not only the intensity but also the motivational factors that underlie global conflict. According to the latest HIIK reports, as of early 2023, the most common cause of violent crises and wars was attempts to change the political system or ideological orientation of the state. In total, there were 84 cases of violent crises, seven limited wars, and 11 full-scale wars [6]. The second most common conflicts are those related to the struggle for resources (natural, economic, human). They account for 59 violent crises, 11 limited wars, and eight full-scale wars (Figure 1.4).

A significant level of conflict is also associated with the struggle for dominance at the subnational level, where 50 violent crises and 12 limited wars are recorded, indicating the spread of processes of internal state fragmentation. This situation is typical for countries where state authorities lose control over individual regions due to the activities of armed groups, separatist movements, or internationally supported proxy groups. Conflicts over national authority (i.e., over the distribution of central political power within the state) also remain relevant. In 2023, 41 violent crises, five limited wars, and four full-scale wars were recorded, indicating political instability in many countries, particularly as a result of coups, controversial elections, or unresolved conflicts within power structures.

Secessionist conflicts, despite being relatively fewer in number, remain a significant source of tension. Thus, demands for autonomy have led to 20 violent crises, six limited wars, and three full-scale ones. Such conflicts often involve external intervention, which leads to the expansion of their borders. Conflicts over international power and territorial disputes

are less common, but no less strategically dangerous. The former have led to nine violent crises and four wars, while territorial disputes have led to six violent crises and two wars. This type of conflict also includes the armed aggression of the Russian Federation against Ukraine, which began in 2014 and escalated into a full-scale war in 2022 [2].

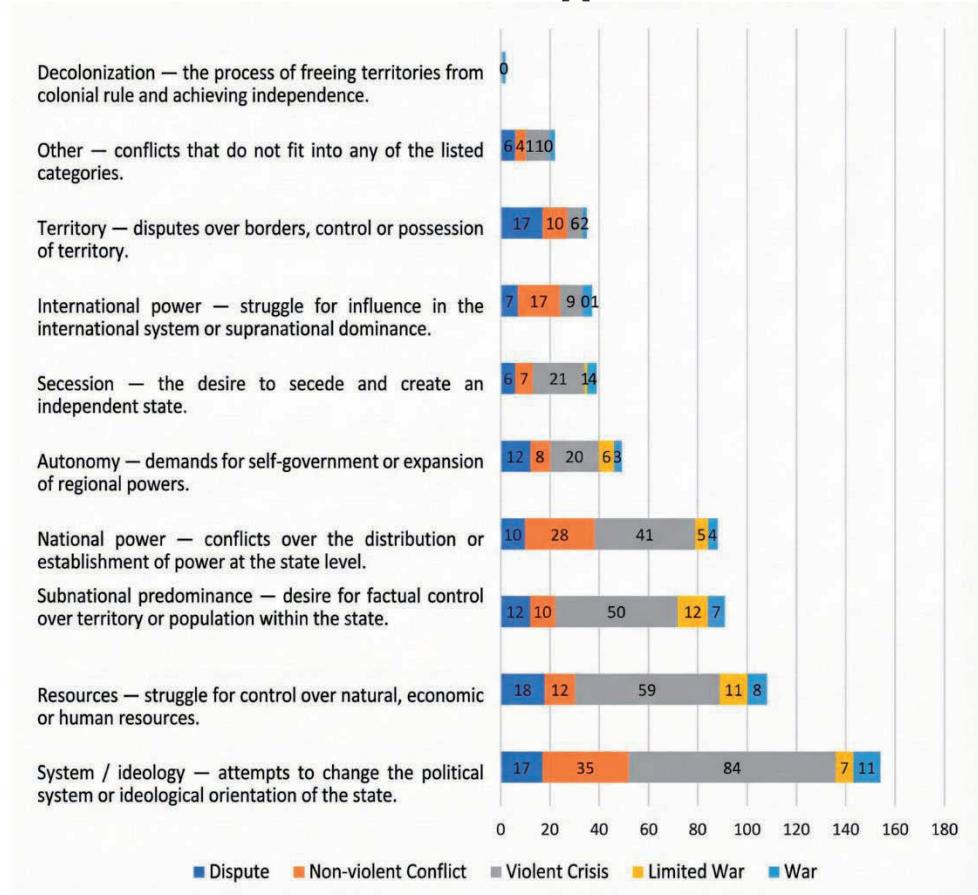


Fig. 1.4. Number of political conflicts in the world by causes and levels of intensity, 2023

Source: constructed by the author based on [6].

An analysis of the nature and motivations behind political conflicts reveals that the causes of armed clashes are multifaceted, ranging from the desire to alter the state ideology to the struggle for resources and autonomy. At the same time, the dynamics of conflict intensity from 2005 to 2023 reveal a general trend towards an increase in the number of violent crises and a consistently high level of conflict, against a backdrop of a decrease in the share of non-violent disputes, indicating an escalation of threats to global peace [6]. In such conditions, NATO and other

international institutions must use preventive financing and investment in stabilization strategies, taking into account the geographical localization of the most threatening regions.

One of the tools that enables a geographical assessment of the level of security is the Global Peace Index (GPI), published annually by the Institute for Economics and Peace (IEP). This index encompasses 163 states and evaluates their level of peace in three primary categories: public security, militarization, and the presence and magnitude of internal and international conflicts. The integral value of the index is formed based on 23 indicators, including the level of crime, the number of internally displaced persons, defense spending, the number of armed forces personnel, participation in international conflicts, and the level of political stability, among others [9].

The global GPI map clearly shows areas of critical decline in peacefulness. In particular, the least peaceful countries include the states of Eastern Europe, in particular the Russian Federation and Ukraine, which is due to the full-scale aggression of the former, which has been ongoing since 2022. In addition to active hostilities, cyberattacks, human rights violations, the militarization of political regimes, and foreign policy isolation, the following factors also contribute to reducing the peace index in this region (Fig. 1.5) [9].

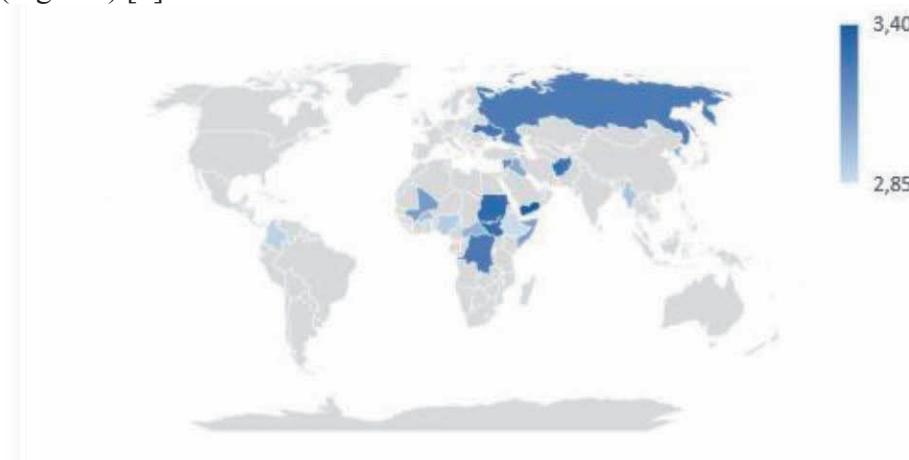


Fig. 1.5. Ranking of the 20 countries with the lowest level of peace according to the Global Peace Index (GPI), 2024

Source: constructed by the author based on [9].

⁹ NATO Declassified: Founding and First Enlargement. NATO, 2020. URL: https://www.nato.int/cps/en/natohq/declassified_139339.htm

In the Middle East and North Africa (MENA) region, the worst performers are Syria, Iraq, Yemen, and Libya. These countries have been in full-scale conflicts with high casualties, infrastructure destruction, and external aggression in recent years. A similar situation is observed in African countries. Congo, Sudan, Somalia, and the Central African Republic are in a state of protracted interethnic conflicts, often related to the struggle for resources, accompanied by the weakening of state institutions. In South Asia, a consistently low level of peace is recorded in Afghanistan, where, after the return to power of the Taliban, there has been a decline in human rights, the destruction of democratic institutions, and the growth of authoritarianism. Thus, combining the Global Peace Index data with the typology of political conflicts developed by HIIK allows not only to localize the sources of the most significant risks geographically, but also to understand better the internal and external factors that threaten international security. For NATO's collective defense system, this provides a reasoned basis for strategic financing of operations in the fields of stabilization, peacekeeping, and humanitarian response, particularly in regions where the risk of local conflicts escalating into regional or global conflicts is highest.

The generalization of data from the Global Peace Index (GPI) and political conflict, according to the methodology of the Heidelberg Institute for International Conflict Research (HIIK), allows us to form a holistic picture of the geopolitical map of destabilization in the early 2020s. However, for a comprehensive understanding of the nature of global instability, it is not enough to focus only on conflicts and wars. The study of a state's institutional capacity to respond to systemic crises, which is the subject of the Fragile States Index (FSI), is also of significant analytical importance. The Fragile States Index (FSI), published annually by the Fund for Peace in partnership with Foreign Policy Magazine, measures a state's ability to cope with internal and external challenges, including political, social, and economic threats. In 2024, the most unstable countries in the world were Somalia (111.3 points), Sudan (109.3), South Sudan (109.0), Syria (108.1), DR Congo (106.7), Yemen (106.6), Afghanistan and CAR (both 103.9), as well as Haiti (103.5) and Chad (102.7) [¹⁰].

The geographical analysis of the FSI rating confirms previous conclusions regarding the localization of the sources of the greatest threat to global security. The absolute majority of unstable countries are concentrated in sub-Saharan Africa, where chronic poverty, internal conflicts, weak state institutions, and large-scale corruption take place. The MENA region (comprising Syria, Yemen, Libya, and Palestine) is characterized by

¹⁰ Fragile States Index Annual Report 2024. Fund for Peace. 2024. URL: <https://fragilestatesindex.org>

ongoing armed conflicts, governance fragmentation, and interference by external factors. In South Asia, Afghanistan demonstrates the highest level of institutional fragility, while in Latin America, Haiti is a notable example. All these countries share standard features, including the collapse of institutions, humanitarian degradation, and a lack of control over their territory and the flows of forcibly displaced persons (Figure 1.6).

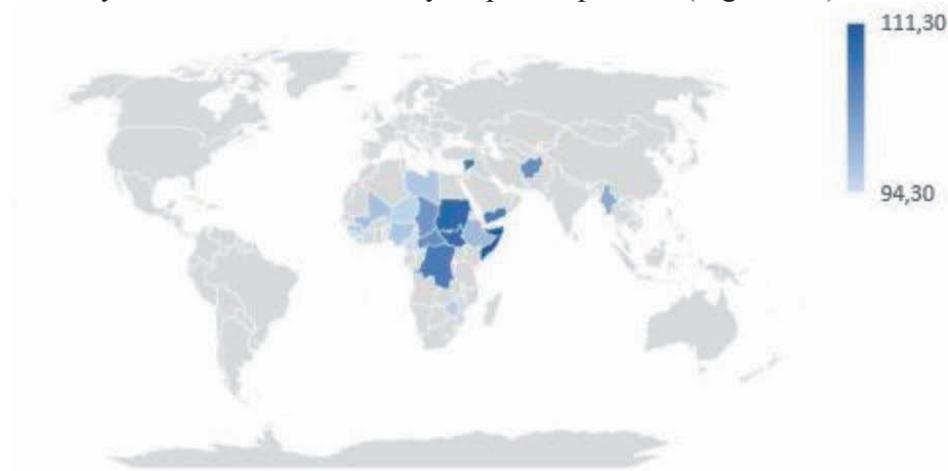


Fig. 1.6. Ranking of the most vulnerable countries in the world according to the Fragility Index (FSI), 2024

Source: constructed by the author based on [¹⁰]

In a global context, the instability of such countries extends beyond their borders. It generates cross-border challenges, including terrorist activity, the spread of illegal weapons, drug trafficking, transnational crime, epidemics, and the growth of uncontrolled migration. These phenomena are putting increasing pressure on Euro-Atlantic security, particularly in the context of NATO's strategic planning. Understanding this, the North Atlantic Alliance, in its updated strategic documents, emphasizes the need to "invest in the resilience of partners" and "contain instability in border regions," which involves financing partnership programs, stabilization missions, trust funds, and regional initiatives [¹¹]. NATO's financial architecture is increasingly focused on early response mechanisms, flexible financing of crisis operations, and the creation of strategic reserves. Thus, the combination of analytical tools based on the Global Peace Index (GPI), the Geopolitical Risk Index (GPR), and the State Fragility Index (FSI)

¹¹ Strategic Concept 2022: Implementation Update. Brussels: NATO, 2024. URL: https://www.nato.int/cps/en/natohq/official_texts_229801.htm

allows us to identify "hot spots" of global instability, identify their root causes, and adapt financial planning tools to the conditions of hybrid security. For NATO member states, this means rethinking priorities in the allocation of defense resources, strengthening the role of preventive response mechanisms, and establishing strategic cooperation with states on the verge of institutional or security collapse. In the context of the transformation of the global security environment, new threats necessitate a comprehensive approach that combines quantitative verification with a deep qualitative analysis of phenomena such as hybrid influence, asymmetric actions, and the erosion of institutional resilience. Traditional response models, formed in the era of bipolar confrontation, are increasingly proving ineffective. Instead, a new security paradigm is emerging, based on multisectorality, strategic adaptability, and flexibility in response procedures.

In this context, NATO, as a key institution of collective security, must ensure not only the physical protection of the Allies' territories but also develop viable and sustainable models for countering complex threats in the areas of cybersecurity, information, and environmental security.

A special place in this new security architecture is occupied by cyber defense as a key element of NATO's deterrence and defense strategy. In the scientific works of V. Gorlinsky, B. Gorlinsky [12], I. Diordits [13], N. Lugin [14], A. Dyky, V. Savitsky, S. Savchuk [15], A. Boyko, O. Boyko, V. Shendruk [16] and other authors emphasize that cybersecurity in the 21st century, for NATO is not just a component of digital infrastructure, but a key element in guaranteeing the sovereignty of member states, maintaining operational readiness and ensuring the stability of critical control, communication, energy and defense systems. Given the interdisciplinary nature of modern threats, cyberspace is

¹² Горлинський В., Горлинський Б. Кібербезпека як складова інформаційної безпеки України. *Information Technology and Security*, July– December 2019, Vol. 7, Iss. 2 (13), 136–148

¹³ Діордіца І. В. Поняття та зміст кіберзлочинності. Глобальна організація союзницького лідерства. URL: <http://goal-int.org/ponyattya-ta-zmist-kiberzlochinnosti>

¹⁴ Лугіна Н. А. Перспективи та тенденції розвитку правового регулювання боротьби з кіберзлочинністю в Україні. Соціологія права, 2022, Вип. 1-2, 58–60. URL: http://nbuv.gov.ua/UJRN/sprav_2022_1-2_13

¹⁵ Дикий А., Савіцький В., Савчук С., Соха А. Світові тенденції кіберзлочинності та загрози інформаційній безпеці держав. *Society and Security*, 2025, 1(7), 63–74. [https://doi.org/10.26642/sas-2025-1\(7\)-63-74](https://doi.org/10.26642/sas-2025-1(7)-63-74)

¹⁶ Boiko A., Shendryk V., Boiko O. Information systems for supply chain management: uncertainties, risks and cyber security. *Procedia Computer Science*, 2019, Vol. 149, 65–70. <https://doi.org/10.1016/j.procs.2019.01.108>

becoming a political, strategic and economic space for interaction between states, in which digital attacks can cause systemic weapons, disrupt strategic operations or influence political decision-making.

Since 2016, cyberspace has been officially recognized as a separate operational domain of the Alliance, on a par with land, sea and air. This means that cyberattacks can be considered grounds for a collective response under Article 5 of the Washington Treaty [17]. This conceptualization has enabled the Alliance to develop political, technological and military coordination to respond to malicious cyber activity as a potential threat to collective security. In response to the escalation of cyber threats, Allies adopted the Cyber Defence Commitment, which was updated in 2023 with new requirements to protect critical infrastructure and achieve high standards of national resilience [18]. NATO's current focus is on three levels: protecting its own networks, enhancing the cyber resilience of member states, and providing a platform for political consensus and collective action in the event of large-scale incidents in the digital sphere [19].

Analytical data indicate a rapid increase in the number of cyber incidents with political overtones on a global scale. If in 2014 there were 107 such cases, then in 2022 there were already 322, in 2023 – 723, and in the first six months of 2024 – 702, which indicates a consistently high level of threats in this dimension. In addition, there is not only a quantitative increase in cyber threats, but also their qualitative transformation. Government institutions, electoral systems, energy platforms, and information channels of influence are increasingly becoming objects of cyber attacks (Fig. 1.7) [20].

¹⁷ Cyber defence. NATO official website, 2024. URL: https://www.nato.int/cps/en/natohq/topics_78170.htm

¹⁸ Cyber Defence Pledge – Enhanced Commitments, NATO. 2023. URL: https://www.nato.int/cps/en/natohq/topics_132160.htm

¹⁹ Cyber Defence in NATO. NATO CCDCOE. Tallinn: Cooperative Cyber Defence Centre of Excellence, 2022. URL: <https://ccdcoc.org>

²⁰ Annual number of political cyberattacks worldwide 2014–2024 YTD, Statista. 2024. URL: <https://www.statista.com/statistics/1298650/political-cyberattacks-worldwide/>

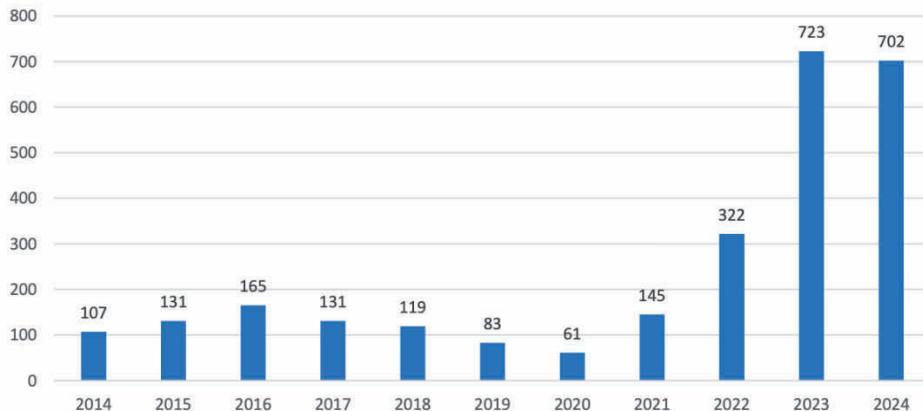


Fig. 1.7. Dynamics of the number of cyberattacks with a political component in the world, 2014–2024

Source: constructed by the author based on [²⁰].

This dynamic indicates the growing role of hybrid instruments of influence, in particular information and psychological operations (IPOs), as one of the key vectors of destabilization of democratic regimes. In this regard, NATO is intensifying cooperation with the European Union, the UN, the OSCE, and is also introducing such innovative institutions as the Virtual Cyber Incident Support System (VCISC) and the NATO Integrated Cyber Defense Center, aimed at increasing situational awareness, operational response and collective defense in cyberspace [²¹]. Strengthening cyber resilience has become not only a matter of technical protection, but also an important element of strategic financial planning, especially in the context of the allocation of resources between traditional (material and technical) and non-material areas of defense.

The new generation of cyber threats is multi-layered in nature. It includes attacks on critical infrastructure (energy systems, logistics chains, financial systems) as well as complex influence operations through social networks and disinformation campaigns. More than 80% of NATO countries in 2023 experienced at least one large-scale cyberattack on state or strategic facilities [²²] (Fig. 1.8).

²¹ Vilnius and Washington Summits – Outcomes and Strategic Concepts, 2024. NATO. URL: <https://www.nato.int>

²² CyberPeace Institute. Cyber Attacks on Critical Infrastructure. Geneva: CPI, 2023. URL: <https://cyberpeaceinstitute.org>

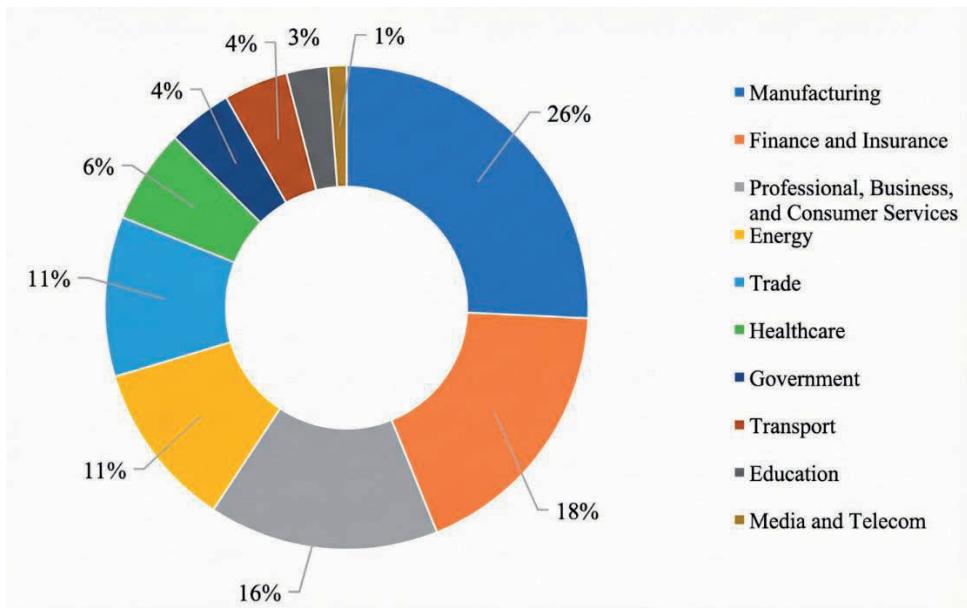


Fig. 1.8. Distribution of cyberattacks in global economic sectors, 2023, %
 Source: constructed by the author based on [²⁰].

In the context of the Russian Federation's armed aggression against Ukraine, the digital front has become particularly important. In parallel with physical attacks, Russian hacker groups are carrying out numerous interventions into government systems, telecommunications infrastructure, and energy facilities, as confirmed by Microsoft reports. [²³] and Recorded Future [²⁴]. Of particular concern is the targeted malicious activity of Russian state bodies in cyberspace, which shows signs of systematic interference in the internal affairs of both NATO member states and partners. In 2023, at least 50 dangerous attacks carried out by military groups were identified, including UAC-0056 (Ember Bear), UAC-0028 (APT28) and UAC-0082 (Sandworm), which have a direct connection to Russian state structures. In particular, at least 11 incidents directly linked to the GUR were classified as having a high or critical level of severity [²⁵].

²³ Special Report: Ukraine – One Year of Russian Hybrid War, Microsoft. 2023. URL: <https://www.microsoft.com/en-us/security/business/security-insider/reports/ukraine>

²⁴ Recorded Future. Russian Cyber Operations in Ukraine, 2023. URL: <https://www.recordedfuture.com/blog/russian-cyber-operations-ukraine>

²⁵ Національний інститут стратегічних досліджень. Кіберзагрози та гібридні операції Російської Федерації: оцінка ризиків для національної безпеки України та партнерів НАТО. Київ: НІСД, 2024. URL: <https://niss.gov.ua>

Analytics for the period from July 2023 to June 2024 show that state institutions remain among the main targets of Russian hacking campaigns, accounting for over 33% of all attacks carried out by Russian groups (Fig. 1.9).

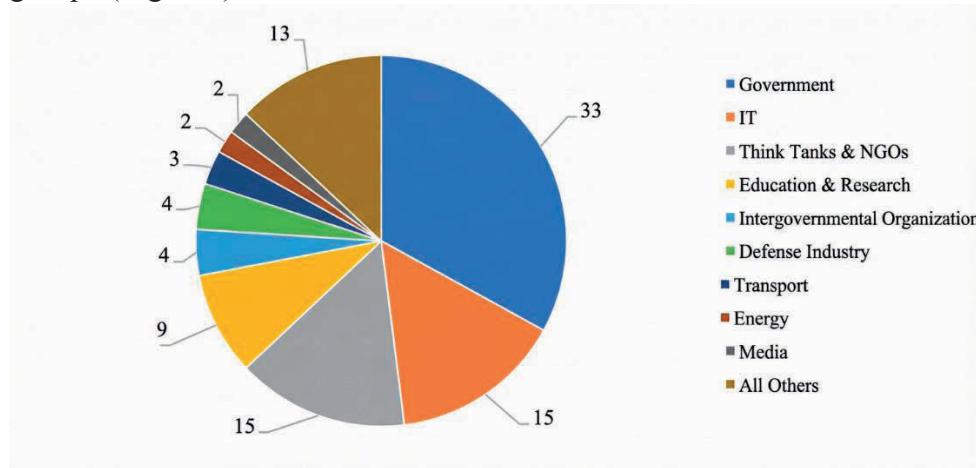


Fig. 1.9. Targets of Russian cyberattacks against other countries of the world, including Ukraine, from July 2023 to June 2024

Source: constructed by the author based on *1* [25].

The following sectors pose the greatest threat are the IT sector, think tanks, and non-governmental organizations. Together, these sectors account for over 15% of attacks. A significant proportion of attacks, over 9%, are also directed at educational institutions, which indicates an expansion of the vector of influence on the humanitarian sphere and the youth environment, with the aim of long-term information destabilization. This direction of aggression indicates the Russian Federation's desire not only to inflict technical damage but also to affect the institutional stability, strategic autonomy, and trust in public bodies of democratic states. In the context of the rapid hybridization of conflicts, cyber operations are becoming a tool of strategic blackmail, political pressure, and a violation of information sovereignty, which requires NATO to significantly strengthen its collective cyber defense.

Against the backdrop of growing cyber threat complexity, NATO is systematically enhancing its own capabilities. The Comprehensive Cyber Defence Policy, updated in 2021, supports the Alliance's overall deterrence position, promotes the development of cybersecurity standards, and promotes cross-sectoral cooperation. In 2023, the Vilnius Summit approved a new Cyber Defence Concept, which envisions a more active integration of

digital tools into the collective defence system, as well as the launch of the NATO Virtual Cyber Incident Support System (VCISC), which provides member states with the opportunity to interact quickly during crisis incidents. [²⁶]. The digital component was further strengthened at the NATO summit in Washington in 2024, where a decision was made to establish a NATO Integrated Cyber Defence Centre. Its task will be not only to monitor and counter cyber threats, but also to provide strategic forecasting, operational responses, and coordination with partners, particularly the European Union, the United Nations, and the OSCE. [²⁷].

NATO's primary areas of focus in cybersecurity include regular training, intergovernmental exercises, analysis of national cybersecurity policies among member states, and providing platforms for the exchange of experiences and best practices. The Cyber Defense Commitment, adopted in 2016 and updated in 2023, records the Alliance's desire to create common standards for countering digital threats, especially in the context of protecting critical infrastructure. Thus, NATO is increasingly actively implementing an integrated model of cyber defense as a key element of the modern concept of deterrence, which requires adequate financial support, the modernization of digital infrastructures, and the development of human capital, ranging from technical specialists to strategic-level analysts.

At the same time, effective cyber defense is impossible without taking into account the broader context of information security, which covers not only technological, but also cognitive aspects of the confrontation. In this sense, the information space, especially in phases of active armed confrontation, becomes a critically important area of hybrid warfare. Threats in this area manifest themselves in the form of systemic disinformation, manipulation of public opinion, cognitive influence on military personnel and civilians, as well as the use of artificial intelligence and botnets to simulate public consensus. Such a situation requires not only strengthening the technical means of counteraction but also the development of strategic communications, digital media literacy, and multi-level systems for analyzing information impacts in real-time.

According to an assessment by the NATO Strategic Communications Center, in the period from February 2022 to December 2023 alone, more than 12 million disinformation messages targeting NATO countries were

²⁶ Summit Vilnius 2023 – Final Declaration. NATO. URL: https://www.nato.int/cps/en/natohq/official_texts_217320.htm

²⁷ Washington Summit Declaration 2024. NATO. URL: https://www.nato.int/cps/en/natohq/official_texts_227678.htm

detected on social networks, including Facebook, Telegram, and YouTube, of which approximately 18% contained signs of emotionally charged, provocative, or aggressive content [28]. To identify and measure the level of threats of this type in scientific discourse, qualitative and quantitative criteria are used, among which the most common are:

- audience reach (number of views, shares, reactions);
- rate of distribution (average time to 10 thousand views or reposts);
- emotional index of messages (based on sentiment analysis);
- source of origin (institutionalized or botnet);
- technological complexity of the campaign (use of deepfake, generative AI, coding at the metadata level, etc.) [29, 30, 31].

The works of C. Shao investigated the role of social bots in promoting low-fidelity content. They suggested that automated accounts are significantly more active in the early stages of disinformation spread [30, 32]. B. Ghanem's studies analyzed the emotional structure of fake news. They found that each type of fake news (propaganda, clickbait, satire) is characterized by specific emotional patterns, significantly influencing the audience's perception [29]. The analysis of the structure of disinformation, conducted by C. Shao, revealed that bots occupy the center of such a network and have no control over its distribution. The researcher claims that "a huge amount of fake news and conspiracy content spread on social networks before and after the 2016 US presidential election, despite intensive efforts to check facts." [30, 32].

Regarding the technology of "deepfake", the scientific work of K. Vaccari and E. Chadwick proves that "...artificial intelligence (AI) now allows for the mass creation of what has become known as 'deepfake': synthetic videos that closely resemble real videos. They increase distrust of media, information, and are highly socially dangerous." Scientists classify 'deepfake' as a separate level of manipulation with high indicators of

²⁸ NATO Strategic Communications Centre of Excellence. Social Media Manipulation Trends in 2022–2023: Data Analysis Report. Riga: NATO StratCom COE, 2024. 67 p. URL: <https://stratcomcoe.org/publications>

²⁹ Ghanem B., Rosso P., Rangel F. An Emotional Analysis of False Information in Social Media and News Articles, 2019. DOI: 10.1145/3381750

³⁰ Shao C., et al. The spread of low credibility content by social bots, 2017. <https://doi.org/10.48550/arXiv.1707.07592>

³¹ Vaccari C., Chadwick A. Deepfakes and Disinformation: Exploring the Impact of Synthetic Political Video on Deception, Uncertainty, and Trust in News. Social Media + Society, 2020, 6(1). <https://doi.org/10.1177/2056305120903408>

³² Shao C., Hui P.M., Wang L., Jiang X., Flammini A., Menczer F., et al. Anatomy of an online misinformation network. PLoS ONE, 2018, 13(4): e0196087. <https://doi.org/10.1371/journal.pone.0196087>

technological complexity [31]. Research in the field of psychology by I. Mirsky and V. Lee confirms that emotional influence, in particular anger, fear, or sadness, significantly increases the intention to accept or spread fake information [33]. Particularly valuable in this context are the methodologies of the “Global Disinformation Index” (GDI), which offers a Disinformation Risk Detection Index for each country, media or digital platform, and the EUvsDisinfo database, which systematizes examples of pro-Kremlin information influences in Europe, in particular on the eastern flank of NATO [34, 35].

Thus, according to GDI data for 2023, Ukraine, Latvia, Bulgaria, and Hungary have the highest risk of disinformation among NATO and partner countries, due to the presence of vulnerable media markets and low levels of digital awareness of the population. In the Media Market Risk Ratings, the disinformation risk index for the Ukrainian information environment is 84/100 (where 100 is the highest level of risk) [34].

Informational and psychological destabilization is often accompanied by targeted narratives that:

- delegitimize NATO governments;
- create a false context of “war fatigue” in social groups;
- simulate a split between allies;
- aim to undermine trust in democratic institutions [34].

In 2023–2024, Russian information campaigns, according to EUvsDisinfo, included such key topics as: “NATO provokes war”, “Ukrainian army uses prohibited methods”, “EU is falling apart due to sanctions”, etc. In total, more than 3,500 unique examples of disinformation were recorded, targeting both European and American audiences [34]. In this paradigm, NATO should take into account the asymmetric nature of information threats and the need for systematic investment in cyber hygiene, digital media education, and psychological resilience of military and civilian personnel, in particular by funding Strategic Communications structures, relevant training programs, as well as OSINT (open source intelligence) and SOCMINT (social media) technologies.

Thus, the modern security environment, shaped by armed conflicts and hybrid threats, is radically transforming NATO's financial policy priorities.

³³ Mirsky Y., Lee W. The Creation and Detection of Deepfakes: A Survey. ACM Comput. Surv., 2022, 54(1), Article 7, 41 p. <https://doi.org/10.1145/3425780>

³⁴ EUvsDisinfo. Pro-Kremlin Disinformation Cases Database, 2023–2024. European External Action Service, 2024. URL: <https://euvdisinfo.eu/disinformation-cases/>

³⁵ Global Disinformation Index. Disinformation Risk Assessment: Ukraine 2023. GDI, 2023. URL: <https://disinformationindex.org/research>

It is proven that the increase in the level of global instability, confirmed by analytics based on the GPI, HIIK and FSI indices, as well as the increase in politically motivated cyberattacks (from 61 cases in 2020 to over 700 in 2023–2024), requires the Alliance to reorient itself from classical defense spending to investments in preventive, digital and information-analytical components of deterrence. It is argued that under such conditions, strengthening the financing of multi-level cyber defense mechanisms, adapting the defense budget to rapid escalation scenarios, and strengthening financial cooperation with partners are of particular importance.

It is argued that in the context of a new type of threats related to disinformation, cognitive influence, political radicalization, and manipulation through digital platforms, the key challenge is the need to integrate information security into NATO's financial architecture. Ensuring resilience to information operations, in particular through support for strategic communications, the development of human capital in the field of digital literacy, as well as investments in analytical platforms such as GDI and EUvsDisinfo, is becoming an integral part of the Alliance's financial strategy. It is emphasized that all this requires the formation of a flexible, multi-factor financing model capable of responding to both conventional challenges and asymmetric threats of a new generation.

1.2. The Impact of Martial Law and Mass Migration on Demographic Processes and the Labor Market

The war in Ukraine has created unprecedented challenges for the demographic security of the state, the importance of which in the conditions of modern confrontation has increased many times. Deterioration of demographic indicators, migration processes, labor crisis, and loss of human capital increase the threat to the functioning of important spheres of public life and the economy. In these conditions, there is an urgent need to adapt state policy to new realities, aimed at preserving demographic potential and restoring socio-economic stability.

In order to effectively respond to these challenges, it is necessary to comprehensively analyze the relationships between the demographic component and other aspects of national security, which allows for the development of strategic measures to stabilize the situation. In this context, special attention should be paid to the model that reflects the main directions of ensuring the national security of Ukraine (Fig. 1.10). This model

demonstrates the important role of demographic security as a basic element of the stability of the state, interacting with other components.

The concept of national security was first introduced into scientific and political circulation at the beginning of the 20th century, when the 25th President of the United States, T. Roosevelt, used this term in his address to Congress in 1904 [³⁶]. After the end of World War II, the term acquired official status with the adoption of the US Law No. 257 of July 26, 1947, "On National Security" (National Security Act), which normatively enshrined it in the legal field [³⁷]. For a long time, the concept of national security was considered mainly in the context of foreign policy activities, often identified with state and military security. This is explained by both objective and subjective factors, which determined the concentration of attention mainly on external threats and mechanisms for their containment.

National security can be divided into military, informational, political, environmental, and economic security. In this context, demographic security occupies a special place, as it is associated with the protection and development of human potential, which is the basis of the country's stability.

Military security encompasses the ability of a state to protect its borders, territorial integrity, and sovereignty. It includes the development of the defense complex, the training of military personnel, the modernization of the armed forces, and ensuring readiness to counter external aggression. Military security also involves participation in international security structures, such as the UN or NATO, to ensure collective protection. The military security of Ukraine is one of the important prerequisites for the realization of the right of the Ukrainian people to self-determination, the preservation of statehood, and ensuring the sustainable progress of the country on the basis of fundamental values - democracy, the rule of law, freedom, dignity, security, and well-being of all citizens, regardless of nationality [³⁸]. Its main components include combat readiness, combat capability, defense capability, etc. For a long time, the concept of national security was identified with military security, which was due, in particular, to doctrinal approaches to its interpretation, when the boundaries of military security actually coincided with the boundaries of security in general.

³⁶ Benefits and entitlements relating to birth and children. (б. д.). Citizens information. URL: <https://www.citizensinformation.ie/en/birth-family-relationships/after-your-baby-is-born/benefits-and-entitlements-relating-to-birth/>

³⁷ Федіна В. Восіння безпека як елемент національної безпеки і охоронюване кримінальним правом благо. De Iure. 2024. № 2. С. 95-102. <https://doi.org/10.36074/DeIure.issue2.009>

³⁸ Про рішення Ради національної безпеки і оборони України від 25 березня 2021 року «Про Стратегію воєнної безпеки України». Указ Президента України від 25.03.2021 № 121/2021. URL: <https://zakon.rada.gov.ua/laws/show/121/2021#Text>

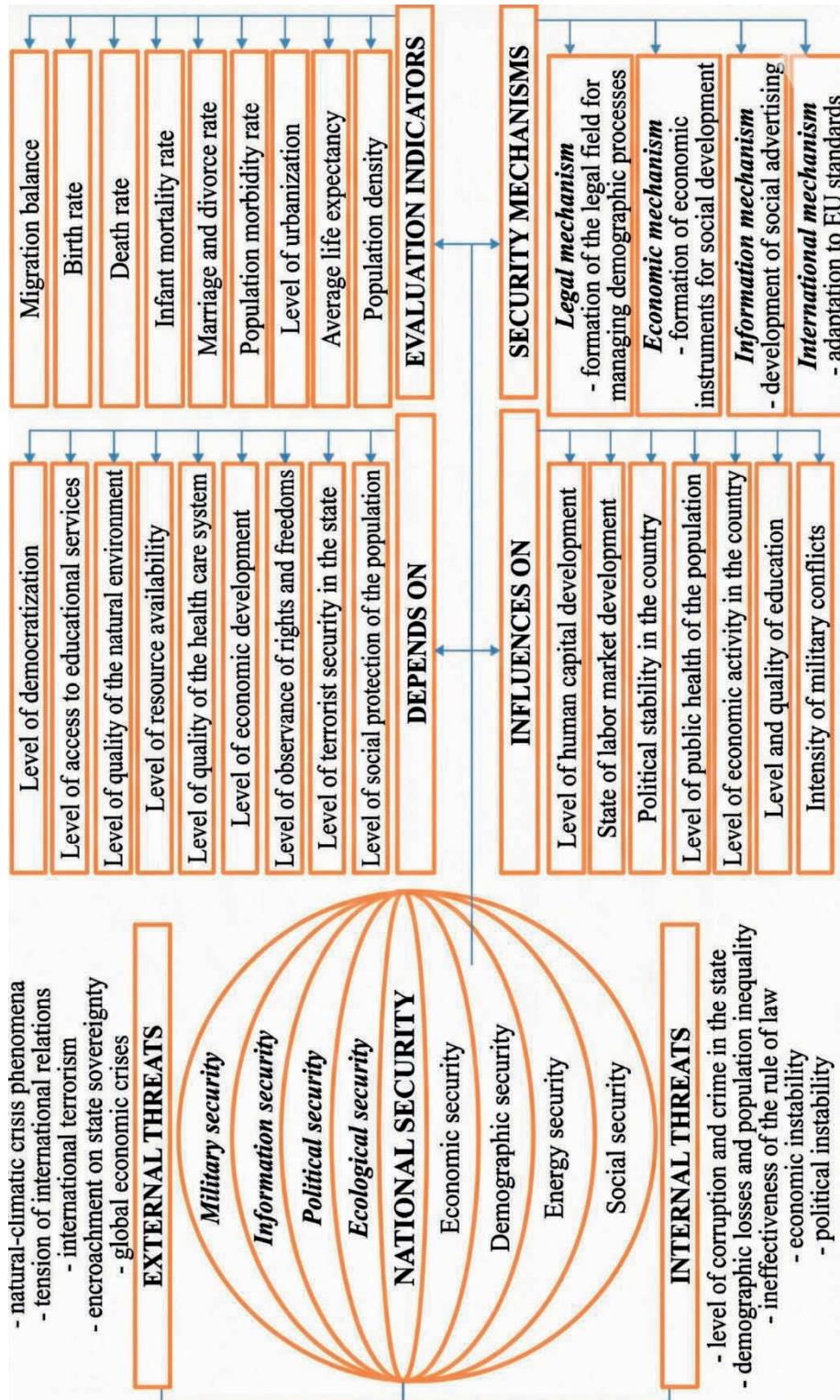


Fig. 1.10. The place of demographic security in the national security management system

Information security involves the development of national information resources, ensuring freedom of speech, and supporting resilience to external information influences. In war conditions, information security becomes even more important as a tool for countering propaganda and ensuring national unity.

Information security is critically important in the modern world and includes protecting the state, society, and citizens from information attacks, propaganda, cyber threats, and disinformation. In order to guarantee information security in Ukraine, the Decree of the President of Ukraine of February 25, 2017, was adopted, which approved the "Information Security Doctrine of Ukraine" [39]. In the context of a full-scale war, on March 18, 2022, the National Security and Defense Council of Ukraine adopted a decision "On the Implementation of a Unified Information Policy in Conditions of Martial Law", which states that the implementation of a unified information policy during martial law is a priority task in the field of national security [40].

Political security refers to the state's ability to ensure the stability of its political system, maintain sovereignty and independence, and support effective governance. O.Yu researches political security issues. Kravchuk notes that the term "political security" is often replaced by its individual aspects, such as foreign or domestic security, or by broader categories that include political security as a component, including national, state, or public security. From the perspective of the internal situation in the country, political security, according to O.Yu. Kravchuk means the stability of the political system, which reflects the fundamental interests of key social groups and contributes to maintaining socio-political balance and the absence of conflicts in society [41].

Political security involves preventing political destabilization, combating corruption, ensuring democratic processes, and respecting citizens' rights. Political security also encompasses protection from external interference in a state's internal affairs.

Ecological security focuses on preserving the natural environment, preventing environmental disasters, and ensuring the sustainable use of natural resources. In the "Encyclopedia of Modern Ukraine", when

³⁹ Про рішення Ради національної безпеки і оборони України від 29 грудня 2016 року «Про Доктрину інформаційної безпеки України»: Указ Президента України від 25 лютого 2017 року № 47/2017 URL: <https://zakon.rada.gov.ua/go/47/2017>

⁴⁰ Про рішення Ради національної безпеки і оборони України від 18 березня 2022 року «Щодо реалізації єдиної інформаційної політики в умовах воєнного стану»: Указ Президента України від 19 березня 2022 року № 152/2022 URL: <https://zakon.rada.gov.ua/go/152/2022>

⁴¹ Кравчук О. Ю. Загрози та виклики політичній безпеці України в умовах гібридної війни : автореф. дис. ... канд. політ. наук : 23.00.02. Одеса, 2019. 20 с.

interpreting the term "ecological security", emphasis is placed on the importance of protecting the vital interests of man. In this context, alongside humans, society, and the state, the importance of the environment as an entity subject to negative impact is separately emphasized. Ecological security is defined as a state in which an appropriate level of protection of the vital interests of man, society, the environment, and the state from potential or real threats caused by natural or anthropogenic factors is ensured.

Environmental security focuses on preserving the natural environment, preventing environmental disasters, and ensuring the sustainable use of natural resources. In the "Encyclopedia of Modern Ukraine," when interpreting the term "environmental security," the emphasis is placed on the importance of protecting human vital interests. In this context, alongside humans, society, and the state, the importance of the environment as an entity subject to negative impact is separately emphasized. Environmental security is defined as a state in which an appropriate level of protection of the vital interests of man, society, the environment, and the state from potential or real threats caused by natural or anthropogenic factors is ensured [42].

Demographic security is an important component of economic security and, accordingly, national security, which includes the previous one. It is demographic security that directly affects the human potential of the state, economic stability, social development, and long-term stability of the country. This aspect concerns the ability of the state to ensure sustainable demographic development, preserve and develop human resources, and minimize the risks associated with demographic crises.

Demographic security is a state in which the protection of important interests of society and the state in the field of demographic development is ensured, which is a necessary condition for the stability and sustainable progress of the country. Its content includes the implementation of measures and policies aimed at regulating and supporting the main demographic processes - such as birth and death rates, migration flows, and the age structure of the population. Particular attention is paid to protecting the population from factors that can cause demographic instability or a decrease in its size [43].

⁴² Лавриненко С. І. Екологічна безпека. Енциклопедія Сучасної України: електронна версія [онлайн] https://esu.com.ua/search_articles.php?id=18670

⁴³ Жукова Н.В. Економічні інтереси сталого розвитку малих міст у системі економічної безпеки держави. Науковий вісник Ужгородського національного університету. Серія: Міжнародні економічні відносини та світове господарство. 2017. Вип. 14 (1). С. 98–103

National security is viewed through the lens of both internal and external threats. These include the level of corruption and crime in the state, which can lead to the state's isolation, demographic losses, population inequality, inconsistency of rights and freedoms, and economic and political instability. These threats impact the country's overall stability and development, as well as natural and climatic phenomena, tensions in international relations, international terrorism, encroachment on Ukraine's state sovereignty, and global economic crises. All the threats presented are key factors that affect all aspects of national security, including demographic security, since they create conditions for the destabilization of the state, a decrease in the quality of life of the population, and undermine the foundations of the country's sustainable development. Let us reveal the main internal threats.

Firstly, this is the level of corruption and crime in the state, which is one of the biggest challenges to internal stability. Corruption, which penetrates all levels of government, undermines public trust in government institutions, contributes to the inefficient allocation of resources, slows economic development, and reduces the country's investment attractiveness. The isolation of the state, resulting from an unsuccessful foreign policy, limits its access to international markets, technologies, investments, and diplomatic support, which deepens the crisis phenomena in both the domestic economy and the social sphere.

Secondly, demographic losses (caused by such factors as high emigration levels, declining birth rates, and increasing mortality, especially among the working-age population) and population inequality are among the greatest threats to the stability of the state. During war, losses among the civilian population occur as a result of large-scale hostilities, shelling of settlements, air strikes, and other types of armed conflicts. Significant groups of civilians are killed or injured, which creates a severe demographic imbalance. Children, women, and the elderly are especially vulnerable and are not always able to evacuate or receive the necessary assistance. The loss of the working-age population undermines the country's economic potential, making it more difficult to recover from war. In addition to direct losses, war contributes to the mass migration of the population. Many people are forced to leave their homes in search of safety, becoming internally displaced persons or refugees abroad [44]. This leads to the depopulation of certain regions, which negatively affects their economy, infrastructure, and social sphere. As a result, the country faces serious problems in the field of

⁴⁴ Орлова Н. С., Ахмедова О. О. Трансформація економічних, соціальних та трудових відносин в умовах вимушеної міграції населення України. Наукові перспективи. 2024. № 9(51). С. 284–297

demographic balance, particularly due to the loss of its young and educated population, which emigrates in search of stability and opportunities.

In addition, military actions lead to the destruction of the health care system, which makes it impossible to provide medical services to the population adequately. This causes an increase in mortality due to the lack of treatment, chronic diseases, and insufficient access to medical care. Sanitary and hygienic living conditions also deteriorate due to the destruction of infrastructure, which contributes to the spread of infectious diseases among the civilian population. In general, demographic losses among the civilian population during the war create a multifactorial demographic challenge for the state, which requires a comprehensive solution through mechanisms for restoring social stability, the economy, and infrastructure, as well as supporting the most vulnerable groups of the population.

Thirdly, a significant factor influencing national security is the disparity between rights and freedoms. When citizens do not have equal opportunities to exercise their rights and freedoms, this leads to increased social tension, protest sentiments, and alienation of citizens from the political system. Discrimination based on gender, age, ethnicity, or social affiliation deepens social gaps and contributes to increased distrust in state institutions.

Fourth, economic instability is one of the primary factors affecting a state's security. Economic instability manifests itself in the form of a decline in the standard of living of the population, high unemployment, inflation, a debt crisis, and uneven distribution of income. This creates unfavorable conditions for social development and gives rise to new threats, such as social protests, migration, and increased crime. In times of economic crisis, the state loses the opportunity to invest in critically important areas, such as healthcare, education, and infrastructure, which in turn worsens the overall state of national security.

Ultimately, political instability is one of the most significant threats to the state. Frequent changes of power, political conflicts, distrust of political leadership, and the lack of a long-term development strategy weaken the state's management capabilities. Political instability complicates the effective response to internal challenges, contributes to the emergence of crises, and reduces the country's international authority. It also exacerbates other threats, such as corruption, economic instability, and population inequality.

External threats are no less influential. Thus, natural and climatic crisis phenomena pose a serious threat to national security, as they impact the population, resources, infrastructure, and ecosystems. They destroy

infrastructure, cause losses in agriculture, which negatively affect ecosystems and food security, lead to the evacuation of the population, and cause the spread of infectious diseases due to the deterioration of sanitary conditions.

Tension in international relations poses a serious threat to national security, as it creates instability, weakens a state's position in the world, and can provoke conflicts of various scales. The chairman of the Munich Security Conference, Wolfgang Ischinger, highlights several contradictions that could become the basis for a large-scale global conflict in the future. Among them, he emphasizes the aggravation of relations between North Korea and the United States, Saudi Arabia and Iran, as well as between NATO and Russia [45]. In turn, UN Secretary-General António Guterres draws attention to the critical growth of geopolitical tensions and conflicts in the modern world, calling on the international community to make efforts to prevent war [46].

Tensions in international relations arise from contradictions between countries, which can be caused by political, economic, territorial, or ideological factors. One of the main reasons for tensions is geopolitical interests, when states compete for control over resources, strategically important territories, or spheres of influence. This can lead to economic sanctions, diplomatic conflicts, and even military clashes. Another factor is the violation of international norms and treaties, in particular, interference in the internal affairs of other countries, failure to fulfill obligations under international agreements, or violations of human rights. This leads to distrust between states, fosters coalitions against the violator, and escalates global tensions. Terrorism and international crime are also factors that complicate international relations. The spread of terrorist threats or the illicit trafficking of weapons, drugs, and people requires joint efforts of the international community. However, different approaches to resolving these issues often cause conflicts. The National Security Strategy of Ukraine frequently mentions the issue of terrorism in various contexts. In particular, it emphasizes that the modern model of globalization contributes to the spread of international terrorism. The document states that Ukraine is actively involved in the fight against terrorism within the international community, seeking to strengthen the democratic international order. One of the priority tasks for law enforcement agencies and state institutions, within their powers, is to prevent, detect, and suppress terrorist manifestations.

⁴⁵ Світ на межі конфлікту: сенсаційна доповідь Мюнхенської конференції про стан міжнародної безпеки. URL: <https://www.eurointegration.com.ua/articles/2018/02/15/7077534/>

⁴⁶ Генсек ООН закликає світ не допустити війни. URL: <https://www.ukrinform.ua/rubric-world/2850759-gensek-oon-zaklikae-svit-ne-dopustitivjni.html>

One of the main aspects of terrorism is its destructive impact on the security of citizens, as attacks cause significant human losses and cause psychological trauma to society. In addition, terrorist activity has a significant economic impact: the destruction of infrastructure, a decrease in investment attractiveness, a decline in tourism, and an increase in spending on security measures create substantial pressure on the economy. Terrorist organizations often use radical ideologies or extremist religious views to justify their actions and spread these ideas through propaganda, social networks, and the recruitment of new members. Modern terrorism is global in scope, as terrorist organizations use international networks, modern technologies, and cyberspace to plan attacks, finance, and disseminate their propaganda. In addition, terrorism causes serious social problems, including a migration crisis, when people are forced to leave conflict zones to escape violence. This situation can create additional burdens on host countries and contribute to the spread of radical ideas among marginalized groups.

The Russian Federation's encroachment on Ukraine's state sovereignty is one of the most significant external threats to Ukraine's national security. This war is aimed at undermining the independence, territorial integrity, political stability, and national identity of the Ukrainian state. It began in 2014 with the illegal annexation of Crimea and the incitement of the war in Donbas. In 2022, it escalated into a full-scale invasion aimed at destroying Ukraine as an independent state. Russia's armed aggression includes large-scale military operations, destruction of infrastructure, occupation of territories, and massive human losses. This is accompanied by violations of international law, genocide of the Ukrainian people, and the creation of humanitarian catastrophes, which threaten the existence of Ukraine. Russia is also trying to change the borders of Ukraine by illegally annexing occupied territories, starting with Crimea and continuing in the Luhansk, Donetsk, Zaporizhia, and Kherson regions. Such actions constitute a direct violation of the principles of international law, particularly the UN Charter.

Along with military actions, Russia is waging a complex hybrid war. Information attacks are aimed at spreading disinformation, discrediting the Ukrainian authorities, and undermining trust in state institutions. Cyberattacks on state systems and critical infrastructure complement these methods. Russia is trying to exercise political influence by supporting pro-Russian forces, organizing sabotage actions, and destabilizing the political situation.

A separate aspect of the war is the destruction of Ukrainian identity. In the occupied territories, Russia is pursuing a policy of forced assimilation, banning the Ukrainian language and culture, and rewriting history by

imposing Russian narratives. This is part of a strategy of "Russification" aimed at undermining the national consciousness of Ukrainians. Humanitarian pressure complements this aggression: mass population displacement, thousands of civilian casualties, destruction of housing, hospitals, and schools create a humanitarian crisis that weakens society and complicates resistance. This threat is global in nature, as Russia's war against Ukraine undermines the world order based on the rules of law and creates a precedent for the use of force in resolving conflicts. Russia's actions pose a threat to Europe's security architecture and create instability in the region. For Ukraine, this threat is existential, as it is aimed at undermining its sovereignty and independence.

A serious threat to Ukraine's national security is also the global economic crisis, as it creates multidimensional challenges that affect the country's economic, social, and political stability. A crisis is an integral stage in the life cycle of any system, which, on the one hand, acts as an important mechanism of self-regulation, signaling the limits of development, and on the other hand, serves as an impetus for further improvement, contributing to the achievement of a new state of equilibrium. However, during a crisis, the system experiences difficulties in performing its functions and preserving its properties, and sometimes loses this ability completely [47].

Economic crises are characterized by sharp downturns in the global economy, which affect production, trade, financial markets, and employment levels in many countries worldwide, including Ukraine. First, global economic crises weaken Ukraine's export potential. Since the Ukrainian economy is mainly dependent on the export of raw materials, including grain, corn, oil, ore, meal, poultry meat, sugar, rapeseed, and metallurgical products, such as semi-finished and rolled products, a decrease in demand for these goods on world markets leads to a decline in incomes.

Secondly, global crises lead to an increase in unemployment, which is further exacerbated by a decline in production and investment activity. In Ukraine, this is particularly noticeable in export-oriented industries, including metallurgy, mechanical engineering, and agriculture. The increase in unemployment not only reduces incomes, but also increases social tension, creates risks for political stability, and increases the level of.

The social consequences of global economic crises also pose a significant threat to national security. Declining incomes, rising poverty and inequality, and limited access to basic services such as health and education

⁴⁷ Мельниченко О. А. Антикризова політика держави: сутність та складові. Становлення сучасного українського суспільства: політичні, управлінські, економічні та правові аспекти : тези доп. Всеукр. наук.-практ. конф., 27 берез. 2015 р. : у 2 ч. Ч. 1. К. : Вид-во КНУКіМ, 2015. С. 317–320

are fueling social tensions. This can lead to protests, a decline in trust in government, and increased political instability. Global economic crises have a complex impact on Ukraine, as they not only weaken the economy but also pose significant risks to social and political stability. To mitigate these threats, it is essential to implement economic diversification strategies, develop the domestic market, support small and medium-sized enterprises, enhance the financial stability of the banking system, and provide social protection for the most vulnerable segments of the population. At the same time, cooperation with international financial organizations and integration into global economic structures can help Ukraine mitigate the negative impact of global crises and ensure long-term stability.

Demographic security directly depends on the level of democratization in the country, since democratic processes create a favorable environment for sustainable demographic development. Democracy, based on respect for the rights and freedoms of citizens, transparency in governance, and the population's participation in decision-making, creates conditions that contribute to an increase in the birth rate, a decrease in mortality, reduced migration losses, and an improvement in the overall quality of life. In democratic states, the fundamental rights of citizens are ensured, including access to quality education, healthcare, and social protection, which fosters a sense of stability and confidence in the future, essential for creating families and having children.

Social support, characteristic of democratic countries, helps reduce the level of poverty and social inequality. Financial assistance programs for families, access to kindergartens, pensions, and medical services provide a high level of well-being, which has a positive effect on demographic dynamics. Transparent governance, which is ensured in a democratic environment, reduces corruption and promotes the rational allocation of resources, particularly in areas crucial for demographic security, such as housing, infrastructure development, and healthcare.

Demographic security largely depends on the level of access the population has to educational services, as education forms human capital, improves the quality of life, and contributes to social stability. The quality and accessibility of education significantly impact key aspects of demographic development, including fertility, mortality, population health, migration processes, and economic activity. Education is the foundation for the development of a conscious attitude towards life, family planning, and the sustainable development of society.

The level of quality in the natural environment also significantly affects demographic security, as the state of the environment impacts health, life expectancy, fertility, and general living conditions of the population.

Preservation of a favorable natural environment is a crucial factor in ensuring sustainable demographic development, as a high-quality environment contributes to enhancing people's health, stability of migration processes, and preservation of human potential. Deterioration of environmental conditions contributes to the development of chronic diseases, particularly cardiovascular, oncological, and respiratory diseases, which directly impact the mortality rate and life expectancy. The conditions in which a population lives determine the physical condition of its citizens, their working capacity, and the quality of life. The state of the natural environment also plays a significant role in fertility and reproductive health. Environmental pollution can negatively affect the reproductive function of the population, increasing the number of cases of infertility, pregnancy complications, and congenital pathologies in children. The quality of the natural environment also affects migration processes. Environmentally unfavorable regions often become sources of migration, as people are forced to leave areas with high levels of pollution, where it is impossible to maintain an everyday life and ensure good health. This results in the depopulation of certain territories, a decline in economic activity, and an uneven population distribution. On the other hand, environmentally favorable regions attract the population, contributing to its growth and demographic stability.

Additionally, the degradation of the natural environment contributes to the escalation of social tension and conflicts related to resource distribution. For example, problems with access to clean water or arable land can lead to local or even regional crises that impact the demographic balance and security of the population.

Demographic security largely depends on the level of resource availability, as it provides the basic needs of the population, creates conditions for economic development, and affects the quality of life. The availability of infrastructure resources, such as roads, hospitals, schools, and housing, also plays a crucial role in demographic security. The lack of necessary infrastructure makes it challenging to access basic services, which worsens the quality of life and reduces motivation to have children. For example, limited access to health facilities can lead to high levels of maternal and child mortality. At the same time, an insufficient number of schools in a region limits educational opportunities, which in turn affects social mobility and long-term demographic stability. The unavailability of resources can also cause social conflicts. Competition for limited resources, such as water or land, can trigger local crises that impact the demographic structure of regions through mass migration or population loss resulting from conflicts. This undermines national security, leading to uneven

population distribution, regional depopulation, and a general deterioration of the demographic situation.

Demographic security directly depends on the quality of the healthcare system, since the health of the population is one of the main factors determining fertility, mortality, life expectancy, and overall demographic dynamics. An effective healthcare system contributes to the preservation and strengthening of human capital, which is the foundation for the sustainable development of society and the state. First of all, high-quality health care ensures a reduction in mortality rates, especially among children and the working-age population. Access to qualified medical care, modern diagnostic tools, and treatment reduces the number of deaths from infectious and chronic diseases, as well as accidents. This is especially important in the context of Ukraine, where common cardiovascular diseases, oncology, and respiratory diseases are the leading causes of mortality. The health care system affects fertility, ensuring the health of mothers and children. The availability of high-quality obstetric care, family planning programs, and prenatal diagnostics contributes to a reduction in maternal and child mortality. Also, it creates favorable conditions for the birth of healthy children. Information campaigns on reproductive health issues conducted within the framework of health care contribute to a conscious approach to family planning.

Access to health services also influences the life expectancy of the population, which is a key indicator of demographic security. Effective disease prevention, vaccination, and the fight against epidemics and chronic diseases allow for an increase in the average life expectancy of citizens. In countries with a developed health care system, people live longer and have a higher quality of life, which contributes to stable demographic development. The state of the health care system also affects migration processes. Low-quality healthcare can force citizens to seek better conditions abroad, resulting in a loss of human potential. On the contrary, a high level of health care attracts the population, reduces the outflow of qualified personnel, and stimulates the return of migrants. In the context of demographic security, the mental health of the population is of great importance, particularly during times of war or economic crisis. The availability of psychological rehabilitation programs, support for veterans, internally displaced persons, and other vulnerable groups helps maintain social stability and prevent social problems such as depression, alcoholism, or suicide, which affect demographic indicators [⁴⁸].

⁴⁸ Хижняк Л.М., Сичова В.В. Міжнародна гуманітарна допомога громадянам України під час російсько-української війни: значущість і шляхи уdosконалення. Суспільство та національні інтереси. 2024. № 4(4). С.1388- 1400. DOI: [https://doi.org/10.52058/3041-1572-2024-4\(4\)-1388-1400](https://doi.org/10.52058/3041-1572-2024-4(4)-1388-1400)

A high-quality healthcare system also reduces the economic burden on the population. Adequate health insurance and state support reduce citizens' treatment costs, allowing them to direct resources to other needs, particularly child support. This contributes to an increase in the birth rate and a reduction in the risk of poverty. A high level of economic development will contribute to demographic security also by creating conditions for the long-term sustainability of the population and improving the quality of human capital. One of the key aspects is ensuring a stable income for citizens, allowing them to plan for the future, invest in their children's education, improve housing conditions, and access quality nutrition and medical services. This, in turn, stimulates an increase in the birth rate, reduces the level of infant and maternal mortality, and contributes to the healthy development of future generations. Economic development also stimulates the introduction of innovative technologies and the creation of new jobs. This contributes to an increase in employment, a decrease in unemployment, and ensures economic activity of the population, which is important for maintaining demographic balance. In particular, employment among young people creates motivation to create families and maintain a high birth rate.

Demographic security directly depends on the level of observance of citizens' rights and freedoms, as ensuring equality, respect for human dignity, and protection of rights is the basis for stable demographic development. Rights and freedoms create favorable conditions for birth rates, reduce mortality, promote social stability, and decrease migration losses, all of which are key factors in achieving demographic security. First of all, the protection of citizens' rights and freedoms contributes to the creation of a safe environment for living, where people feel protected and confident about their future. Ensuring the rights to life, health, access to quality education, medical services, and employment creates conditions that enable citizens to form families and have children. When the state guarantees these rights, it contributes to an increase in the birth rate and an improvement in the quality of life for the population. Equality before the law and social justice are essential components of respecting rights and freedoms, which in turn impact demographic security. Equal opportunities for access to resources, education, healthcare, and employment help to avoid social tensions and ensure the balanced development of society. Reducing discrimination based on gender, age, ethnic origin, or social status promotes greater participation of all population groups in social and economic life, which has a positive impact on demographic stability.

Freedom of movement and protection of the rights of internally displaced persons also affect demographic security. In the event of violations of these rights, for example, due to conflict or persecution, populations are

forced to migrate, resulting in losses of human capital and disruption of the demographic balance. Ensuring conditions for the return of displaced persons, their integration into society, and access to basic services are important for stabilizing the demographic situation. Respect for the rights and freedoms of citizens also contributes to social cohesion and stability, which is important for demographic security. Protected citizens are more likely to take an active part in society, start families, and prioritize their health. In states where rights and freedoms are respected, the level of trust in government is higher, which helps reduce social tension and conflicts.

Demographic security is closely related to the level of terrorist security in a state, as terrorism poses direct and indirect threats to the stability of the population, affecting fertility, mortality, migration, and social cohesion. A high level of terrorist threat undermines the foundations of public life, provoking fear, destruction of infrastructure, loss of human capital, and demographic imbalance. First of all, terrorism directly affects the mortality rate. Terrorist acts often cause mass casualties among the civilian population, especially in cities or places of large concentrations of people. This reduces the population, creates demographic imbalance, and harms the working-age population, which is important for economic and social stability. The level of terrorist security also impacts economic stability, which is crucial for demographic development. Terrorist attacks cause economic losses through the destruction of infrastructure, reduced investment attractiveness, and a decline in economic activity. This limits the population's possibilities for social support, reduces access to resources, and lowers the quality of life, thereby undermining demographic stability. At the international level, terrorist threats worsen the image of the state, reducing its attractiveness for investors, tourists, and migrants. This complicates the solution of demographic problems, such as the return of emigrants or the attraction of foreign specialists to compensate for the loss of human capital.

The level of social security among the population is a crucial factor influencing demographic security, as social guarantees create conditions for stability, confidence in the future, and the development of positive demographic dynamics. Social security encompasses access to basic services, including healthcare, education, pensions, and support for families with children, which directly impacts the birth rate, mortality rates, life expectancy, and migration attitudes of the population.

The level of social security also affects migration processes. In countries with a developed social support system, citizens are less likely to emigrate because they receive adequate protection and access to basic services. On the other hand, a low level of social protection can compel people to leave the country in search of better living conditions, resulting in

the loss of human potential and exacerbating demographic imbalances. Social protection also reduces the level of social tension and prevents the emergence of conflicts, which has a positive impact on demographic security. Support for vulnerable categories of the population, such as large families, people with disabilities, internally displaced persons, or the elderly, ensures social cohesion and stability, which is crucial for fostering a positive demographic environment.

Additionally, social protection contributes to the integration of migrants and the reintegration of emigrants. Support programs for new citizens or returnees enable them to adapt, find employment, and integrate into society, which helps compensate for demographic losses and ensures the sustainable development of human potential. A high level of social protection for the population contributes to demographic security, creating conditions for increased fertility, reduced mortality, extended life expectancy, decreased migration losses, and sustained social stability. A state that provides an adequate level of social guarantees creates a foundation for stable demographic development and preserves human capital in the long term. The interdependence of all elements of national security emphasizes that any failure in one of the components can destabilize the entire system. Demographic deformations, labor resource crises, and the loss of human capital, resulting from war, migration, and economic difficulties, affect not only demographic security but also food, social, financial, and military security. Therefore, state policy should aim to maintain a balance among all components, taking into account both modern challenges and long-term strategic goals.

The national security of Ukraine is a complex, multidimensional system in which each element interacts with others, forming a single mechanism for protecting state interests. A special place in this structure is occupied by economic security, which is not only an important element of the system but also the basis for the stable functioning of other components.

To assess the state of economic security and determine its level in modern conditions, the concept of an integral indicator of economic security is used. This indicator enables us to quantitatively measure the cumulative impact of various factors that determine economic stability and account for the relationships between economic, demographic, social, and other components of security. Thanks to an integral approach, it is possible to obtain a holistic picture of the state of the economy, identify weaknesses, and determine priorities for state policy in the face of modern challenges.

Let us analyze the information on the dynamics of Ukraine's economic security level from 2013 to 2021, presented in the form of an integral indicator (Table 1.1). The integral indicator reflects the overall state of

economic security, taking into account the influence of important factors such as financial stability, external economic conditions, investment activity, and demographic trends. In 2013, the level of economic security was 47%, indicating a mediocre state of the economic system on the eve of the crisis events. In 2014 and 2015, there was a significant decrease in the indicator to 45% and 43%, respectively, which was due to the consequences of military aggression, political instability, and the temporary occupation of some territories.

Table 1.1

Economic security index, integral and by individual components, %

| Component of economic security | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Production | 51 | 53 | 48 | 59 | 60 | 59 | 61 | 56 | 56 | - | - |
| Demographic | 46 | 45 | 43 | 46 | 40 | 41 | 39 | 40 | 37 | - | - |
| Energy | 38 | 45 | 44 | 58 | 54 | 54 | 51 | 49 | 52 | - | - |
| Foreign economic | 31 | 33 | 34 | 36 | 36 | 37 | 41 | 42 | 44 | - | - |
| Investment and innovation | 35 | 30 | 33 | 30 | 29 | 31 | 28 | 29 | 24 | - | - |
| Macroeconomic | 39 | 33 | 30 | 39 | 37 | 39 | 45 | 43 | 41 | - | - |
| Food | 86 | 94 | 92 | 92 | 91 | 90 | 89 | 86 | 88 | - | - |
| Social | 62 | 57 | 55 | 56 | 59 | 59 | 60 | 63 | 61 | - | - |
| Financial | 51 | 40 | 33 | 38 | 40 | 44 | 42 | 40 | 42 | 33 | 31 |
| <i>Integral indicator</i> | 47 | 45 | 43 | 48 | 48 | 49 | 49 | 48 | 48 | - | - |

Source: [⁴⁹]

In the following years, the indicator gradually increased, fluctuating at 48% from 2016 to 2018, indicating a certain stabilization of the economy after the peak of the crisis period. In 2019, the level of economic security reached 49%, demonstrating a gradual improvement in economic conditions. However, in 2020 and 2021, there was a slight decrease to 48% and 47%, respectively, which is attributed to the impact of the global COVID-19 pandemic and growing geopolitical threats. The dynamics of the indicators indicate the instability of Ukraine's economic system, which is constantly influenced by both internal and external factors, necessitating the search for effective strategies to ensure economic security. Demographic security indicators (Table 1.2) characterize important aspects of

⁴⁹ Індекс економічної безпеки інтегральний та за окремими складовими – запит до: Міністерство економіки. Доступ до правди. URL: https://dostup.org.ua/request/139799/response/426532/attach/2/0.pdf?cookie_passt=hrough=1

demographic development, including population size, life expectancy, infant mortality rate, natural increase, population aging, demographic burden, and migration processes. Analysis of the dynamics of these indicators enables us to assess the state of demographic security in Ukraine and identify trends that impact its socio-economic development.

Table 1.2

Demographic security indicators

| Indicator name | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022-2024 |
|--|------|------|------|------|------|------|------|------|-------|-----------|
| Number of available population, % to 1990 level | 87,5 | 82,6 | 82,0 | 82,1 | 82,1 | 81,8 | 81,3 | 80,2 | 79,4 | н/д |
| Life expectancy at birth, years | 71,4 | 71,4 | 71,4 | 71,7 | 72,0 | 71,8 | 72,0 | 71,4 | 70,0 | н/д |
| Infant mortality rate (deaths of children under one year of age), per 1000 live births | 8,0 | 7,8 | 7,9 | 7,3 | 7,2 | 6,7 | 6,7 | 6,5 | 6,8 | н/д |
| Natural growth rate, per 1000 available population | -3,6 | -3,9 | -4,2 | -4,5 | -5,0 | -6,1 | -6,6 | -8,1 | -11,2 | н/д |
| Share of elderly population in the total population, % | 21,6 | 21,8 | 22,1 | 22,4 | 22,9 | 23,1 | 23,9 | 24,3 | 24,8 | н/д |
| Demographic burden of the disabled population on the able-bodied population, % | 43,2 | 44,3 | 45,2 | 46,2 | 47,1 | 47,5 | 47,9 | 48,0 | 48,3 | н/д |
| Total migration growth rate, reduction (-) (per 10,000 people) | 5,5 | 5,3 | 8 | 4,6 | 15,3 | 9,6 | 9,5 | 5,1 | 8,5 | н/д |

Source: [50]

The first indicator – the current population as a percentage of the 1990 level – shows a steady decline in population over the period under review. In 2013, this figure was 87.5% of the 1990 level, but by 2021, it had

⁵⁰ Складові показника демографічної безпеки – запит до: Міністерство економіки. Доступ до правди. URL: https://dostup.org.ua/request/skladovi_pokaznika_diemoghrafich?nocache=incoming-427549#incoming-427549

decreased to 79.4%, indicating a significant decline in population due to negative natural increase, migration, and other factors.

Life expectancy at birth has remained relatively stable over the period under review, fluctuating between 71.4 and 72.0 years. The highest figure of 72 years was recorded in 2017 and 2019, but in 2021, it decreased to 70.0 years, which may be due to the impact of the COVID-19 pandemic and the general deterioration in health.

The infant mortality rate, which reflects the number of deaths of children under one year of age per 1,000 live births, shows a downward trend. In 2013, this indicator was 8.0, and by 2021, it had decreased to 6.8, indicating an improvement in medical care for children.

The natural growth rate, which shows the difference between births and deaths per 1,000 people, has had negative dynamics throughout the period. In 2013, it was -3.6, and by 2021, it had reached -11.2, indicating an aggravation of the demographic crisis due to low birth rates and high mortality rates.

The share of the elderly population in the total population is gradually increasing, indicating the process of population aging. In 2013, the share of the population aged 60 and over was 21.6%, and by 2021, it had increased to 24.8%. This creates additional pressure on the economy and social systems.

The demographic burden of the disabled population on the able-bodied population also tends to grow. In 2013, this figure was 43.2%, and by 2021, it had already increased to 48.3%. The increase in the demographic burden indicates a rise in spending on social security and healthcare, as well as a decline in the country's labor potential.

The overall coefficient of migration growth or reduction per 10,000 people is unstable during the analyzed period. In 2013, this indicator was 5.5, and in 2021, it was 8.5. The growth in migration may be associated with internal migration or the return of the population; however, this process is accompanied by significant losses of highly qualified personnel.

Overall, the analysis of indicators indicates significant challenges facing Ukraine in the field of demographic security. Population decline, aging, high mortality rates, and increasing demographic burden pose significant threats to the country's socio-economic development. These trends necessitate heightened attention to healthcare, social security, and family support policies, as well as intensified measures to counteract negative demographic trends.

1.3. Demographic security as a component of national security and an object of state policy

Ukraine is a sovereign and independent, democratic, social, and legal state, in which life, health, honor, dignity, inviolability, and security of the person are recognized as the highest social values. Human rights and freedoms are the foundation for the state's activities, which are responsible to its citizens for its actions. The establishment and protection of human rights and freedoms are the primary duties of the Ukrainian state.

Since February 24, 2022, when the full-scale military aggression of the Russian Federation against Ukraine began, the country has been experiencing devastating consequences, including large-scale population displacement and numerous civilian casualties. This aggression has become the most significant challenge to ensuring human rights in Ukraine since its independence. According to the Office of the United Nations High Commissioner for Refugees, as of November 21, 2023, more than 6 million Ukrainians were forced to leave the country due to Russian aggression. This wave of refugees to neighboring states has become the largest migration crisis in Europe since World War II. In addition, according to UN estimates, about 2.9 million Ukrainian citizens have been forcibly deported to the Russian Federation and the Republic of Belarus, from where they are prohibited from leaving. A significant number of civilians who find themselves in the Russian-occupied territories of Ukraine face systematic violations of their rights and freedoms.

Modern migration processes in Ukraine are of unprecedented scale and are driven by a complex combination of geopolitical, economic, and humanitarian factors. Russia's full-scale invasion of Ukraine on February 24, 2022, has caused massive forced displacement of Ukrainians both within the country and beyond its borders. Migration flows from Ukraine have taken on the character of a humanitarian crisis, requiring a consolidated response from the international community.

According to the Office of the United Nations High Commissioner for Refugees (UNHCR), as of March 2023, more than 8.1 million people had left Ukraine, of whom about 5.8 million had registered for temporary protection in European countries [⁵¹]. The most significant number of Ukrainian refugees were sheltered by Poland (over 1.6 million people), Germany (approximately 1 million), the Czech Republic (approximately 0.5 million), Italy (over 0.17 million), and Spain (approximately 0.16 million).

⁵¹ Біль М.М. Управління міграційними процесами в контексті їх впливу на інтелектуально-трудовий потенціал України. Сталий розвиток економіки. 2010

It is worth noting that Ukrainian statistics, for objective reasons, do not account for individuals who were temporarily occupied and forcibly relocated to the territory of Russia or Belarus, and subsequently moved to other countries to seek refuge - the State Traffic Safety Administration could not record their departure. However, according to official statistics, there is still a small number of border crossings with Russia and Belarus. By the way, these are the only countries with more entries into Ukraine than exits.

At the same time, Ukraine continues to exchange civilians held in places of detention in Russian-controlled territories for Russian prisoners of war.

In these harsh conditions, the Ukrainian state is making every effort to protect the rights and freedoms of its citizens both in the controlled and temporarily occupied territories. Ensuring a decent life, security, and respect for human dignity for every Ukrainian remains an uncompromising priority in the context of confronting Russian aggression. Leading domestic scientists have made significant contributions to the study of the theory and practice of migration, as well as the improvement of organizational, economic, and legal mechanisms for its regulation: O. Vlasyuk, V. Geyets, S. Zlupko, A. Kravchenko, E. Libanova, and Yu. Makogon, O. Malinovska, N. Marchenko, A. Mokiy, S. Pyrozhkov, S. Pisarenko, O. Poznyak, M. Romanyuk, A. Rumyantseva, E. Savelyev, L. Symiv, A. Filipenko. Among foreign researchers, it is worth noting the works of G. Becker, J.R. Betts, P. Carneiro, L. Dearden, A. Vignoles, M. Lofstrom, H. Duleep, M. Regets, J.L. Simon, and B. Geist. However, the need for comprehensive studies of migration theories and their thorough understanding remains relevant to implement scientific predictions of this phenomenon's future development.

Thus, Ukrainian scientists O. Vlasyuk, V. Geyets, E. Libanova, O. Malinovska, S. Pyrozhkov, S. Pisarenko, M. Romanyuk, and A. Filipenko have made a significant contribution to the development of the theoretical foundations of migration processes and their regulation in Ukraine. The works of S. Zlupko, A. Kravchenko, Yu. Makogon, N., Marchenko, A., Mokiy, O., Poznyak, A., Rumyantseva, E., Savelyev, L., & Symiv are devoted to the study of economic, organizational, and legal aspects of migration.

Among foreign specialists, G. Becker, P. Carneiro, L. Dearden, and A. Vignoles studied economic theories of migration, in particular the influence of human capital. J.R. Betts, M. Lofstrom, H. Duleep, M. Regets, and J.L. Simon contributed to the study of migration policy and the regulation of migration flows. Despite the thorough work, the changing nature of migration processes in the context of globalization presents new challenges, such as military conflicts and climate change, which require further

comprehensive research for a proper understanding and forecasting of migration process development.

The issue of improving migration policy has become highly relevant to Ukraine at the present stage. Migration policy is a crucial component of state policy, having a significant impact on the economic, political, social, and cultural development of society. It is necessary to both minimize the risks associated with migration processes and maximize the significant positive potential of migration in the interests of national development. Given the large-scale challenges caused by the military aggression of the Russian Federation against Ukraine, the issue of improving state regulation of migration processes acquires particular urgency and priority. Millions of Ukrainians have been forced to leave their homes and become internally displaced persons or seek asylum abroad. This unprecedented situation necessitates a comprehensive approach to regulating migration flows, ensuring the rights and dignity of displaced persons, and creating conditions for their future reintegration.

The large-scale military aggression of the Russian Federation against Ukraine, which began on February 24, 2022, has caused one of the largest humanitarian crises in the world since World War II. According to the Office of the United Nations High Commissioner for Refugees, as of May 2023, about 8 million Ukrainians have become internally displaced persons within the country, and more than 7.9 million have left abroad in search of safety [52]. This unprecedented situation poses enormous challenges to the migration policy of Ukraine and the countries hosting Ukrainian refugees.

The structure and components of Ukraine's state migration policy are multifaceted and encompass various legislative acts, government institutions, international documents and agreements, programs and projects, as well as monitoring the situation and cooperation with other states and international organizations. The forms of implementing migration policy are also diverse, among which the legal component plays a significant role - legislative activity aimed at adopting laws and regulatory legal acts that regulate migration processes and the status of various categories of migrants in Ukraine. Indeed, before the war, Ukraine acted mainly as a donor country of migration flows, and the experience of receiving a large number of refugees and internally displaced persons was relatively new for it. However, today the priority of migration policy has become ensuring the

⁵² Інтерв'ю з українцями, які виїхали з країни за даними УВКБ ООН, URL: <https://app.powerbi.com/view?r=eyJrIjoiMWU3NjkzYmEtNDYzM00M2EyLTkwMjctMGIwZTA0MTQwMjU5IiwidCI6ImU1YzM3OTgxLTY2NjQtNDEzNC04YTBJLTY1NDNkMmFmODBiZSIsImMiOjh9&pageName=ReportSectionb9333061a0a2e93930ea>

rights and adequate living conditions for millions of Ukrainians who were forced to leave their homes due to Russian aggression.

State regulation of migration processes necessitates targeted actions to direct migration flows through a set of measures that contribute to the country's optimal socio-economic and demographic development. With the growth of migration volumes, its impact on the social, economic, political, and cultural development of the world community is becoming increasingly tangible.

In conditions of military conflict, counteraction to negative phenomena associated with forced population movements requires special attention. In particular, migration policy should focus on strengthening measures to combat illegal migration and human trafficking. These aspects become critical components of the overall strategy for managing migration in crisis conditions.

In essence, the formation of a modern state migration policy takes place in new conditions, the main features of which are the adoption of comprehensive measures to:

- ensure balanced regulation of migration flows taking into account the interests of national development and the needs of the labor market;
- create favorable conditions for the integration of immigrants and their involvement in the socio-economic life of society;
- protection of the rights and interests of its own citizens who are temporarily or permanently residing abroad;
- establishment of practical international cooperation in the field of migration, exchange of information, and best practices with other countries;
- combating illegal migration, human trafficking, and other negative consequences of uncontrolled migration processes;
- development of comprehensive programs for the reintegration and adaptation of repatriates after their return to their homeland.

Internally displaced persons (IDPs) require special attention. According to estimates by the International Organization for Migration (IOM), about 6.9 million people have become internally displaced persons from the combat zone to the government-controlled territory of Ukraine [68].

The most significant number of internally displaced persons was recorded in Dnipropetrovsk, Lviv, Zaporizhia, Kyiv, and Kharkiv regions. The main destinations of Ukrainian migrants abroad since February 2022 were European Union countries (primarily Poland, Germany, the Czech Republic, Italy, and Spain), the USA, Canada, Israel, and the United Kingdom.

Large-scale internal displacement of Ukrainians after February 24, 2022, became a serious challenge for state authorities and local governments. Providing temporary housing, food, medical care, and support services for millions of displaced persons required enormous efforts and resources.

According to the Ministry of Social Policy, as of March 2023, more than 4.8 million internally displaced persons received state payments. However, due to limited funding and weak coordination of efforts, real assistance did not always reach those affected by forced displacement promptly.

The government has made efforts to create suitable conditions in temporary accommodation points for refugees and adapt social infrastructure facilities (such as schools, hospitals, and administrative service centers) to the needs of internally displaced persons. However, many problematic issues remain unresolved, particularly regarding the provision of long-term housing, employment, and access to educational and medical services.

The Ukrainian government is taking measures to provide social support to internally displaced persons. It is also making efforts at the international level to facilitate the reception and protection of Ukrainian refugees in host countries. In particular, several bilateral agreements have been signed with EU countries regarding the employment of Ukrainian citizens.

At the same time, international organizations and the private sector provide humanitarian and financial assistance to the war-affected population in Ukraine and abroad. According to UN estimates, Ukraine's humanitarian needs in 2023 are estimated at \$ 3.9 billion USD.

The prospects for migration processes in Ukraine and the region directly depend on the duration of the armed conflict, its scale, and the intensity of hostilities. Post-war reconstruction, economic recovery, and security will be decisive factors for the possible return of Ukrainian refugees and internally displaced persons to their homes.

It is essential to recognize that such a significant labor movement can have a range of economic consequences – both positive and negative. [⁵³; ⁵⁴]. The problem is that no one in Ukraine has previously studied mass labor migration, and IDPs also require a different approach. It should be noted

⁵³ Драган І.В., Драган І.О., Долінченко О.М. Державне регулювання процесів трудової міграції в контексті соціально-економічного розвитку міських агломерацій. Публічне управління і адміністрування в Україні. 2024. Вип.44. С.212-217

⁵⁴ Войналович І. Завдання соціально-гуманітарної політики збереження людського капіталу України в умовах війни. Modeling the development of the economic systems. 2023. № 1. С. 226-232. <https://doi.org/10.31891/mdes/2023-7-31>

that, unlike the situation with labor migration, the receiving region will not be able to save money by spending on education, social benefits, and other expenses. In the event of an unsuccessful state employment program, a protracted economic downturn, a crisis, or long-term unemployment, internally displaced persons will not serve as a kind of shock absorber and will not leave their place of residence. It is necessary to analyze how to prevent a decrease in wages with an increase in supply in order to avoid increasing hostility towards IDPs from the local population, and to develop methods for assessing labor needs in different regions of Ukraine. In Ukraine, there are a number of legislative acts that guarantee compliance with all norms regarding IDPs, namely: the Constitution of Ukraine, the Law of Ukraine "On Combating Terrorism", the Civil Protection Code of Ukraine, the Law of Ukraine "On Temporary Measures for the Period of the Anti-Terrorist Operation", the Law of Ukraine "On Ensuring the Rights and Freedoms of Internally Displaced Persons", the Law of Ukraine "On the Legal Status of Persons Missing", the Resolutions of the Cabinet of Ministers of Ukraine "Some Issues of Payment of Housing Assistance to Internally Displaced Persons", "On Registration of Internally Displaced Persons", "On the Provision of Social Payments to Internally Displaced Persons", "Some Issues of Provision of Social Payments to Internally Displaced Persons", "On Approval of the Procedure for Providing and Determining the Amount of Monetary Assistance to Victims of Emergency Situations and the Amount of Monetary Compensation to Victims, whose Residential Buildings (Apartments) Were Destroyed as a Result of an Emergency of a Military Nature Caused by the Armed Aggression of the Russian Federation", "Some Issues of Social and Legal Protection of Persons Deprived of Liberty as a Result of Armed Aggression Against Ukraine, After Their Release", "On approval of the Procedure for the formation of housing funds for temporary residence of internally displaced persons and the Procedure for the provision of temporary use of residential premises from housing funds for temporary residence of internally displaced persons", "Issues of providing housing for internally displaced persons who defended the independence, sovereignty and territorial integrity of Ukraine".

In this context, it is crucial to monitor forced migration, assess the most pressing needs of Ukrainian citizens, their interests, and intentions, and subsequently develop effective programs and mechanisms to encourage them to return.

Each category of migrants has its own specific problems and challenges that need to be addressed both in the short and long term. Large-scale migration processes caused by the war are causing enormous damage to the Ukrainian economy, which requires significant labor resources for

restoration. At the same time, more than 75% of Ukrainians currently abroad are highly qualified specialists with higher education, the outflow of which only worsens the situation. Mass waves of Ukrainian migration have become a destabilizing factor for the internal policy of the European Union and its migration policy in several aspects. EU Member States were unprepared for a large-scale migration crisis and felt the negative impact of this process on key response systems, including housing, education, and healthcare. As a result of the uncontrolled flow of refugees, European countries are forced to reorient financial and program resources to the temporary detention of migrants, which may lead to a reduction in social guarantees for the local population due to a shortage of budget funds.

Currently, Ukraine's migration policy is based on the national security strategies of Ukraine and the state migration policy strategy of Ukraine for the period until 2025.

The National Security Strategy of Ukraine, as approved by the Decree of the President of Ukraine dated September 14, 2020, No. 392/2020, identifies several global challenges arising from modern globalization processes.

The document emphasizes that globalization processes have created favorable conditions for the spread of various transnational threats. Among them are: the intensification of international terrorism; growth of international crime, including in cyberspace; intensification of drug trafficking and human trafficking; spread of religious and ideological fundamentalism and extremism; external support for separatist movements, etc. These factors are considered key challenges to national security in the context of a globalized world, requiring a comprehensive approach and international cooperation to overcome them effectively [55].

The Strategy also states that the demographic situation is becoming increasingly threatening. The decline in the birth rate, the high mortality rate, in particular child mortality, problems with the reproductive health of the population, systemic problems in the field of health care, emigration, primarily of specialists and youth, undermine national stability, human, economic, and military potential, and threaten the future of Ukraine.

The current migration policy strategy has been amended, the main content of which we quote: "The large-scale military aggression launched on February 24, 2022, by the Russian Federation against Ukraine has caused a mass exodus of the population from the country. Millions of Ukrainians have crossed the state border with neighboring countries, and a large number

⁵⁵ Про рішення Ради національної безпеки і оборони України від 14 вересня 2020 року «Про Стратегію національної безпеки України»: Указ Президента України від 14.09.2020 № 392/2020 : станом на 7 січ. 2025 р. URL: <https://zakon.rada.gov.ua/laws/show/392/2020#Text>

of Ukrainians have become internally displaced persons. According to research conducted by the Office of the United Nations High Commissioner for Refugees, Ukraine is currently experiencing the most significant and fastest forced displacement crisis since World War II. During the year of large-scale military aggression launched by the Russian Federation against Ukraine on February 24, 2022, millions of Ukrainian citizens have received temporary asylum in the Member States of the European Union. A significant number of Ukrainian citizens who fell under occupation have been forcibly deported to the Russian Federation, where their rights are constantly violated, and Ukraine is releasing several civilians from places of detention controlled by the Russian Federation by exchanging them for Russian prisoners of war. For various reasons, not all internally displaced persons are registered after changing their place of residence, which significantly complicates the collection of information on their number.

Migration flows from Ukraine were both temporary (mainly concerning internally displaced persons) and long-term, with the intention of settling to live and work in the host country. According to UNHCR, as of March 2023, about 3.9 million Ukrainians had received temporary protection status or a similar national status in EU countries.

Immigration trends in host countries indicate a significant increase in the number of Ukrainian asylum seekers, work visas, and residence permits. For example, in 2022, Germany issued almost 1 million residence permits to Ukrainians [56]. The United States has accepted over 248,000 Ukrainians under the Special Program for Temporary Admission of Refugees (Uniting for Ukraine). At the same time, there is also a migration to Ukraine. According to official data from the State Migration Service, during 2022, over 32,000 foreigners arrived in Ukraine for permanent residence [56].

The massive influx of Ukrainian refugees has created serious challenges for the governments of the host countries in the areas of accommodation, social security, healthcare, education, employment, etc. For example, in Poland in 2022, Ukrainian children accounted for more than 25% of all students in the school system. Germany spent about 2.4 billion euros on the reception and integration of Ukrainian refugees in 2022 alone.

To properly ensure the rights and needs of Ukrainian refugees, national governments have introduced special integration and adaptation programs. For example, the Canadian government has allocated 508.4 million Canadian dollars to provide additional support to Ukrainians who

⁵⁶ Ліборейро Х. Країни Європейського Союзу досягли важливої угоди щодо оновлення політики блоку щодо міграції та надання притулку. Euronews. 2023. <https://www.euronews.com/my-europe/2023/06/08/eu-countries-strike-major-deal-on-migration-rules-delivering-the-first-breakthrough-in-year/>

arrived in the country due to the war. Similar programs were in operation in the European Union countries. At the same time, international organizations, public initiatives, and the volunteer movement played a crucial role in assisting Ukrainian refugees.

To maintain records of internally displaced persons in Ukraine, the Ministry of Social Policy of Ukraine is responsible for ensuring the formation and maintenance of the Unified Information Database on Internally Displaced Persons. Official data from the Unified Information Database on Internally Displaced Persons at the end of 2022 contained information on more than 4.8 million people, which exceeds the population of many European countries, including the Republic of Albania, Bosnia and Herzegovina, and the Republic of Croatia. Currently, it is impossible to assess the human losses resulting from military actions accurately; however, these losses can lead to a significant demographic crisis [57].

Additionally, the Strategy provides for the harmonization of Ukrainian migration policy with that of the European Union. Ukraine's European integration policy provides orientation to the concepts and laws of the EU. By ratifying international conventions, countries that regulate labor migration acknowledge the primacy of international law over national legislation, which is of great importance both for the country itself in terms of its integration into the global community and for migrants, whose rights abroad are significantly expanding. The approach of European countries to migration policy encompasses policies in the fields of migration, asylum, integration, border management, combating illegal migration, and encouraging the immigration of specialists needed by the European labor market. The EU migration policy is built within the framework of respecting the human right to free movement, which is confirmed in numerous European agreements.

In contemporary realities, migration policy in European countries is a crucial factor in ensuring the national security of EU states. After all, it is precisely on a balanced migration policy that political, economic, and social stability in society depends. It is based on socio-economic indicators of a country's development that one can assess the strength or weakness of a particular state, both in the European community in particular and in the world as a whole. In connection with the intensification of migration processes and the influx of refugees into Europe, problems related to the further socio-economic development of states and the stability of their political systems are becoming more acute. Recently, the EU's migration policy has undergone significant transformations.

⁵⁷ Про схвалення Стратегії державної міграційної політики України на період до 2025 року : Розпорядж. Каб. Міністрів України від 12.07.2017 № 482-р: станом на 19 січ. 2024 р. URL: <https://zakon.rada.gov.ua/laws/show/482-2017-p#Text>

A key aspect of these changes was the adoption of a comprehensive reform. This reform aims to enhance the mechanisms for receiving and distributing asylum seekers, thereby increasing the efficiency of managing migration flows within the European Union. [56].

The new reform envisages the introduction of “compulsory solidarity” mechanisms, under which EU member states must accept a certain number of asylum seekers or provide financial support to countries that accept more migrants. The reform aims to expedite the processing of asylum applications, particularly for those from countries with low approval rates. It is planned to expand the powers of the Frontex agency to manage the EU’s external borders more effectively. The reform considers new measures aimed at preventing illegal entry and facilitating the return process of those who have been refused asylum. Greater attention is paid to the integration of migrants into EU societies, including language courses and vocational training programmes. The EU aims to strengthen partnerships with countries of origin to address the root causes of migration. Introducing new technologies to improve data exchange between EU countries on migration flows. Creating legal pathways for refugees to reduce the risks of illegal and dangerous routes [⁵⁸].

The EU migration policy is a comprehensive and multidimensional mechanism designed to regulate migration processes, ensure human rights, and support migrants under challenging situations. This system covers a wide range of measures, from border control to integration programmes.

While criticism of the EU’s migration policy is often justified, it is necessary to consider the scale and complexity of the challenges facing the Union, especially during acute migration crises.

On 4 March 2022, the Council of the EU adopted a Resolution recognising the need to provide temporary protection to persons affected by the Russian military aggression in Ukraine. This decision put into effect the Directive on Temporary Protection in cases of a mass influx of displaced persons. This Directive sets minimum standards of protection and provides for mechanisms for a fair sharing of responsibility between EU Member States for the reception and support of such persons.

According to the provisions of the Directive, persons who have received temporary protection have the right to: employment in the host country, access to educational opportunities, participation in vocational retraining programs, and use of the social protection system.

It is important to emphasize that these rights are granted to displaced persons on an equal basis with citizens of the host country and the European Union as a whole. Thus, the Directive provides a comprehensive approach to integrating and supporting persons seeking protection in EU countries.

⁵⁸ Сааков В., Рофе Ж. Країни ЄС погодили реформу системи надання притулку. DW. 2023. URL: <https://www.dw.com/uk/kraini-es-pogodili-reformusistemi-nadanna-pritulku/a-65864892>

According to the Directive, EU Member States are obliged to provide displaced persons with access to adequate housing or financial support to obtain it, necessary financial assistance, and medical care, including at least emergency and urgent care. Special attention is paid to people with special needs, for whom additional support is provided. As for minors under 18 years of age, Member States must ensure that they have the opportunity to integrate into the state education system on an equal basis with local citizens.

It is essential to note that not all Ukrainians abroad are eligible for these temporary protection rights. Some may be staying in EU countries on general grounds, for example, as tourists. In such cases, they are not subject to the special conditions provided for in the Temporary Protection Directive, and their status is governed by the usual rules for the stay of foreigners in the relevant EU country. The Russian military aggression against Ukraine has led to an unprecedented humanitarian crisis that requires a rapid and comprehensive response. A practical solution to this situation is possible only with coordinated interaction between the Ukrainian authorities, the international community, and the countries hosting Ukrainian refugees.

In addition, it is important to develop a long-term strategy that will include:

- preparation for the future reintegration of Ukrainians returning to their homeland;
- creation of economic incentives for return, including employment programs and support for entrepreneurship;
- restoration of infrastructure and housing in the affected regions of Ukraine.

Particular attention should be paid to preserving the cultural identity of Ukrainians abroad, as well as supporting Ukrainian schools, cultural centers, and public organizations in the diaspora. It is also important to take into account the needs of different categories of displaced persons – families with children, the elderly, people with disabilities – and develop targeted support programs for each of these groups.

Only a comprehensive approach (Fig. 1.11), taking into account both immediate needs and long-term prospects, will ensure adequate protection of the rights of Ukrainian citizens abroad and create favorable conditions for their future return and reintegration into Ukraine after the war.

Given the current state of war, it is appropriate to highlight the priorities of migration policy in Ukraine. Regarding the protection of internally displaced persons (IDPs), it is worth noting that, as of March 2023, according to the International Organization for Migration (IOM), there were approximately 6.3 million IDPs in Ukraine [68]. Ensuring their basic needs in housing, food, medical care, and social services is a top priority. A crucial task is to create conditions for the temporary accommodation of IDPs, particularly by establishing modular camps, providing financial assistance for renting housing, and ensuring access to education and medical services.

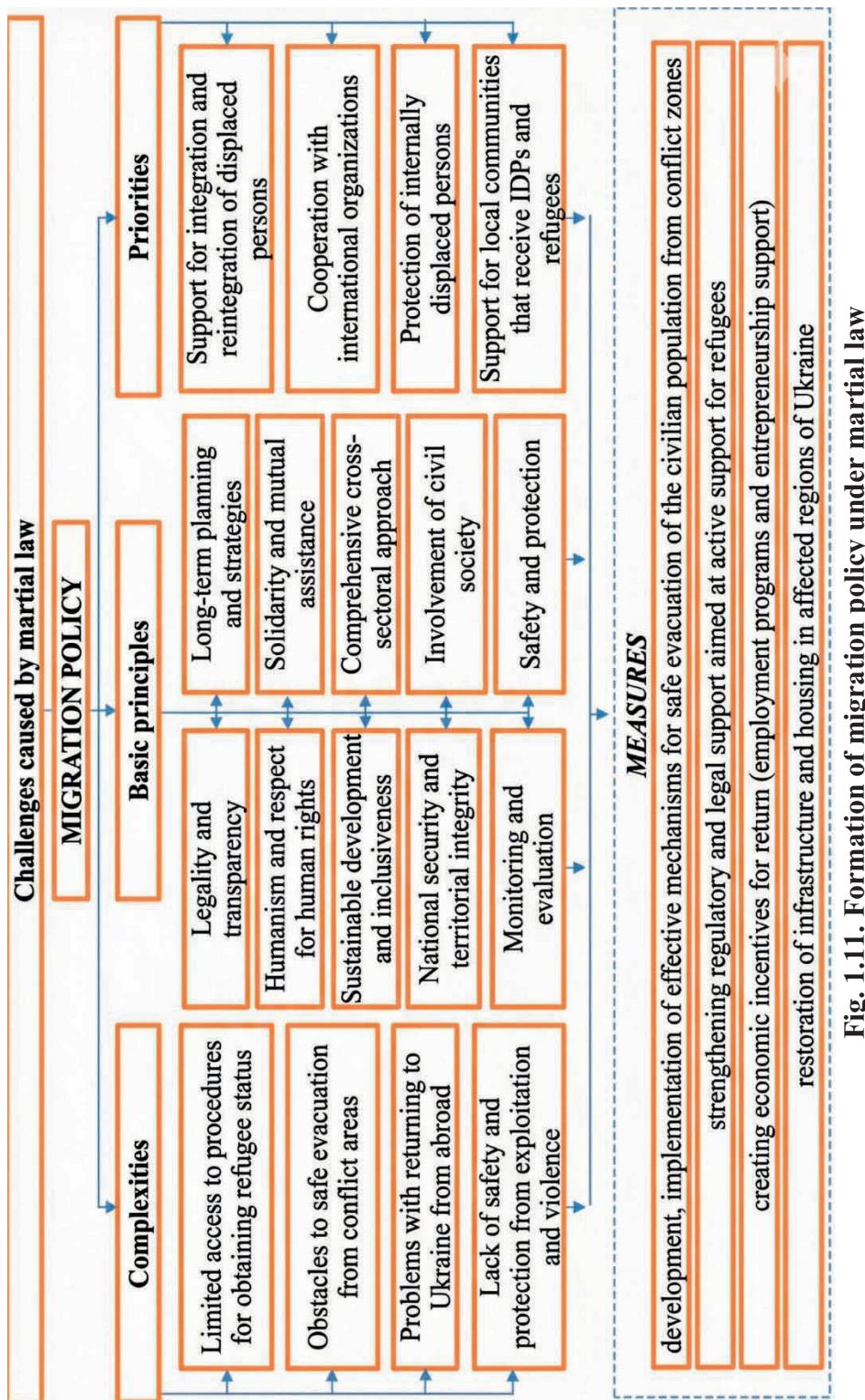


Fig. 1.11. Formation of migration policy under martial law

A key priority of migration policy in current conditions should be to support the integration and reintegration of displaced persons. It is necessary to create conditions for IDPs and refugees for their successful integration into host communities. This involves providing social, psychological, and financial support, facilitating employment, language learning, and cultural adaptation. At the same time, the reintegration of Ukrainians returning from abroad after the end of the war should be facilitated, ensuring their access to housing, work, and social services.

Close cooperation with the Office of the United Nations High Commissioner for Refugees (UNHCR), IOM, the International Committee of the Red Cross, the World Health Organization (WHO), and other organizations is essential for the effective resolution of migration issues. Their expertise, resources, and experience should be leveraged to provide humanitarian assistance, protect the rights of displaced persons, and develop long-term integration strategies.

In addition, it is important to ensure adequate support for local communities hosting large numbers of IDPs and refugees, which includes financial assistance for the development of infrastructure, social security, and the provision of basic services, as well as measures to raise awareness and promote tolerance and mutual understanding between host communities and displaced persons.

The main principles of migration policy are presented in Table 1.3.

The state's failure to ensure effective migration policies in times of war puts the rights and security of internally displaced persons at risk. This creates numerous difficulties and challenges, including:

1. Limited access to refugee status procedures. Due to bureaucratic obstacles, lack of resources, or insufficient coordination, many asylum seekers may be denied legal recognition of their refugee status. This significantly complicates their integration and access to basic services.

2. Obstacles to safe evacuation from conflict areas. The lack of proper mechanisms and coordination of humanitarian corridors can endanger the lives of civilians trying to flee active fighting zones. This also complicates the ability to reach safe areas within the country or cross the border.

3. Problems with returning to Ukraine from abroad. Ukrainians who were outside the country at the time of the conflict may face difficulties in attempting to return due to the lack of clear procedures, restrictions on movement, or security threats along the way.

4. Limited access to fundamental rights and livelihoods. Due to gaps in migration policies, refugees and IDPs may not have adequate access to housing, health services, education, social assistance, or employment opportunities, which significantly worsens their living conditions.

5. Lack of security and protection from exploitation and violence. Without adequate legal protection and assistance mechanisms, internally

displaced persons become particularly vulnerable to various forms of violence, human trafficking, forced labor, and other human rights violations.

6. Limited access to humanitarian assistance. Uncoordinated migration policies make it difficult to assess real needs and distribute humanitarian assistance among IDPs and refugees, which can lead to shortages of food, water, medicine, or other vital resources.

Table 1.3

Basic principles of migration policy

| Key provisions | Characteristics |
|---|---|
| Humanism and respect for human rights | All measures regarding IDPs, refugees and migrants must comply with international human rights standards and humanitarian law. |
| Security and protection | Ensuring the safety and protection of IDPs, refugees and migrants from violence, exploitation, trafficking and human rights violations is an integral part of migration policy. Particular attention should be paid to the protection of vulnerable groups, such as women, children and people with disabilities. |
| Solidarity and mutual assistance | Volunteering, charitable initiatives and support programs for communities affected by the conflict should be encouraged. |
| Legality and transparency | All migration policy procedures and measures should be implemented on the basis of the current legislation of Ukraine and international conventions, in compliance with the principles of transparency, accountability and the rule of law. |
| Sustainable development and inclusiveness | Provides for the involvement of IDPs, refugees and migrants in decision-making processes affecting their lives and the development of policies taking into account their needs. |
| National security and territorial integrity | Effective border control should be ensured and measures should be implemented to prevent illegal migration and the activities of terrorist or extremist groups. Effective implementation of migration policy in the context of military conflict requires coordinated efforts of state bodies, local communities, international organizations and civil society. |
| A comprehensive intersectoral approach | Migration policy should be integrated into a broader strategy for the country's socio-economic development and take into account challenges in different sectors (education, healthcare, social protection, labor market and housing and communal services). It is necessary to ensure coordinated activities of various ministries and departments, as well as to establish effective cooperation between central authorities and local governments. |
| Civil society engagement | The participation of public organizations, charitable foundations, volunteer movements and displaced persons themselves in the development and implementation of migration policy is extremely important. This will ensure that their needs, experience and proposals are taken into account, and will also contribute to increasing trust and support from society. |
| Monitoring and evaluation | For effective management of migration processes, it is necessary to establish a monitoring and evaluation system that will allow tracking the flows of displaced persons, identifying problematic issues and adjusting policies in accordance with changing situations. This will ensure the flexibility and adaptability of migration policies. |
| Long-term planning and strategies | While the current goal is to respond to urgent humanitarian needs, migration policies should also take into account long-term perspectives and strategies to ensure the sustainable integration and reintegration of displaced persons. This includes the development of local community development programs, the creation of new jobs, improving access to social services and ensuring social cohesion. |

Such shortcomings in migration policy during armed conflict create numerous threats for internally displaced persons, placing them in a highly vulnerable position. The lack of protection, access to fundamental rights and services, as well as safe routes for evacuation or relocation, undermines the dignity and security of these people, who have already suffered from the consequences of war.

An effective state migration policy plays an important role in ensuring the rights and protection of refugees during armed conflict. An analysis of the specifics of the situation of refugees in Ukraine and the definition of their rights revealed a significant deficit of support and protection from the state.

Although the regulatory and legal framework for migration policy reflects specific goals and objectives, it is not always effectively implemented in practice. This leads to numerous difficulties and obstacles for refugees, including limited access to fundamental rights and services, such as housing, medical care, education, and social protection. Therefore, it is not enough to recognize the existence of these problems; it is necessary to find practical solutions to improve migration policy and better protect the rights of internally displaced persons. Given the high need for protection and support for refugees during the conflict, it is essential to improve state migration policies systematically. This involves strengthening the regulatory framework to actively support refugees, including amending legislation to simplify procedures for obtaining refugee status, improve access to basic services, and protect their rights.

It is crucial to develop and implement effective mechanisms for the safe evacuation of civilians from conflict zones and facilitate their safe passage across borders. Creating appropriate conditions for the temporary resettlement of refugees, providing them with housing, food, medical care, and other necessary services. Active cooperation with international organizations, civil society, and local communities to mobilize resources and provide comprehensive assistance to refugees.

Developing programs for the integration of refugees into Ukrainian society, providing them with opportunities for employment, education, and cultural adaptation. Preparing strategies to facilitate the safe and dignified return of refugees to their places of permanent residence after the end of the conflict.

Such systemic steps are important not only for ensuring the rights and protection of refugees, but also for guaranteeing them decent living conditions under challenging circumstances caused by the military conflict. For further research, it is essential to evaluate the effectiveness of measures aimed at enhancing state migration policy, particularly assessing the success of efforts to improve conditions for refugees during the war period. It is also necessary to

identify effective mechanisms for integrating refugees into society and preparing for their return to Ukraine after the conflict ends. Such research can contribute to the further optimization of migration policy and improve the quality of life and protection of refugees in challenging war realities.

Conclusions to Chapter 1

The generalization of the study's results on the security imperatives of post-war Ukraine's reconstruction indicates a radical transformation of the global and national security environment in the 21st century. Traditional military threats are increasingly intertwined with hybrid, cyber, information-psychological, and environmental challenges, as confirmed by the growth of the geopolitical risk index and data on global conflict. The full-scale aggression of the Russian Federation against Ukraine has become a catalyst for these processes, necessitating a transition to a new security paradigm that integrates physical protection with enhanced cyber resilience, counters disinformation, and adapts financial defense mechanisms to the conditions of long-term conflicts.

Cyber defense has been identified as a critically important component of modern military-economic security, as the digital space has evolved into a full-fledged arena of combat operations. Systemic attacks on critical infrastructure and state institutions threaten national sovereignty no less than conventional weapons. This highlights the need for a significant increase in investments in preventive digital mechanisms, the development of multi-layered defense systems, and strategic communication to counter the enemy's cognitive influence effectively.

Along with military and cyber threats, the key challenge for national resilience has become the deep demographic crisis caused by the war. Population decline, mass external migration, internal displacement of citizens, and the overall loss of human capital directly undermine the economic potential of the state. Negative trends, such as declining birth rates, the aging of the nation, and the growth of the demographic burden, define demographic security as a fundamental element of the country's survival and recovery.

The large-scale migration crisis necessitates a radical overhaul of the state's relevant policies, which must extend beyond a purely humanitarian response. Creating conditions for the return of migrants, promoting the integration of internally displaced persons, protecting the rights of Ukrainians abroad, and deepening international cooperation are becoming strategic priorities. Thus, ensuring national security in the context of war and post-war reconstruction is possible only through the synergy of efforts in the military, economic, digital, and demographic spheres, where preserving human potential is the primary prerequisite for the state's prosperous future.

CHAPTER 2. ADMINISTRATIVE AND LEGAL PRINCIPLES OF RECONSTRUCTION AND EUROPEAN INTEGRATION

2.1. Public Management Theoretical Principles of the European Integration Process in Ukraine

State management of the European integration process was one of the primary determinants of Ukraine's recognition as a candidate for EU membership in 2023. It should be noted that at different times, such domestic scientists as: O. Akimov, I. Babets, V. Bakumenko, V. Bashtannyk, T. Bezverkhnyuk, S. Butivshchenko, O. Vasilyeva, D. Hrytsyshen, I. Hrytsiak, S. Dombrovska, V. Yevdokimov, V. Yemelyanov, L. Ivashova, Yu. Kalnysh, O. Kilievich, Yu. Kovbasyuk, V. Ksendzuk, I. Lopushynskyi, V. Martynenko, M. Nazarenko, Y. Palahnyuk, L. Prykhodchenko, (M. Galahan), O. Malinovska, P. Nadolishnyi, O. Rudenko, V. Reznikov, L. Sergienko, S. Seryohin, S. Soroka, I. Suprunova, A. Tamm, S. Teleshun, V. Tertychka, S. Khadzhiradeva, A. Khaletska, Y. Shpak, and others.

Despite the importance of scientific research on issues of public administration in the context of European integration, it is worth noting that there is currently no systematic study of this issue. At the same time, numerous publications are devoted to reforming public administration in general or in specific areas within the context of European integration processes. Against this background, the work of V. Bondarenko, "Public Administration in the Processes of European and Euro-Atlantic Integration of Ukraine: Basic Approaches to Researching the Problem," stands out, in which the author presents their main achievements in the field of public policy in European and Euro-Atlantic integration [59].

Solving applied problems in any field begins with identifying the categorical apparatus, to which the concept of "public administration of the European integration process" also belongs. A search in specialized literature did not provide examples of the interpretation of such a term, and therefore, we will attempt to formulate it.

⁵⁹ Бондаренко В. Державне управління процесами європейської та євроатлантичної інтеграції України: основні підходи дослідження проблеми. URL: <https://dspace.uzhnu.edu.ua/jspui/bitstream/lib/25875/1/ДЕРЖАВНЕ%20УПРАВЛІННЯ%20ПРОЦЕСАМИ%20ЄВРОПЕЙСЬКОЇ%20ТА.pdf>

In the absence of analogues, we will begin the study by examining approaches to the concept of “public administration” in general.

Let us recall that the first and only standardized definition of public administration was enshrined in the Decree of the President of Ukraine of 1998, according to which public administration is interpreted as “a type of state activity consisting in exercising managerial, i.e. organizing influence on those spheres and branches of public life that require a certain intervention of the state through the use of the powers of the executive branch. At the same time, public administration is also carried out outside the functioning of the executive branch, for example, at the level of state enterprises, institutions, and organizations” [⁶⁰]. As we can see, the above definition is based on an activity approach, where the state acts as the subject (a rather abstract category in this case, given its interpretation as “a special form of organization of coexistence of numerous communities of people, which is characterized by the presence of the following main features: state apparatus, law, a defined territory, borders” [⁶¹]), and the spheres of public life act as the object. Interestingly, the same Decree also defines the concept of a public administration system, which “...includes the following components: a) subjects of administration, i.e. executive bodies; b) objects of administration, i.e. spheres and branches of public life that are under the organizing influence of the state; c) administrative activity (process), i.e. a certain kind of social relations through which numerous direct and feedback connections between subjects and objects of administration are realized” [⁶²], which, in fact, somewhat contradictory and incompletely interprets the subject field of such a system.

⁶⁰ Про заходи щодо впровадження Концепції адміністративної реформи в Україні: Указ Президента України від 22.07.1998 р. №810/98. URL: https://zakon.rada.gov.ua/laws/show/810/98?find=1&text=вид#w1_1

⁶¹ Галушко К.Ю. Держава // Енциклопедія історії України : у 10 т. / редкол.: В.А. Смоляй (голова) та ін.; Інститут історії України НАН України. К. : Наукова думка, 2004. Т. 2 : Г – Д. 518 с.

⁶² Про заходи щодо впровадження Концепції адміністративної реформи в Україні: Указ Президента України від 22.07.1998 р. №810/98. URL: https://zakon.rada.gov.ua/laws/show/810/98?find=1&text=вид#w1_1

Over the following years and up to the present, a large number of authors have provided various definitions of public administration, according to which the latter has been considered in the context of activity, system, process, and other approaches [^{63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75}].

It should also be recalled that within the framework of the research conducted on the issues of public administration of budgetary security, scientist S. Svirko consistently proved that public administration has a "four-faceted manifestation in the form of: system, process, activity, and scientific direction." [⁷⁶, c. 83].

In the context of the conceptual task formed, we note that each country has its own set of features related to the European integration process, so it is worth discussing the state management of European integration in Ukraine. At the same time, there are numerous formulations of the concept of the European integration process in general. Let us give the most widely used one by the author A. Martynov, according to which European

⁶³ Державне управління в Україні: навчальний посібник / [за заг. ред. В.Б. Авер'янова]. К. : Вид-во ТОВ «СОМИ», 1999. 265 с.

⁶⁴ Адміністративне право України / [за ред. Ю. П. Битяка]. Х. : Право, 2001. 528 с.

⁶⁵ Адміністративне право України : [підручник / за заг. ред. С. В. Ківалова]. Одеса: Юридична література, 2003. 896 с.

⁶⁶ Малиновський В.Я. Державне управління: навчальний посібник. Вид. 2-ге, доп. та перероб. 2003. Київ: Атіка, 576 с.

⁶⁷ Висоцький О.Ю., Висоцька О.Є., Шаров Ю.П. Основи державного управління. Частина I. Дніпропетровськ: НМетАУ, 2008. 52 с.

⁶⁸ Енциклопедичний словник з державного управління [Текст] / уклад.: Ю.П. Сурмін, В.Д. Бакуменко, А.М. Михненко та ін. ; за ред. Ю.В. Ковбасюка, В.П. Трощинського, Ю.П. Сурміна. Київ : НАДУ, 2010. 820 с.

⁶⁹ Пилипішин В.П. Поняття та основні риси державного управління. Юридична наука і практика. 2011. № 2. С. 10-14

⁷⁰ Політична енциклопедія. Редкол.: Ю. Левенець (голова), Ю. Шаповал (заст. голови) та ін. К.: Парламентське видавництво, 2011. 808 с.

⁷¹ Теорія та історія державного управління: навч. посіб. / [Г.С. Одінцова, В.Б. Дзюндзюк, Н.М. Мельтюхова та ін.] ; за заг. ред. д.е.н., проф. О.Ю. Амосова, к.е.н., доц. Н.М. Мельтюхової. Вид. 2-ге, перероб. і доп. Х. : Вид-во ХарПІ НАДУ "Марістр", 2012. 252 с.

⁷² Державне управління : підручник : у 2 т. / Нац. акад. держ. упр. при Президентові України; ред. кол.: Ю.В. Ковбасюк (голова), К.О. Ващенко (заст. голови), Ю.П. Сурмін (заст. голови) [та ін.]. К. ; Дніпропетровськ: НАДУ, 2012. Т. 1. 564 с.

⁷³ Свтушенко О.Н., Андріяш В.І. Державне управління : [навчальний посібник у трьох частинах]. Миколаїв : Вид-во ЧДУ ім. Петра Могили, 2013. Ч. 2. : Основи теорії державного управління. Миколаїв : Вид-во ЧДУ ім. Петра Могили, 2013. 268 с.

⁷⁴ Бакуменко В.Д., Усаченко Л.М., Червякова О.В. Теоретичні засади державного управління : навч. посіб. / за заг. ред. Л. М. Усаченко. К. : ТОВ «НВП «Інтерсервіс», 2013. 174 с.

⁷⁵ Білокур Є.І. Функції державного управління: поняття, особливості, правове регулювання : дис. на здобуття наук. ступеня канд. юрид. наук : спец. 12.00.07. О., 2015. 194 с.

⁷⁶ Свірко С.В. Механізми державного управління бюджетною безпекою. Житомир: ТОВ «Видавничий дім "Бук-Друк"», 2021. 436 с.

integration in general [77]: "This is a process of political, legal, economic (and in some cases, social and cultural) integration of European states, including those partially located in Europe. ... This is a complex and contradictory socio-economic process of establishing close cooperation between European states... is one of the manifestations of the leading trend of historical development - strengthening the comprehensive interdependence of states, primarily in the economic sphere, and further rapprochement of civilizationally related national communities." Given the current state of Ukrainian statehood, the set of its catastrophic threats and risks, we propose that the European integration process in Ukraine be understood as a complex of political, legal, economic, socio-cultural, and public integration procedures of Ukraine with the EU, the implementation of which will contribute to the further development of our country and ensure statehood in it.

Based on the above definitions and the analysis conducted, taking into account the multi-level nature of public administration in our country, a meaningful understanding of European integration according to the founding documents of the EU [78], the comprehensive nature of European integration processes, and security threats to Ukrainian statehood, it is proposed to understand the direction of domestic social administration under "public administration of the European integration process in Ukraine" as consisting in the purposeful organizing influence of relevant state authorities, local governments, and officials of state enterprises, institutions and organizations, and civil society of Ukraine within the limits of their powers on the relevant spheres of life of our state and society in order to achieve political, legal, economic, socio-cultural, and social integration of Ukraine with the EU, which will contribute to the further development of the latter and ensure statehood in it. Such an understanding of the concept of "public administration of the European integration process in Ukraine" contributes to the correct identification of the subject composition of the latter, the broad field of object management influence, and the purpose of this direction of domestic public administration. The functional content of this area of public administration (against the background of general ones: planning/forecasting, organization, motivation, control [76, c. 89]) is proposed to be presented in the form of the following set of special functions and tasks (Table 2.1).

⁷⁷ Мартинов А.Ю. Європейська інтеграція [Електронний ресурс] // Енциклопедія історії України: Т. 3: Е-Й / Редкол.: В.А. Смоляй (голова) та ін. НАН України. Інститут історії України. К.: В-во «Наукова думка», 2005. 672 с. URL: http://www.history.org.ua/?termin=Evropeyska_integraciya

⁷⁸ Договір про заснування Європейської Спільноти (Договір про заснування Європейського економічного співтовариства). URL: https://zakon.rada.gov.ua/laws/show/994_017#Text

Table 2.1

Special functions of state management of European integration processes in Ukraine

| <i>Function</i> | <i>Task</i> |
|--------------------|--|
| <i>Integration</i> | ensuring the approximation and merging of the foundations of our country in the field of politics, law, economics, socio-cultural sphere at the macro, meso and micro levels with the foundations of the functioning of the EU |
| <i>Security</i> | ensuring national security through a set of measures within the framework of European integration, including EU assistance |
| <i>State</i> | ensuring the existence of the institution of the state in Ukraine through the result of European integration - Ukraine's accession to the EU |

The implementation of these functions in practice will enable the achievement of the primary goal of state management of European integration processes in Ukraine: the further development of our country and, in the event of a military invasion of our territory, the preservation of our country's statehood.

An equally important component of state management is state policy. At the same time, the practical implementation of any provisions of state policy requires their theoretical justification, which begins with terminology that is "used to transfer and disseminate knowledge, since it contains the most accurate and concentrated information from a certain field" [79]. Therefore, before working out the practical provisions of the state's European integration policy, it is proposed to conduct a conceptual discourse on the above term.

The experts from various fields are actively exploring the topic of European integration policy in Ukraine. Thus, in the field of economics, scientists such as O. Belyaev, A. Galchinsky, S. Maksymenko, S. Maistro, O. Dergachova, L. Kovalenko, and S. Leskov are notable. Mashtamiv, T., Mikheenko, V., Reznikov, M., Ryzhkov, A., Rogovy, S., Svirko, K., Sirenko, O., Tovstyzenko, V., Chuzhykov, G., Yavorskoi, and others have dedicated their works to the above topic. In the field of law, the above-mentioned topics have been addressed by domestic scholars, including G. Aslanyan, D. Belov, and Yu. Bysaga, O. Velyka, M. Hnatiuk, O. Holovko, V. Holovchenko, L. Hrytsayenko, M. Demyanenko, Yu. Maystrenko, S. Maksymenko, V. Marmazov, A. Motsa, V. Muravyev, M. Nazarenko, I. Kravchuk, E. Ponomarenko, K. Trykhlib, O. Tryukhan, A. Rachinsky, G.

⁷⁹ Іленков А. Термінологія та її роль у представленні знань. Вісник Нац. ун-ту «Львівська політехніка». Серія «Проблеми української термінології». 2009. № 648. С. 24-29.

Savenko, I. Storozhuk, N. Sur, I. Yakovyuk, O. Bukonia, S. Bukonia, and others. In the field of politics and international relations, this issue was taken up at different times by domestic scientists: S. Andrushchenko, I. Artyomov, A. Buteyko, V. Horbatenko, A. Yermovalayev, M. Kalyna, O. Kovaleva, L. Kulikovska, M. Malsky, A. Mykolyuk, B. Parakhonsky, I. Rafalsky, O. Reznikova, O. Rolinska, G. Yavorska, and others.

Separately, in the context of chronology, it is worth noting the dissertation research of Yu. Palahnyuk, on the topic "Mechanisms of Formation and Implementation of the State Integration Policy of Ukraine" (2014), having carried out an in-depth study of the specified topic, received the following scientific gain [⁸⁰].

Despite significant interest in the issues of public administration of European integration processes in general and state European integration policy in particular, many issues of a theoretical, methodological, methodological and organizational nature have not received sufficiently precise formalization, in addition, the issues of military aggression, which began in 2022, and its impact on the state European integration policy of Ukraine remained outside the attention of the above-mentioned leading domestic scientists.

Moving directly to the theoretical foundations of Ukraine's European integration policy, which is primarily represented by the concept of "state European integration policy of Ukraine", let us first define the concept of "state policy" in general.

Since the science of public administration is relatively young in the domestic scientific field, it is logical that the first definitions of state policy were derived from foreign scientific thought. Thus, in the translated edition of "Analysis of Public Policy" by Leslie A. Pal (1999), it is stated that public policy should be understood as "the course of action or abstention from it, chosen by state bodies to solve a specific or set of interrelated problems" [⁸¹, c. 22]. It should be noted that since the book itself was written in English, it is worth citing its original title, "Public policy analysis", i.e., the scholar-encyclopedia I. Dzyub made a meaningful, but not literal translation. Despite this, the definition should be considered relatively concise and meaningfully accurate, as it is based on an activity-based approach to state bodies in relation to a specific problem.

⁸⁰ Палагнюк Ю.В. Механізми формування та реалізації державної євроінтеграційної політики України: автореф. дис... на здобуття наук ступеня д-ра наук з держ. упр. за спец.: 25.00.02; Чорноморський національний університет ім. Петра Могили. Миколаїв. 2014. 36 с.

⁸¹ Пал Л.А. Аналіз державної політики; [пер. з англ. I. Дзюби]. К.: Основи, 1999. 422 с.

The analysis of the definitions of public policy provided by domestic scientists indicates that the latter understood it as an action, guidance to action, activity or its direction, means, measure, institution, goal and objective, goals, course, component of society's life, systemic process [^{82, 83, 84, 85, 86, 87, 88, 89}]. The analysis of the above approaches indicates that the authors interpret public policy in the context of activity and process approaches. It is proposed to consider the issues of public policy in the context of a systemic approach to public administration, which was emphasized in her works by the scientist Svirko S.V., according to which "the object is considered as a holistic system with a set of supporting mechanisms that has appropriate internal and external connections" [76, c. 74]. Let us also recall that the system assumes the presence of [⁹⁰, c. 16]: "multiplicity of elements; interaction with the environment; interaction with each other; the presence of a common goal".

Considering public administration as a system, we propose to perceive public policy as an obligatory element of this system, while: the subjects of public policy in a democratic society should be recognized as state authorities and local self-government bodies, as well as civil society, which form (participate in the formation) and implement public policy; the object is all spheres of society; the goal is to achieve the intended goals for the development of the latter and the state; the environment is internal and external.

Turning to the concept of "state European integration policy of Ukraine", it should be noted that the most meaningful definitions of the

⁸² Державна політика: аналіз та механізми її впровадження в Україні / за заг. ред. В. Ребкала, В. Тертички. К. : Вид-во НАДУ, 2000. 232 с.

⁸³ Дем'янчук О.Г. «Державна політика» та «публічна політика»: варіант перехідного періоду. Наукові записки. Том 18. Політичні науки – 2000. С. 31-36. URL: https://political-science.ukma.edu.ua/wp-content/uploads/2020/02/Demyanchyk_Derzhavna_polityka.pdf

⁸⁴ Романов В., Рудік О., Брус Т. Вступ до аналізу державної політики. К. : Основи, 2001. 238 с.

⁸⁵ Валевський О. Державна політика в Україні: методологія аналізу, стратегія, механізми впровадження. К. : НІСД, 2001. 242 с.

⁸⁶ Державне управління: Словник-довідник / За заг. ред.. В.М. Князєва, В.Д. Бакуменка. К.: Вид-во УАДУ, 2002. 228 с.

⁸⁷ Державне управління в Україні: організаційно-правові засади / за заг. ред. Н.Р. Нижник. К. : Вид-во УАДУ, 2002. 164 с.

⁸⁸ Ребкало В.А., Тертичка В.В. Державна політика: аналіз та впровадження в Україні. К. : УАДУ, 2002. 80 с.

⁸⁹ Скрипнюк О.В. Сучасна державна політика України: основні концептуальні підходи до визначення змісту поняття. Вісник Академії правових наук України. 2004. № 4 (39). С. 3–12.

⁹⁰ Сорока К.О. Основи теорії систем і системного аналізу: навч. посібник. ХНАМГ, 2004. 291 с.

concept of “state European integration policy” were generally provided by scientists Palahniuk Yu. and Reznikov V., namely, respectively:

– “...systematic, purposeful, consistent, scientifically based strategic activity of the state to form and implement state policy in the direction of European integration based on determining long-term goals of state authorities, socio-economic and political tasks, involving the public, implementing mechanisms, instruments, forms and methods aimed at national interests in the context of building a democratic, legal, socially oriented state with a market economy based on the consolidation of society around basic national and European values” [80];

– “legislated activity of state authorities and local self-government bodies through a set of mechanisms and instruments of its formation and implementation regarding the adaptation and implementation of national laws, regulatory legal acts, rules and procedures to EU standards (their Europeanization), which cover various spheres of public life with the aim of competitive sustainable development of the country and raising the level of welfare of the population to European standards” [91].

However, they are not the same. Thus, Savenko G. believes that European integration policy is “the activity of public administration bodies to determine the main ways of integrating our state into the EU, a broad vision and comprehensive analysis of problems during the implementation of a given course, as well as their direct solution and promotion of the development of the state and civil society in the direction of European integration” [92, c. 102].

Taking into account the analysis of the above definitions of the concept of "state policy", the already formed definition of state management of the European integration processes of Ukraine, it is proposed to understand the state European integration policy of Ukraine as an action plan developed and formed by state authorities, local self-government and the management apparatus of state enterprises, institutions and organizations of Ukraine with the participation of civil society, for the implementation by the state and society in time and space to achieve political, legal, economic, socio-cultural, social integration of Ukraine with the EU in order to ensure statehood in our country and its further development. Such an understanding of Ukraine's European integration policy allows us to focus on the most

⁹¹ План дій Україна – ЄС у сфері юстиції, свободи та безпеки, що був прийнятий 18 червня 2007р.: міжнародний документ від 18.06.2007 р. URL: https://zakon.rada.gov.ua/laws/show/994_956#Text

⁹² Савенко Г.В. Окремі аспекти євроінтеграційної політики України в сучасних умовах. Юридичний науковий електронний журнал. 2017. №2. С. 101-103.

important strategic tasks of our state in both the current and strategic periods, against the background of correctly identifying both the subject-object field and setting the goals of our state's European integration policy. Traditionally, state policy is distinguished by various features, which include [93, c. 99; 94, c. 51-52; 76, c. 117-118]: scale, authorities, reflection of interests, time period, chronology, value orientation, style, subject-problem sphere, development tools, elements, functions of the state, levels, etc.

It is proposed to distinguish the following features and types of policy within the framework of the state's European integration policy:

– by scope: state European integration policy at the macro, meso, and micro levels;

– by sphere of influence: state European integration policy in the sphere of general public administration; state European integration policy in the sphere of politics; state European integration policy in the sphere of economy; state European integration policy in the sphere of public and legal order; state European integration policy in the socio-humanitarian sphere; state European integration policy in the information and communication sphere; state European integration policy in the resource-ecological sphere; state European integration policy in the international-diplomatic sphere;

– by period of coverage: current state European integration policy; medium-term state European integration policy; long-term state European integration policy.

Ukraine's European integration policy should be based on certain principles. In general, we agree with the position of scientists led by Y. Kovbasyuk, who categorize the principles of state policy into two main categories [94, c. 16-17]: general (concreteness, optimality, feedback, compliance with legal norms, etc.) and specific.

We also consider the approach proposed by scientist S. Svirko to be important, according to which state policy should be subordinated to the principles [76, c. 119]: scientific validity, rule of law and legality, publicity and transparency, heredity and continuity, priority of goals, completeness of coverage, complexity, correlation, synergy of structural elements, effectiveness and efficiency, accountability and control.

⁹³ Денисенко К.В. Державна політика у сфері соціального захисту: аналіз понятійно-категоріального апарату. Ефективність державного управління. 2017. Вип. 2. С. 95-101.

⁹⁴ Державна політика: підручник / Нац. акад. держ. упр. при Президентові України ; ред. кол. : І.О. Вовк (голова), К.О. Ващенко (заст. голови), Ю.П. Сурмін (заст. голови) [та ін.]. К. : НАДУ, 2014. 448 с.

Regarding the state's European integration policy, we propose to choose the following specific principles:

- security (ensuring national security within all areas of the state's European integration policy);
- priority (observance within the state European integration policy of national interests above all);
- irreversibility (constancy of the European integration course).

Their implementation in practice will ensure the successful development and implementation of the state's European integration policy.

2.2. State Criminal Law Policy to Combat Corruption in the Context of Military Reconstruction

In the context of modern public administration development, which encompasses not only state authorities but also local government institutions, state enterprises, agencies, and other entities acting in the public interest, corruption exhibits signs of systematicity, complexity, and high latency. Its manifestations hinder the transparency, efficiency, and accountability of public authorities, discredit reforms, reduce citizens' trust in government bodies, and undermine democratic processes. Corruption acts not only as a violation of legal norms but also as a multifaceted social phenomenon that forms alternative mechanisms for making administrative decisions, contributes to the emergence of shadow administrative structures, and violates the principle of integrity in the field of public service. It poses a direct threat to the public interest, causes inefficient use of budget resources, leads to discrimination in access to public services, and exacerbates social inequality in society. In this context, considering corruption as an object of state criminal law policy is of particular importance. After all, this policy is designed not only to ensure legal responsibility for the relevant crimes but also to establish a prevention strategy based on legislative, institutional, managerial, and moral and ethical principles. Criminal law policy in the field of combating corruption should be coordinated, comprehensive, and aimed at ensuring the rule of law at all levels of public administration.

Ever since positions of public power or trust appeared in society, people have abused them for personal gain. Although in most cultures,

this has always been considered an evil act, corruption has evolved in such sophisticated ways and taken on so many forms of manifestation that today there is no single, generally accepted definition of this concept.

The term "corruption" is of Latin origin and is derived from the words "correptus" and "rumpere." The first means the joint participation of several people in a particular matter, while the second refers to violating, breaking, or destroying. The combination of these concepts gave rise to the word corrumpere, which conveys the idea of joint actions by at least two persons aimed at distorting, destroying, or undermining the normal course of a trial or the administration of public affairs [95].

The origins of corruption date back to ancient times. Information about it is available in the sources of ancient civilizations - Egypt, China, India, Greece, and Rome, as well as in the Old Testament, which mentions bribery and injustice. Corruption arose with the emergence of the state, government, and the first officials. Its first manifestations were associated with religious rites, when gifts were brought to the priests in exchange for the favor of the gods. One of the first to try to combat this phenomenon was the Sumerian ruler Uruinmhin (circa 24th century BC). Already in the Code of Hammurabi (XVIII century BC), corruption was recognized as a social problem, and in Antiquity, Aristotle considered it a threat to the stability of the state. [96].

In general, corruption, as a social phenomenon, has developed very actively. Therefore, throughout its entire existence, scientists, philosophers, and thinkers of different periods have tried to study it and provide an explanation of how it arises, and, most importantly, how it can be prevented. In different historical periods, both legal and moral and ethical means of overcoming this phenomenon have been proposed - from severe punishment to the formation of integrity and political responsibility of elites. Modern research on corruption is based on an interdisciplinary approach that encompasses legal, political, economic, and cultural aspects, as only a comprehensive strategy can have a real impact on reducing the level of corruption in society.

⁹⁵ Камлик М. І. Корупція в Україні / М. І. Камлик, Є. В. Невмержицький. – К.: Товариство «Знання», КОО, 1998. – 187 с.

⁹⁶ Боковиков Ю. В. Механізми протидії корупції. Теорія та практика державного управління. 2017. Вип. 56. С. 1–7.

Many years of attention from scientists and practitioners to the problem of corruption have led to the emergence of multiple definitions of this concept. To organize existing approaches, we will conditionally distinguish several groups of sources for defining the concept of "corruption": 1) domestic scientists; 2) foreign scientists; 3) legislative sources (international acts and national legislation); 4) international organizations; 5) dictionaries and encyclopedias. Let us consider representative definitions from each group in the following table 2.2.

Table 2.2

Approaches to defining "corruption"

| N ^o | Author, source | Definition |
|--|---------------------------------|--|
| 1 | 2 | 3 |
| <i>Approaches of domestic scientists</i> | | |
| 1. | Parkhomenko-Kutsevil O. I. [97] | Corruption is an unlawful act or omission of an official (or a person who is vested with certain administrative and managerial powers and functions) aimed at obtaining personal interest ((both material and not) in particular a certain service, privileges, benefits, etc.) through the performance of their functional duties and has a negative consequence for the state, society and a state authority. |
| 2. | Poberezhny V.V. [98] | Corruption in the system of state authorities is the abuse of state power by an official, as well as by a head or employee of a state authority or local self-government body to obtain any illegal benefits for themselves or other persons related to the performance of public service. |
| | Pygolenko I.V. [99] | Corruption is a socio-political phenomenon, the content of which is a system of negative views, beliefs, guidelines and actions of individual citizens, officials of government institutions, state and non-state organizations, political parties, public organizations, aimed at satisfying personal, group or corporate interests through bribery, bribery, abuse of power, granting privileges and advantages contrary to public interests. |
| 3. | Melnyk M. I. [100] | Corruption is a social phenomenon that encompasses the entire set of corrupt acts related to the improper use by persons authorized to perform state functions of the power granted to them, official powers, relevant opportunities in order to satisfy personal interests or the interests of third parties, as well as other corruption offenses, including those that create conditions for the commission of other corrupt acts or are a concealment of them or connivance with them. |

⁹⁷ Пархоменко-Куцевіл О. Теоретико-методологічні підходи до класифікації корупційних відносин в Україні. Підприємництво, господарство і право. 2018. No 9. С. 138-142

⁹⁸ Побережний В.В. До питання про сучасну державну політику у сфері запобігання корупції. Університетські наукові записки. 2010. № 4. С. 271–275. URL: http://nbuv.gov.ua/UJRN/Unzap_2010_4_47

⁹⁹ Пиголенко І. В. Хабарництво як соціальний феномен сучасного суспільства. Вісник НТУУ «КПІ». Політологія. Соціологія. Право : зб. наук. праць. 2009. № 4. С. 113–121. URL: <https://ela.kpi.ua/bitstre am/123456789/6212/1/09-4-20.pdf>

¹⁰⁰ Мельник М. І. Корупція: проблема визначення сутності і поняття. Вісник Академії правових наук України. No 3 (10). Харків : 2010. С. 76–83

Continuation of Table 2.2

| I | 2 | 3 |
|---|--|--|
| 4. | Nevmerezhytsky E.V.. [¹⁰¹] | Corruption is a socially dangerous phenomenon, the content of which is a system of negative views, guidelines and actions of officials of government and management institutions, state and non-state enterprises, organizations and institutions, political parties and public organizations aimed at satisfying personal, group or corporate interests by using their official position, contrary to the interests of society and the state. |
| 5. | Nonik V.V. [¹⁰²] | Corruption is a negative phenomenon that "poisons" the public life of any state. |
| 6. | Tereshchuk O. V..[¹⁰³] | Corruption is, firstly, as an illegal act of officials aimed at personal enrichment; secondly, as a stable connection of representatives of government and management structures with the criminal environment and their assistance in illegal activities by using the powers granted to them by the state. |
| 7. | Kostenko D. V. [¹⁰⁴] | Corruption is a complex social phenomenon that has a negative impact on both the political and socio-economic development of society and the state as a whole. |
| <i>Approaches of foreign scientists</i> | | |
| 8. | Robbins P. [¹⁰⁵] | Corruption is a system of normalized rules, transformed from legitimate authority, built around existing inequalities and strengthened through cooperation and trust. |
| 9. | Akinyemi B. [¹⁰⁶] | Corruption is the acquisition of something to which a person (as a member of society, not just a civil servant) is not entitled. |
| 10. | V.David and O. Nett [¹⁰⁷] | Corruption is described as "actions motivated by the desire for profit" of the corrupt person who violates the legal norm, providing the corrupt person or group of persons with a benefit of any kind in return, and thus may cause harm to third parties who are not directly involved in the illegal exchange transaction." |

¹⁰¹ Невмержицький Е. В. Корупція в Україні: причини, наслідки, механізми протидії : монографія. Київ : КНТ, 2008. 368 с.

¹⁰² Нонік В. В. Дослідження сутності та трактування поняття «корупція»: еволюційний аспект. Інвестиції: практика та досвід. 2019. № 3. С. 99–105.

¹⁰³ Терещук О.В. Адміністративна відповідальність за корупційні правопорушення: автореф. дис. канд. юрид. наук: 12.00.07 / кер. роботи С.М. Штефан; Нац. ун-т «Одеська юридична академія». Одеса, 2000. 20 с.

¹⁰⁴ Костенко Д. В. Поняття корупції, її сутнісні характеристики, основні підходи дослідження. Державно-управлінські студії. 2018. № 10. URL: <http://box5800.temp.domains/~ipkeduua/poniattiakoruptsii-yii-sutnisni-kharakterystyky-osnovni-pidkhody-doslidzhennia/>

¹⁰⁵ Robbins, P. 2000. "The Rotten Institution: Corruption in Natural Resource Management". Political Geography. Vol. 19. Issue 4. pp. 423-443

¹⁰⁶ Akinyemi B. Corruption: a battle Nigeria must win Thursday. 2004. August 22. P. 22

¹⁰⁷ David V., Nett A. Korupce v právu mezinárodním, evropském a českém. Praha: C.H. Beck. 2007. Právo a společnost. ISBN 978-80-7179-562-9. C. 27

Continuation of Table 2.2

| 1 | 2 | 3 |
|--|--|--|
| 11. | Chmelík J., Tomica Z. [¹⁰⁸] | Corruption is an informal relationship between two subjects that acts contrary to good customs and consists of offering, promising, realizing an advantage for someone else's benefit, or accepting such a request in return for a requested, offered, or promised reward. |
| <i>Approaches in the legislative field</i> | | |
| 12. | Code of Conduct for Law Enforcement Officials, adopted at the 34th session of the UN General Assembly [¹⁰⁹] | Corruption "... involves the performance or omission of any act in the performance of duties or through these duties as a result of gifts, demands or acceptances, promises and incentives, or their illegal receipt whenever such an action or inaction occurs". It is also stated that "the concept of corruption should be interpreted within the framework of national law". |
| 13. | Criminal Convention against Corruption [¹¹⁰] | Corruption is a socially negative, multifaceted phenomenon consisting in the use by a person endowed with power or management powers of his official position in personal or group interests in order to obtain an undue advantage that is contrary to the public interest, the norms of law, ethics and principles of integrity. |
| 14. | Civil Convention against Corruption [¹¹¹] | Corruption – direct or indirect solicitation, offering, giving or receiving of a bribe or any other undue benefit or opportunity to receive it, which violates the proper performance of any duty by the person receiving the bribe, undue benefit or opportunity to have such benefit, or the behavior of such person. |
| 15. | Law of the Republic of Ukraine "On the Prevention of Corruption" [¹¹²] | Use by a person specified in part one of Article 3 of this Law of the official powers granted to him or the opportunities related thereto for the purpose of obtaining an undue benefit or accepting such benefit or accepting a promise/offer of such benefit for himself or other persons or, respectively, a promise/offer or provision of an undue benefit to a person specified in part one of Article 3 of this Law, or at his request to other individuals or legal entities for the purpose of inducing this person to unlawfully use the official powers granted to him or the opportunities related thereto. |

¹⁰⁸ Chmelík J., Tomica Z. Korupce a úplatkárství. Praha: Linde. 2011. ISBN 978-80-7201-853-6. C. 24–25

¹⁰⁹ Кодекс поведінки посадових осіб з підтримання правопорядку: прийнятий 34-ю сесією Генеральної асамблеї ООН 17 груд. 1979 р. Документ ООН A/34/46. ООН. 1980. С. 208–240

¹¹⁰ Кохан Г. Дослідження політичної корупції у світовій політичній науці. Сучасна українська політика. Політики і політологи про неї. 2009. Вип. 18. С. 74–83. Біблогр.: 12 назв

¹¹¹ Цивільна конвенція про боротьбу з корупцією : Конвенція Ради Європи від 04.11.1999 : станом на 16 берез. 2005 р. URL: https://zakon.rada.gov.ua/laws/show/994_102#Text

¹¹² Про запобігання корупції : Закон України від 14.10.2014 № 1700-VII : станом на 4 квіт. 2025 р. URL: <https://zakon.rada.gov.ua/laws/show/1700-18#Text>

Continuation of Table 2.2

| 1 | 2 | 3 |
|---|--|---|
| <i>Approaches of international organizations</i> | | |
| 16. | Transparency International [¹¹³] | Corruption is the abuse of entrusted power for private gain. |
| 17. | Світовий банк [¹¹⁴] | Corruption is the abuse of public power for private gain. |
| 18. | ООН [¹¹⁵] | Corruption is the abuse of public power for personal gain. |
| <i>Approaches in dictionaries and encyclopedias</i> | | |
| 19. | Popular legal encyclopedia [¹¹⁶] | Corruption is the bribery of state, political, public figures, and officials of the state apparatus, committed by a person in certain narrow corporate interests. |
| 20. | Encyclopedia of public administration [¹¹⁷] | Corruption is the abuse of state resources and power for personal gain, which violates state interests. |
| 21. | Legal encyclopedia of Ukraine [¹¹⁸] | Corruption is the criminal use of official power and opportunities to obtain personal material or intangible benefits. |
| 22. | Economic dictionary [¹¹⁹] | Corruption is the unethical and illegal use of state powers for personal or corporate gain. |
| 23. | Dictionary of foreign words [¹²⁰] | Corruption is the use by officials of their official position for their own benefit; bribery, venality of government officials and politicians. |

Most authors consider corruption as the abuse of power or official authority for personal gain, which indicates an established understanding of the essence of this phenomenon.

The definition of corruption in domestic sources mainly focuses on its social danger and negative consequences for the state and society. Ukrainian researchers, in particular, emphasize that corruption poses a significant threat to public administration and undermines public interests.

¹¹³ Transparency International. International Anti-Corruption Commitments. Knowledge Hub. URL: <https://knowledgehub.transparency.org/guide/international-anti-corruption-commitments/8037>

¹¹⁴ World Bank. Helping Countries Combat Corruption: The Role of the World Bank. 1997. URL: <https://documents.worldbank.org/pt/publication/documents-reports/documentdetail/799831538245192753/helping-countries-combat-corruption-the-role-of-the-world-bank>

¹¹⁵ Конвенція ООН проти корупції. Конвенція ООН: ратифікована в Україні Законом України від 18.10.2006 р. №50. Верховна Рада України. Законодавство України: вебсайт. URL: https://zakon.rada.gov.ua/laws/show/995_c16#Text

¹¹⁶ Популярна юридична енциклопедія / [В. К. Гіжевський, В. В. Головченко, Е. Ф. Демський та ін. ; кер. В. С. Ковальський]. – К. : Юрінком Интер, 2002. – 527 с.

¹¹⁷ Енциклопедія державного управління: у 8 т. / Нац. акад. держ. упр. при Президентові України; наук.-ред. колегія: Ю.В. Ковбасюк (голова) та ін. Київ: НАДУ. 2011. Т. 1: Теорія державного управління / наук.-ред. колегія: В.М. Князев (співголова), І.В. Розпутенко (співголова) та ін. 2011. 748 с.

¹¹⁸ Юридична енциклопедія : в 6-ти томах. Київ : Укр. енциклопедія ім. М.П. Баж., 2004. Т. 6 : Т-Я. 768 с.

¹¹⁹ Завадський Є.С. Економічний словник. Київ : Кондор, 2006. - 356 с.

¹²⁰ Словник іншомовних слів: тлумачення, словотворення та слововживання / за ред. С.Я. Срмolenko; худож. оформленняч Б.П. Бублик. Харків: Фоліо. 2006. 623 с.

In international documents and approaches of international organizations, the universal definition of corruption as the abuse of state or private authority for personal gain dominates, emphasizing the global recognition of corruption as a general social evil.

In the legislation of Ukraine, corruption is clearly defined in the legal field as the use of official authority for the purpose of obtaining an improper benefit. This provides legal specificity and creates a basis for the practical application of anti-corruption measures. Definitions in dictionaries and encyclopedias mainly emphasize the ethical and moral aspect of corruption, describing it as the venality and bribery of officials.

From a legal standpoint, corruption is a set of crimes and offenses related to the abuse of power or official position. There is no separate article called "corruption" in the Criminal Code of Ukraine; instead, there is a complex of crimes (bribery, abuse of power, illicit enrichment, etc.), which together are covered by the concept of corruption offenses. The legislative definition of corruption (as given above, in the Law "On Prevention of Corruption") outlines the general framework of this phenomenon for all branches of law, indicating the unlawful use of official authority for private gain. That is, from a legal point of view, corruption is an object of criminal and legal influence, which has clear signs established by law, and if present, legal liability arises. At the same time, its social essence extends beyond the limits of a purely criminal-legal phenomenon, as corruption is rooted in social relations, morality, and political culture. Such a dual nature – both legal and social – requires taking into account both aspects in the formation of state policy. Having considered various approaches to defining corruption, taking into account the identified characteristics and features, we propose the following definition of corruption as an object of criminal-legal policy.

Corruption is a complex socio-legal phenomenon that is the object of the state's criminal-legal policy, which consists of a set of intentional acts or inactions by persons vested with power or managerial authority, involving the conscious use of an official position contrary to public interests to obtain a personal, illegal benefit. This leads to the undermining of the legitimacy of government institutions, the distortion of the rule of law, and the devaluation of the principles underlying the rule of law.

The proposed definition of "corruption" includes several essential elements, each of which reveals its content:

- a complex socio-legal phenomenon. Corruption combines legal and social characteristics. It manifests itself through specific illegal acts, but is rooted in social relations and social norms. This approach reflects the interdisciplinary nature of corruption: it is not only a legal category, but also

a social problem (a culture of tolerance for bribes, expectations of mutual benefit, etc.).

- intentional actions or inaction of persons with authority. Corruption is often associated with the behavior of specific individuals, such as officials, employees, holders of public authority, or those in managerial functions. An obligatory feature is intent: the use of official status consciously, voluntarily, and not through error or negligence. Moreover, these can be both active actions (for example, taking a bribe or abusing power) and deliberate inaction (failure to fulfill duties in exchange for some illegal benefit).

- Use of official position contrary to public interests. This feature means that an official acts not in accordance with their official duty or oath, but contrary to them - that is, they violate the public functions assigned to them. Such use of power must contradict the public (social) interest, undermining the purpose for which the power was entrusted. Here, an ethical aspect is highlighted: the corrupt person prioritizes private interests over the common good, thereby betraying the trust of citizens.

- The goal is to obtain personal illegal benefit. The motive behind corrupt behavior is always utilitarian - the desire for personal gain. Benefit means both material (money, property, other benefits) and non-material benefits (career advancement, political advantages, services). The benefit must be unlawful, meaning it is obtained in violation of the law or the rights of other individuals. This feature distinguishes corruption from other abuses: a corrupt act is always committed for the sake of selfish interest.

- The consequences of the offense are the undermining of the legitimacy of government, the deformation of the rule of law, and the devaluation of the principles of the rule of law. The final part of the definition indicates the socially dangerous consequences of corruption. Systematic corruption undermines the legitimacy of state institutions, causing citizens to lose trust in the government and doubt its justice. The rule of law is being distorted, as decisions are made not in accordance with the law, but based on informal agreements and bribery, which destroys the predictability and integrity of the legal system. Ultimately, the principle of the rule of law is being devalued; instead, a system of privileges for corrupt individuals is being established, rather than the rule of law. The above-mentioned consequences justify why corruption is the object of close attention of state policy: it threatens the foundations of democratic rule of law.

Thus, the proposed definition encompasses the subject (official), the objective side (action or inaction that contravenes duty), the subjective side (intent and self-serving motive), and the consequences (harm to public interests and law and order). Such a structure of the concept reflects the

complex nature of corruption. It emphasizes why it is the object of criminal law policy: due to its grave consequences for society and the need for state coercion to counteract it.

After a thorough analysis of approaches to defining the concept of "corruption", a logical step is to study the essence and content of the concept of "anti-corruption policy", which is a direct response of the state and society to the threat of corruption manifestations. The definition of this term outlines not only the target guidelines of state efforts to combat corruption, but also forms the basis for the tools of criminal law response to it.

Today, the term "anti-corruption policy" is actively used in scientific, legal, and public discourse; however, its content remains ambiguous and contextually dependent. The lack of a unified definition of this concept in domestic legislation leads to differences in its interpretation, which complicates the development of clear approaches to legal regulation, institutional support, and the implementation of anti-corruption measures in practice.

In view of this, the study of theoretical approaches to defining the concept of "anti-corruption policy" is an important prerequisite for further improvement of the state's criminal law policy in the field of combating corruption, as well as for the formation of a holistic conceptual framework for anti-corruption legislation in Ukraine.

In modern conditions, the regulatory and legal framework that defines the principles of anti-corruption policy in Ukraine is based not only on the provisions of the Constitution of Ukraine, but also covers a wide range of legislative and regulatory acts, international treaties, and codes. Key regulatory sources include: the Law of Ukraine "On Prevention of Corruption" [121], which lays the foundations of the national anti-corruption system; the Law "On Cleansing of Power", which regulates lustration procedures for persons holding or applying for positions in the sphere of public authority; the Law "On Civil Service" [122], which contains anti-corruption restrictions and ethical standards for civil servants. International documents ratified by Ukraine play a significant role, including the Civil and Criminal Conventions on Combating Corruption of the Council of Europe, as well as the UN Convention against Corruption. These documents define the basic principles of international anti-corruption cooperation and outline the legal obligations of states.

¹²¹ Про запобігання корупції : Закон України від 14.10.2014 № 1700-VII : станом на 4 квіт. 2025 р. URL: <https://zakon.rada.gov.ua/laws/show/1700-18#Text>

¹²² Про державну службу : Закон України від 10.12.2015 № 889-VIII : станом на 1 січ. 2025 р. URL: <https://zakon.rada.gov.ua/laws/show/889-19#Text>

In addition, anti-corruption policy is implemented through regulatory legal acts, in particular, decrees of the President of Ukraine. Among these, the Presidential Decree “On the National Council on Anti-Corruption Policy” [78], deserves special attention, as it defines the mechanisms for coordinating anti-corruption activities at the highest political level. Additional sources are the provisions of the Criminal Code of Ukraine (chapters relating to corruption offenses), the Code of Ukraine on Administrative Offenses, as well as profile resolutions of the Cabinet of Ministers and departmental regulations.

At the legislative level in Ukraine, anti-corruption policy is primarily identified with the state Anti-Corruption Strategy, a basic program document that defines priorities and tasks in the field of corruption prevention for a specific period. In particular, the Law of Ukraine “On the Principles of State Anti-Corruption Policy for 2021–2025” [123] approves the next National Anti-Corruption Strategy. It defines the principles for forming and implementing state anti-corruption policy.

Although there is no direct definition of the term “anti-corruption policy” in these documents, the totality of their provisions provides a general understanding of this concept within the context of Ukraine's state policy.

There is no unambiguous interpretation of the concept of “anti-corruption policy” among scientists. Through the analysis of scientific approaches and concepts, it can be concluded that several key approaches to understanding have emerged in the theoretical discourse.

Novak A. notes: “In modern science, anti-corruption policy is most often considered from the point of view of forming mechanisms for preventing corruption, analyzing the impact of corruption on the civil service system, and strategic management in the system of combating corruption. The weakness of this approach to determining the essence and basic principles of anti-corruption policy is that it ignores the trends in the development of state-building processes, the cause-and-effect complex of the spread of corrupt relations in society, as well as the nature of corruption, as a negative socio-economic and political phenomenon” [124, c. 62].

Demyanchuk V.A., describing the concept of “state anti-corruption policy”, considers it a special type of state policy that is systematically and comprehensively implemented through purposeful, volitional activity of relevant subjects exclusively based on current legislation in order to

¹²³ Про засади державної антикорупційної політики на 2021–2025 роки : Закон України від 20.06.2022 № 2322-IX. URL: <https://zakon.rada.gov.ua/laws/show/2322-20#Text>

¹²⁴ Новак А. М. Національна антикорупційна політика: особливості та основні чинники розвитку в умовах сучасного державотворення. Державне управління та місцеве самоврядування. 2017. N 3. С. 62–66.

counteract corruption as a negative social phenomenon. It involves implementing specific measures of influence on objects of legal relations in society, creating regulatory acts, and carrying out organizational measures aimed at implementing the anti-corruption function of the state [¹²⁵, c. 91].

According to Kravchenko S.O. [¹²⁶], “corruption prevention is the purposeful formation of social conditions that are unfavorable for the emergence and spread of corruption and at the same time stimulate non-corrupt behavior of members of society, primarily employees of public authorities”.

In turn, Zabroda D.G. [¹²⁷] proposes to understand the state anti-corruption policy as “a set of legal, economic, educational, training, organizational and other measures provided for by laws and subordinate regulations, which are formed and implemented by state authorities, local self-government bodies and the public in order to identify, stop the facts of corruption, eliminate the determinants that mediate it, restore the violated rights and legitimate interests of individuals, legal entities and the state”.

As noted by Kushnerov Y.P. [¹²⁸], “the essence of anti-corruption policy should be considered primarily in a comprehensive dimension, that is, as a set of principles based on which specialized anti-corruption bodies operate. These principles are implemented through several administrative measures aimed at preventing and counteracting corruption phenomena”. That is, according to the scientist, the key components of the state's anti-corruption policy are the presence of specialized bodies to combat corruption, which provide the necessary conditions for the effective implementation of anti-corruption measures, and a system of targeted actions carried out by the state through these anti-corruption bodies in order to finally overcome corruption as a social phenomenon.

Therefore, an effective anti-corruption policy is impossible without a comprehensive approach that combines the institutional potential of specialized bodies and the systematic implementation of administrative measures.

¹²⁵ Дем'янчук В. А. Сучасні методологічні підходи до визначення поняття та юридичного змісту антикорупційної політики. Прикарпатський юридичний вісник. 2016. Вип. 6. С. 88-91.

¹²⁶ Кравченко С.О. Підходи до розуміння антикорупційної політики в публічному управлінні. Вчені записки ТНУ імені В.І. Вернадського. Серія : Державне управління. 2018. Т. 29 (68). № 2. URL: http://www.pubadm.vernadskyjournals.in.ua/journals/2018/2_2018/2_2018.pdf#page=34

¹²⁷ Заброда Д. Г. Поняття державної антикорупційної політики. Право і Безпека. 2012. № 2. С. 98-105. URL: http://nbuv.gov.ua/UJRN/Pib_2012_2_24

¹²⁸ Кушнеров Ю. П. Основні підходи до визначення антикорупційної політики. Проблеми сучасних трансформацій. Серія: право, публічне управління та адміністрування. 2023. № 10. URL: <https://doi.org/10.54929/2786-5746-2023-10-02-20>

Kalugina I.O. [¹²⁹] believes that “anti-corruption policy should be considered as a comprehensive activity that encompasses various measures aimed at various social relations”.

As we have already determined, corruption is a global problem; therefore, it is necessary to work on overcoming it not only at the national level but also at the international level.

At the international level, the Inter-American Convention against Corruption was adopted on March 29, 1996 [¹³⁰], becoming the first international legal instrument aimed exclusively at combating corruption at the level of the states of the Americas. Its main objectives are to promote the development of effective mechanisms for the prevention, detection, punishment, and eradication of corruption, as well as to strengthen international cooperation in these matters. The Convention provides for several preventive measures that participating states are required to implement. These include, in particular, the establishment of ethical standards for civil servants, the prevention of conflicts of interest, the creation of transparent systems of public hiring and procurement, and the maintenance of declarations of income and assets of public figures. The document also focuses on the protection of persons who report corruption offenses. The Convention places special emphasis on international cooperation. The participating states must ensure the extradition of persons suspected of corruption crimes and provide mutual legal assistance. Also important is the obligation of states to establish their jurisdiction to investigate corruption crimes, in particular if they are related to the activities of their officials abroad.

A crucial stage in strengthening anti-corruption policy was the establishment of regional initiatives in Europe. In 1999, the Council of Europe Criminal Convention on Combating Corruption was adopted, which obliged member states to introduce criminal liability for several corruption offenses. Among them are the giving and receiving of bribes by both national and foreign officials, corruption in the private sector, abuse of influence, and laundering of proceeds of crime. In addition, the Convention established a special body, the Group of States against Corruption (GRECO), which monitors the compliance of member states with international standards in combating corruption.

¹²⁹ Калугіна І. Антикорупційна правова політика: природа і зміст. Електронне наукове видання «Аналітично-порівняльне правознавство». 2022. № 4. С. 28–37. URL: <https://doi.org/10.24144/2788-6018.2021.04.5>

¹³⁰ Міжамериканська конвенція проти корупції : Конвенція Орг. Америк. Держав від 29.03.1996. URL: https://zakon.rada.gov.ua/laws/show/998_089#Text

In continuation of the above, international documents not only define the general principles of anti-corruption activities but also serve as a guide for the development of national anti-corruption policies. For example, the UN Convention against Corruption [30], adopted in 2003 and ratified in Ukraine in 2006, is a universal international instrument that recognizes the fight against corruption as one of the primary tasks of global governance. The document obliges member states to develop and implement effective and coordinated anti-corruption policies, as well as to ensure the participation of civil society in the implementation of integrity measures. Thus, anti-corruption policy is multidimensional in nature, with key features including comprehensiveness and an interdisciplinary approach; a priority on prevention over repression; normative integration into the political, criminal-legal, administrative, and educational spheres; and a relationship with global international standards and practices. All this creates a scientifically sound premise for clarifying the definition of the state criminal law policy to combat corruption as a component of the general anti-corruption strategy, which involves the formation of criminal law norms, institutional, administrative, educational, and international mechanisms, and is aimed at preventing, identifying, and eliminating corruption in various spheres of public life.

Thus, anti-corruption policy creates a legal and institutional basis for expanding and deepening the criminalization of corrupt acts. Through the mechanisms of norm-setting and institutional development, it directly affects criminal law policy, as new corruption offenses emerge, sanctions are strengthened, and investigation procedures are improved. To increase efficiency, close integration of preventive (administrative, educational) and repressive (criminal law) measures is necessary, as well as strengthening the independence and capacity of anti-corruption bodies.

Corruption, as a phenomenon, has a complex nature and several characteristic properties that manifest themselves in various spheres of society. The analysis revealed that, despite the absence of a single, universal definition of this term, there is a consensus in both the scientific and practical spheres regarding its primary features: the abuse of power (or other trusted status) contrary to established norms for personal gain. Various approaches - philosophical, legal, political, state-administrative, sociological - complement each other, forming a holistic understanding of the nature of corruption. In particular, the author's definition combines these approaches, reflecting the interdisciplinary nature of the phenomenon. For state criminal law policy, it is important that corruption, being socially conditioned, is influenced through legal mechanisms only under the condition of a comprehensive approach. Effective counteraction to corruption is

impossible without a holistic strategy that combines legal (criminal prosecution, improving legislation), administrative (institutional reforms, simplifying procedures, eliminating the prerequisites for bribery), socio-economic (reducing incentives for corrupt behavior), and ethical measures (forming an anti-corruption culture). Corruption as a policy objective requires constant attention from the state and society, as only through joint efforts can its manifestations be effectively minimized. Awareness of the content and properties of corruption, as well as their consolidation in scientific thought and the regulatory and legal fields, is a necessary prerequisite for developing an effective anti-corruption policy that ensures the rule of law and the well-being of society.

2.3. Legal Regulation Optimization of combating corruption in Ukraine

Over the past few decades, the problem of corruption in Ukraine has become one of the most pressing and challenging obstacles to reforming state institutions. The presence of significant institutional gaps, inconsistencies between the criminal and administrative legal regulation of corruption offenses, as well as the insufficient effectiveness of existing legal norms, necessitates a review of both theoretical principles and practical mechanisms for combating corruption.

In the current conditions of globalization and integration into the European space, Ukraine is obliged to adapt its legislation to international standards for combating corruption. The discrepancies between criminal and administrative methods of combating corruption create a need to form a single, effective legal mechanism that takes into account not only traditional approaches to criminal liability but also operational instruments of administrative influence.

The current legislation in Ukraine on combating corruption is characterized by specific fragmentation and contradictions in norms, which negatively affect law enforcement. Practical experience shows that the application of anti-corruption measures is often accompanied by problems in proving criminal intent and a lack of sufficient deterrent effect. Additionally, the discrepancy between the systems of criminal law and administrative sanctions creates legal inequality, which raises questions about the effectiveness of preventive measures.

In addition to the classic problems of corruption, the current political and socio-economic situation in Ukraine, particularly martial law and the challenges associated with it, adds a new dimension to the issue of combating corruption. Uncertainty, reduced control over the expenditure of public funds, and increased pressure on state institutions necessitate an immediate improvement in both criminal law and administrative law regulation in this area.

An analysis of the current state of criminal law and administrative law regulation of combating corruption is impossible without taking into account the results of scientific research conducted within the framework of the specialties 081 "Law" and 12.00.08 "Criminal Law". Despite the legal nature of these studies, their conclusions are of direct importance for improving public administration mechanisms in the field of preventing and combating corruption, as the legal mechanism plays a crucial role in this context.

Thus, in the dissertation research of D.G. Mykhailenko, "The Concept of Criminal Law Counteraction to Corruption Crimes in Ukraine" [131] a comprehensive development of theoretical, methodological, and applied principles for improving criminal law policy in the field of combating corruption crimes was carried out. The dissertation formulated a clear definition of the concept of corruption crime, identified its specific features, and proposed improved criteria for law enforcement practice. Particular attention is paid to substantiating the need for a comprehensive approach to combating corruption, which involves the synergy of criminal law, criminal procedure, and preventive measures. The author identified significant shortcomings in the current Ukrainian criminal legislation regarding the fight against corruption, among which the main ones are the vagueness of the components of individual corruption crimes and the insufficient effectiveness of applying special legal instruments, such as special confiscation or the institution of voluntary reporting. Proposals are substantiated to improve the norms of the Criminal Code of Ukraine by specifying the elements of crimes, introducing aggravating circumstances for specific categories of offenses, and strengthening whistleblower protection instruments. The author emphasizes the interaction of preventive, detection, and punitive mechanisms, which is relevant for the formation of an effective anti-corruption policy in public administration.

¹³¹ Михайленко Д.Г. Концепція кримінально-правової протидії корупційним злочинам в Україні: дис. ... доктора юрид. наук: 12.00.08 / Михайленко Дмитро Григорович. - Одеса, 2018. - 505 с.

In the dissertation of Levchuk A.O. "Administrative and legal mechanism for preventing corruption offenses" [132] the need for systematic interaction of administrative and legal procedures for preventing corruption and measures for controlling the activities of public servants is emphasized. This study focuses on the managerial aspects of applying administrative law in the field of ensuring integrity.

Bondarenko O.S. "Concept of criminal and legal counteraction to corruption in Ukraine" [133] formulated and substantiated the author's concept of criminal and legal counteraction to corruption in Ukraine, which is based on systemic and sectoral approaches. The author proposed several proposals for improving national criminal legislation, including expanding the list of criminalized acts of a corrupt nature, enhancing the efficiency of procedures for identifying and bringing to justice individuals involved in corruption crimes, and integrating international standards for combating corruption into the domestic legal system.

Vasylenko O.Yu., in his dissertation "Administrative Legal Principles of Preventing Corruption and Corruption-Related Offenses," [134] examined the current state of legal regulation in this area, identified shortcomings, and proposed ways to improve it, taking into account law enforcement practice and foreign experience. The author substantiated that the current state of national legislation is characterized by the declarative nature of the provisions of anti-corruption legislation, a low level of their actual implementation, insufficient fulfillment of the preventive role, and inconsistency of new regulatory legal acts. Directions for improving the principles of administrative liability for committing corruption-related offenses are formulated, specifically through the harmonization of the norms in the Code of Ukraine on Administrative Offenses, the expansion of the circle of subjects liable, and the establishment of administrative liability for legal entities.

In particular, Gvozdetsky V.D. in his dissertation "Administrative and legal and organizational principles of preventing and combating corruption in Ukraine" [135] substantiated that combating corruption is an integral function of public administration. He emphasizes the importance of

¹³² Левчук А. О. Адміністративно-правовий механізм запобігання правопорушенням, пов'язаним з корупцією: дис. ... д-ра філософії в галузі 081 «Право». Київ, 2021. 260 с. URL: http://elar.naiau.kiev.ua/bitstream/123456789/20793/4/dysert_levchuk.pdf

¹³³ Бондаренко О. С. Концепція кримінально-правової протидії корупції в Україні : дис. ... д-ра юрид. наук : 12.00.08. Дніпро, 2021. 551 с.

¹³⁴ Василенко О. Ю. Адміністративно-правові засади запобігання корупційним та пов'язаним з корупцією правопорушенням : дис. ... д-ра філос. : 081 «Право» / Василенко Олександр Юрійович ; МОН України, Ужгородський національний університет. – Ужгород, 2023. –231 с.

¹³⁵ Гвоздецький В. Д. Адміністративно-правові та організаційні засади запобігання і протидії корупції в Україні : дис. ... д-ра юрид. наук : 12.00.07. – Київ, 2015. – 583 с

a clear distinction between preventing and combating corruption in the system of administrative law. The author conducted a comprehensive study of the legal status of subjects combating corruption, identified the features of implementing administrative supervision and control, and investigated preventive mechanisms for mitigating corruption risks in the public service. The author developed proposals for enhancing administrative and legal mechanisms to prevent corruption, substantiating the need to increase the role of internal control and anti-corruption audits in the activities of government bodies.

In the dissertation study of Grechka O.V. "Administrative and legal status of subjects of combating corruption in Ukraine" [¹³⁶] a thorough theoretical and applied study of the institutional structure of the anti-corruption system of Ukraine was carried out. The author analyzed the administrative and legal status of the main entities vested with powers in the field of preventing and combating corruption, specifically the National Anti-Corruption Commission, the National Anti-Corruption Bureau, the Supreme Administrative Court, the State Anti-Corruption Bureau, and other state power structures. The author focuses on the problems of regulatory uncertainty of the status of individual bodies, duplication of powers, and insufficient coordination efficiency. The need for precise administrative and legal regulation of the interaction between entities combating corruption and improving information exchange mechanisms is substantiated. Particular attention is paid in the dissertation to issues of interaction between entities of anti-corruption policy. The author demonstrates that the absence of a proper mechanism for administrative and legal regulation of such interaction is one of the factors contributing to the ineffectiveness of implementing the state anti-corruption strategy. Proposed are ways to normatively consolidate clear procedures for coordinating actions between entities combating corruption, including interdepartmental protocols, information exchange standards, and administrative regulations. The results obtained are of interest for strengthening the state's institutional capacity in anti-corruption management.

Dmytrenko O.D., in her dissertation "Administrative and Legal Support for Interaction between Anti-Corruption Entities in Ukraine," [¹³⁷] analyzed the regulatory framework and practical aspects of coordination between state bodies in the field of anti-corruption activities. The author

¹³⁶ Гречко О.В. Адміністративно-правовий статус суб'єктів протидії корупції в Україні : дис. ... канд. юрид. наук : 081 «Право». Харків, 2024. URL: <https://uacademic.info/ua/document/0824U001238>

¹³⁷ Дмитренко О.Д. Адміністративно-правове забезпечення взаємодії між суб'єктами протидії корупції в Україні : дис. ... канд. юрид. наук : 12.00.07 / Дмитренко Олена Дмитрівна. Харків, 2021. URL: <https://uacademic.info/ua/document/0421U103765>

identified the problems of fragmentation of legal regulation of interaction and proposed ways to improve information exchange procedures, administrative regulations, and interdepartmental coordination.

Maslova Y.I., in her dissertation "Administrative and Legal Regulation of the Transformation of the National Agency for the Prevention of Corruption," [138] investigated the evolution of the legal status of the NACP, the mechanisms of its institutional transformation, and powers in the field of corruption prevention. The need for regulatory updates to the agency's functional model and strengthening its capacity to implement preventive anti-corruption measures is substantiated.

Muzychuk E.O.'s dissertation "Administrative and legal support for combating corruption in the public service in Ukraine" [139] investigated the organizational and legal principles of preventing corruption in the public service system. The author described the administrative and legal mechanisms for responding to violations of anti-corruption legislation, specifically conflicts of interest, breaches of ethical norms, and non-compliance with restrictions on gifts. Directions for improving administrative procedures to control employee behavior and strengthen responsibility for administrative corruption offenses are proposed.

As part of the dissertation research of Ishchuk Dmytro Oleksandrovych, "Administrative and legal status of specialized entities combating corruption in Ukraine" [140] a thorough analysis of the legal status of anti-corruption bodies operating in the public administration of Ukraine was carried out. The author formulated the concept of the administrative and legal status of specialized entities, identified its main components (legal grounds for activity, powers, rights, duties, responsibilities, guarantees of independence), and substantiated the classification of the relevant bodies according to functional criteria.

Particular attention is paid to the legal regulation of the activities of the National Agency for the Prevention of Corruption, the National Anti-Corruption Bureau of Ukraine, the Specialized Anti-Corruption Prosecutor's Office, the State Bureau of Investigation and other structures. The characteristic features of their interaction within the national anti-corruption

¹³⁸ Маслова Я.І. Адміністративно-правове регулювання трансформації Національного агентства з питань запобігання корупції : дис. ... канд. юрид. наук : 12.00.07 / Маслова Яна Іванівна. Київ, 2022. URL: <https://uacademic.info/ua/document/0522U100099>

¹³⁹ Музичук Е.О. Адміністративно-правове забезпечення протидії корупційним проявам у публічній службі в Україні : дис. ... д-ра філософії з права : 081 / Музичук Євген Олександрович. Київ, 2024.

¹⁴⁰ Ішук Д.О. Адміністративно-правовий статус спеціалізованих суб'єктів протидії корупції України: дис. ... канд. юрид. наук: 12.00.07 / Ішук Дмитро Олександрович. Дніпро, 2021. 238 с. URL: <https://dduvs.edu.ua/naukova-diyalnist/spetsializovani-vcheni-radi/ogoloshennya-pro-zahist-disertatsij/ishhuk/>

system are identified and the current legislative and organizational and managerial gaps are analyzed. Based on this, several practical recommendations are proposed to enhance regulatory support for their functioning, increase efficiency, institutional autonomy, and public accountability.

Thus, the aforementioned dissertation studies reveal a wide range of theoretical and applied aspects of criminal law and administrative law in the regulation of combating corruption. Their results should be utilized within public administration to inform the development of a comprehensive state anti-corruption policy.

Paying tribute to the results of scientific research by the aforementioned scientists, we note that the set of issues raised in combating corruption remains unresolved today. In particular, the need to expand criminal liability for corruption, the definition and implementation of European integration imperatives for combating corruption, and the transformation of the activities of subjects involved in preventing and combating corruption in Ukraine. To solve the above research, we will construct it as follows: first, justification of the features of the evolution and current state of the criminal legal mechanism for combating corruption; second, assessment and forensic characterization of corruption; third, determination of directions for expanding criminal liability for corruption; fourth, justification of directions for transforming the activities of subjects of prevention and combating corruption.

Current state of criminal legislation on combating corruption. The criminal legislation of Ukraine in the field of combating corruption has undergone a significant transformation, which is due to both the internal needs of public administration and the obligations that Ukraine has assumed by joining various international legal instruments. It is important to note that the current Criminal Code of Ukraine was adopted on April 5, 2001 [¹⁴¹]. However, the official list of criminal corruption offenses (CCO) was first legislatively fixed only in 2014, as a result of the implementation of international standards provided for by::

- The UN Convention against Corruption of October 31, 2003, which was ratified by Ukraine on October 18, 2006, and entered into force on January 1, 2010;

¹⁴¹ Кримінальний кодекс України. Офіційний вебпортал парламенту України. URL: <https://zakon.rada.gov.ua/laws/show/2341-14#Text>.

- The Council of Europe Criminal Law Convention on Combating Corruption of 27.01.1999, ratified on 18.10.2006, in force since 01.03.2010 [¹⁴²];

- The Additional Protocol to the Council of Europe Criminal Law Convention on Combating Corruption of 15.05.2003, ratified by the same acts [¹⁴³];

- The Civil Law Convention on Combating Corruption [¹⁴⁴].

A significant feature of the updated anti-corruption legislation was the recognition of the priority of preventive, precautionary mechanisms for combating corruption, in contrast to the previous model, which gave preference to administrative liability. In this context, in accordance with the provisions of the Law of Ukraine "On Prevention of Corruption" dated October 14, 2014 No. 1700-VII, which entered into force on April 26, 2015, the terminological apparatus was expanded, in particular in the definitions of "corruption offense", "related person", "conflict of interest", "illegitimate benefit" [¹⁴⁵].

The instrumental basis for law enforcement was the introduction of a note to Article 45 of the Criminal Code of Ukraine, which for the first time enshrined an exhaustive list of criminal offenses recognized as corruption. According to the initial version, such offenses include crimes provided for, in particular, by Articles: 191, 210, 262, 308, 312, 313, 320, 354, 357, 364, 364-1, 365-2, 368–369-2 of the Criminal Code of Ukraine, as well as specific crimes committed with abuse of official position [¹⁴⁶].

The current Criminal Code of Ukraine (CCU) contains special provisions aimed at preventing corruption in the spheres of state and public service. The CCU provides for several articles (364–369-2) that establish criminal liability for the abuse of power, abuse of authority, bribery, official forgery, and illegal enrichment, among others.

Special attention is paid to Section XVII of the Criminal Code of Ukraine "Criminal Offenses in the Sphere of Official Activity and

¹⁴² Кримінальна конвенція про боротьбу з корупцією (ETS 173) : Конвенція Ради Європи від 27.01.1999 № ETS173 : станом на 18 жовт. 2006 р. URL: https://zakon.rada.gov.ua/laws/show/994_101#Text

¹⁴³ Додатковий протокол до Кримінальної конвенції про боротьбу з корупцією (ETS 191) (укр/рос) : Протокол Ради Європи від 15.05.2003 № ETS 191 : станом на 18 жовт. 2006 р. URL: https://zakon.rada.gov.ua/laws/show/994_172#Text

¹⁴⁴ Цивільна конвенція про боротьбу з корупцією : Конвенція Ради Європи від 04.11.1999 : станом на 16 берез. 2005 р. URL: https://zakon.rada.gov.ua/laws/show/994_102#Text

¹⁴⁵ Про запобігання корупції : Закон України від 14.10.2014 № 1700-VII : станом на 4 квіт. 2025 р. URL: <https://zakon.rada.gov.ua/laws/show/1700-18#Text>

¹⁴⁶ Популярна юридична енциклопедія / [В. К. Гіжевський, В. В. Головченко, Е. Ф. Демський та ін. ; кер. В. С. Ковальський]. – К. : Юрінком Интер, 2002. – 527 с.

Professional Activity Related to the Provision of Public Services." Thus, this section provides for the following types of corruption offenses:

Criminal offenses related to corruption. Declaring false information – intentional inclusion by the subject of declaration of knowingly false information in the declaration of a person authorized to perform state or local self-government functions, provided for by the Law of Ukraine "On Prevention of Corruption" (Article 366-2 of the Criminal Code);

- failure by the subject of declaration to submit a declaration of a person authorized to perform state or local self-government functions – intentional failure by the subject of declaration to submit a declaration of a person authorized to perform state or local self-government functions, provided for by the Law of Ukraine "On Prevention of Corruption" (Article 366-3 of the Criminal Code);

Corruption criminal offenses. Abuse of power or official position - abuse of power or official position, that is, intentional, to obtain any unlawful benefit for oneself or another individual or legal entity, the use by an official of power or official position contrary to the interests of the service, if it caused significant harm to the legally protected rights, freedoms and interests of individual citizens or state or public interests, or the interests of legal entities (Article 364 of the Civil Code of Ukraine).

- abuse of authority by an official of a legal entity under private law, regardless of its organizational and legal form - abuse of authority, i.e. intentional, to obtain an unlawful benefit for oneself or other persons, use contrary to the interests of a legal entity under private law, regardless of its organizational and legal form, by an official of such a legal entity of his or her powers, if this caused significant harm to the legally protected rights or interests of individual citizens, or to state or public interests, or to the interests of legal entities (Article 364 of the Criminal Code);

- voting by a People's Deputy of Ukraine at a plenary session of the Verkhovna Rada of Ukraine instead of another People's Deputy of Ukraine - intentional voting by a People's Deputy of Ukraine at a plenary session of the Verkhovna Rada of Ukraine instead of another People's Deputy of Ukraine (impersonal voting) (Article 364.2 of the Criminal Code);

- abuse of power or official authority by a law enforcement officer - abuse of power or official authority, that is, intentional commission by a law enforcement officer of actions that clearly go beyond the rights or authorities granted to him, if they caused significant harm to the rights protected by law, interests of individual citizens, state or public interests, interests of legal entities (Article 365 of the Criminal Code). The intentional commission of actions that clearly go beyond the official rights of a police officer, SBU,

etc., and cause significant harm to rights or interests protected by law is considered a crime.

Separately, Art. 365-2 of the Criminal Code of Ukraine – new composition for abuse of authority of persons providing public services (auditors, notaries, appraisers, private executors, registrars, etc.).

- acceptance of an offer, promise or receipt of an unlawful benefit by an official - acceptance of an offer, promise or receipt by an official of an unlawful benefit, as well as a request to provide such a benefit for himself or a third person for the commission or non-commitment by such official in the interests of the person who offers, promises or provides an unlawful benefit, or in the interests of a third person of any action using the power granted to him or her or his official position (Article 368 of the Criminal Code);

- bribery of an official of a legal entity under private law, regardless of its organizational and legal form - an offer or promise to an official of a legal entity under private law, regardless of its organizational and legal form, to provide him or a third party with an unlawful benefit, as well as the provision of such benefit or a request to provide it for the said official to perform actions or inaction using the powers granted to him in the interests of the person who offers, promises or provides such benefit, or in the interests of a third party (Article 368-3 of the Criminal Code);

- bribery of a person providing public services - an offer or promise to an auditor, notary, appraiser, or other person who is not a civil servant or local government official but who carries out professional activities related to the provision of public services, including the services of an expert, specialist, arbitration manager, private executor, independent mediator, member of a labor arbitration board, or arbitrator (while performing these functions), to provide him/her or a third party with an unlawful benefit, as well as providing such a benefit or requesting it for the person providing public services to perform actions or inaction using the powers granted to him/her in the interests of the person offering, promising, or providing such a benefit, or in the interests of a third party (Article 368-4 of the Criminal Code);

- illicit enrichment - acquisition by a person authorized to perform state or local government functions of assets, the value of which exceeds his legal income by more than six thousand five hundred tax-free minimum incomes of citizens (Article 368-5 of the Criminal Code of Ukraine);

- offer, promise or provision of an unlawful benefit to an official - offer or promise to an official to provide him or a third person with an unlawful benefit, as well as provision of such benefit for the official's performance or failure to perform any action in the interests of the person

offering, promising or providing such benefit, or in the interests of a third person, using the power or official position granted to him (Article 369 of the Criminal Code);

- abuse of influence - an offer, promise, or provision of an unlawful benefit to a person who offers or promises (agrees) for such a benefit or for the provision of such a benefit to a third person to influence the decision-making of a person authorized to perform state or local government functions (Article 369-2 of the Criminal Code).

The following criminal offenses are also considered corruption offenses in the case of committing them using an official position:

- misappropriation, embezzlement of property or taking possession of it through abuse of official position (Article 191 of the Criminal Code);

- misuse of budget funds, making budget expenditures or providing credits from the budget without established budget allocations or exceeding them - misuse of budget funds by an official, as well as making budget expenditures or providing credits from the budget without established budget allocations or exceeding them contrary to the Budget Code of Ukraine or the law on the state budget of Ukraine for the relevant year, if the subject of such actions was budget funds in large amounts (Article 210 of the Criminal Code);

- theft, appropriation, extortion of firearms, ammunition, explosives, or radioactive materials, or their possession by fraud or abuse of official position - theft, appropriation, extortion of firearms (except smooth-bore hunting), ammunition, explosives, explosive devices, or radioactive materials, or their possession by fraud (Article 262 of the Criminal Code);

- theft, appropriation, extortion of narcotic drugs, psychotropic substances or their analogues, or their possession by fraud or abuse of official position (Article 308 of the Criminal Code);

- theft, appropriation, extortion of precursors or their possession by fraud or abuse of official position (Article 312 of the Criminal Code);

- theft, appropriation, extortion of equipment intended for the manufacture of narcotic drugs, psychotropic substances or their analogues, or their possession by fraud or abuse of official position and other illegal actions with such equipment (Article 313 of the Criminal Code);

- bribery of an employee of an enterprise, institution or organization - an offer or promise to an employee of an enterprise, institution or organization who is not an official, or to a person working for the benefit of the enterprise, institution or organization, to provide him (her) or a third person with an unlawful benefit, as well as the provision of such benefit for the employee's commission or non-commission of any actions using the position he holds, or by a person working for the benefit of the enterprise,

institution or organization, in the interests of the person who offers, promises or provides such benefit, or in the interests of a third person (Article 354 of the Criminal Code);

- theft, appropriation, extortion of documents, stamps, seals, taking possession of them by fraud or abuse of official position, or damaging them (Article 357 of the Criminal Code);

- theft, appropriation, extortion by a serviceman of weapons, ammunition, explosives or other combat substances, means of transportation, military and special equipment or other military property, as well as their appropriation by fraud or abuse of official position (Article 410 of the Criminal Code of Ukraine).

The current Criminal Code of Ukraine establishes a system of punishments that includes 12 types, which are classified according to various criteria in Article 51:

- 1) fine;
- 2) deprivation of the right to hold certain positions or engage in certain activities;
- 3) community service;
- 4) correctional labor;
- 5) service restrictions for service members;
- 6) arrest;
- 7) restriction of liberty;
- 8) detention in a disciplinary battalion of service members;
- 9) imprisonment for a specific term;
- 10) life imprisonment;
- 11) confiscation of property;
- 12) deprivation of military, special rank, rank, rank, or qualification class" [141].

The Criminal Code of Ukraine also presents a list of general aggravating circumstances. It enshrines them in Article 67, which singles out those who may have a direct or indirect corrupt nature - in particular, committing a crime for selfish motives, repeatedly, by prior conspiracy, or by using an official position. In applying the norms of Chapters VI and XVII of the Criminal Code of Ukraine, these circumstances are key to increasing punishment in cases of abuse of power, bribery, official forgery, and illicit enrichment.

Given the special social danger of corruption manifestations, as well as in accordance with the international recommendations of GRECO and the UN Convention against Corruption, the analysis of aggravating circumstances in corruption cases requires special attention in both the normative and practical aspects. Such an analysis allows not only to identify

gaps in legislative regulation, but also to formulate scientifically substantiated proposals for improving criminal policy in the field of public administration.

Aggravating circumstances in criminal law play a crucial role in determining the degree of public danger associated with the committed offense, as well as in individualizing the punishment. They enable the court to assess the nature and consequences of the crime more objectively, and in the case of corruption offenses, to also consider the special harm to public interests and the erosion of trust in state institutions.

A systematic analysis of the Criminal Code of Ukraine on criminal corruption offenses under Articles 210, 354, 364, 364-1, 365-2, 368-369-2 allows us to conclude the maximum penalties:

- under Article 210 - a fine of 500 to 1000 non-taxable minimum incomes of citizens; deprivation of the right to hold certain positions or engage in certain activities for up to 3 years;
- under Article 354 – imprisonment for 4 years with deprivation of the right to hold positions;
- under Article 364 – imprisonment for 6 years with deprivation of the right to hold positions for up to 3 years;
- under Article 364-1 – imprisonment for a term of three to six years, with deprivation of the right to hold certain positions or engage in certain activities for a term of up to three years;
- under Article 365-2 – imprisonment for five to eight years with deprivation of the right to hold certain positions or engage in certain activities for a term of up to three years, with or without confiscation of property;
- under Article 368 – imprisonment for a term of eight to twelve years with deprivation of the right to hold certain positions or engage in certain activities for a term of up to three years, with confiscation of property;
- under Article 369 – imprisonment for a term of five to ten years with or without confiscation of property;
- under Article 369 -2 – imprisonment for a term of three to eight years with confiscation of property.

The following maximum penalties are provided for the committed criminal offenses related to corruption, provided for in Articles 366-2, 366-3 of this Code:

- under Article 366-2 - imprisonment for up to 2 years, with deprivation of the right to hold certain positions or engage in certain activities for a term of up to three years;

- under Article 366-3 - imprisonment for a term of one year, with deprivation of the right to hold certain positions or engage in certain activities for a term of up to three years.

For the committed corruption criminal offenses provided for in Articles 191, 262, 308, 312, 313, 320, 357, 410, in the case of their commission through abuse of official position, the following penalties are provided:

- under Article 191 - imprisonment for a term of seven to twelve years with deprivation of the right to hold certain positions or engage in certain activities for a term of up to three years and with confiscation of property;

- under Article 262 - imprisonment for a term of ten to fifteen years with confiscation of property;

- under Article 308 - imprisonment for a term of seven to twelve years with confiscation of property;

- under Article 312 – imprisonment for a term of five to twelve years with deprivation of the right to hold certain positions or engage in certain activities for a term of up to three years and with confiscation of property;

- under Article 313 – imprisonment for a term of five to twelve years with confiscation of property;

- under Article 320 – imprisonment for a term of three to five years, with deprivation of the right to hold certain positions or engage in certain activities for a term of up to three years;

- under Article 357 – restriction of liberty for a term of up to three years;

- under Article 410 – imprisonment for a term of ten to fifteen years.

The analysis of the provisions of the Criminal Code of Ukraine establishing criminal liability for corruption offenses indicates the presence of clearly defined elements of crimes, defined in Articles 191, 210, 262, 308, 312, 313, 354, 364, 364-1, 365-2, 366-2, 366-3, 368, 368-3, 368-4, 368-5, 369, 369-2, 410 of the Criminal Code of Ukraine, with an indication of the corresponding sanctions. It was established that domestic legislation provides for a significant range of punishments, from fines and restrictions on liberty to imprisonment for a term of up to twelve years with confiscation of property. However, despite the detailing of the elements of crimes and sanctions, the actual application in this category of cases is limited to only eight types of punishments. In particular, these include fines, community service, correctional labor, arrest, restriction of liberty, imprisonment, confiscation of property, and deprivation of the right to hold certain positions or engage in certain activities.

At the same time, an analysis of national legislation alone is insufficient to form comprehensive conclusions about the effectiveness of the state's anti-corruption policy. Therefore, at the next stage of the study, it is advisable to refer to international standards and conduct a comparative analysis of the provisions of the Criminal Code of Ukraine for their compliance with international legal obligations, in particular, the provisions of the UN Convention against Corruption, the Council of Europe Criminal Convention on Combating Corruption, and the Council of Europe Civil Convention on Combating Corruption.

Table 2.3
Analysis of compliance with liability for criminal corruption offenses according to international requirements

| Article of the Criminal Code | UN Convention against Corruption | Council of Europe Criminal Convention on Combating Corruption | Council of Europe Civil Convention on Combating |
|------------------------------|--|---|---|
| Article 210 | art.9,art.12 | - | - |
| Article 354 | art.21 | art.7,8 | art.2 |
| Article 364 | art.19,art.20 | art.2, art.3 | art.3 |
| Article 364-1 | art.12, art.21 | art.7, art.8 | art.2 |
| Article 365-2 | art.19, art.20 | - | - |
| Article 368 | art.15, art.16, art.17, art.18, art.19, art.20 | art.2, art.3 | art.1, art.2, art.3 |
| Article 368-3 | art.21 | art.7, art.8 | art.2, art.3 |
| Article 368-4 | art.12,art.15 | art.7, art.8 | art.2 |
| Article 369 | art.15, art.16, art.17, art.18 | art.2, art.3 | art.1, art.2, art.3 |
| Article 369 -2 | art.18 | art.12 | art.1, art.2, art.3 |
| Article 366-2 | art.8, art.52 | Partially | art.1, art.2, art.3 |
| Article 366-3 | art.20 | (integrity standards) | partially (transparency of assets) |

Formed by the author based on: [115], [¹⁴⁷], [144].

The analysis of the criminal law provisions of the Criminal Code of Ukraine regarding their compliance with the main international anti-corruption standards - the UN Convention against Corruption, the Criminal and Civil Conventions of the Council of Europe - allows us to draw the following conclusions regarding the improvement of anti-corruption policy, in particular through the following management mechanisms:

- by introducing clear integrity standards;
- by regularly monitoring the compliance of personnel policy with anti-corruption requirements;
- by increasing the transparency of management decisions.

¹⁴⁷ Criminal Law Convention on Corruption. Council of Europe. 1999. URL: <https://www.coe.int/en/web/conventions/full-list?module=treatydetail&treatyid=173>

The compliance of Articles 354, 364, 368, 369-2 of the Criminal Code of Ukraine with international standards indicates the need for:

- the introduction of systems of constant integrity verification in government bodies;

- limiting access to public positions for persons held accountable;

- strengthening ethical codes and standards of conduct.

In particular, this concerns the implementation of integrity monitoring systems, the improvement of personnel selection and evaluation procedures, as well as the introduction of mechanisms to prevent persons held criminally liable for corruption offenses from re-accessing public positions.

The articles relating to asset declaration (366-2) and illicit enrichment (366-3) partially comply with international standards. This signals:

- the need to improve mechanisms for verifying declarations;

- the integration of analytical tools for identifying risks;

-development of administrative prevention procedures that complement criminal law measures.

A key direction for enhancing public administration is the development of preventive measures to mitigate corruption risks. In this context, increasing the efficiency of asset and income declaration mechanisms, improving financial monitoring procedures, and integrating digital analytical tools into the monitoring of public servants' activities are of particular importance.

For the full implementation of the provisions of the Council of Europe Civil Convention, it is necessary:

- involvement of local governments, business, and the public in anti-corruption policy,

- development of public-private partnerships in the field of integrity,

- increasing the role of public monitoring in the field of public administration.

It is essential to emphasize the urgency of expanding intersectoral cooperation, particularly by involving civil society and the private sector in the implementation of anti-corruption policies. Such an approach will contribute to the formation of a single system of corruption prevention that combines criminal law, administrative, and management instruments.

International standards (in particular, Articles 8, 12, 15–20 of the UN Convention) emphasize the role of specialized bodies in combating

corruption. The following measures should be taken in anti-corruption legislation:

- strengthen the analytical and human resources potential of anti-corruption bodies;
- ensure their independence in practice, not just formally;
- improve interaction between government bodies at the central and local levels.

Improving public administration is impossible without strengthening the institutional capacity of anti-corruption bodies. Firstly, this concerns strengthening the human, financial, and analytical capabilities of such bodies, ensuring their independence, as well as deepening coordination between central and local authorities.

Criminological characteristics of corruption as a criminal offense: statistical analysis. Corruption is one of the most persistent and pervasive forms of crime, with deep social, economic, and political roots. The study requires a comprehensive approach, in particular, the analysis of statistical data that reflects the real state and scale of this phenomenon. Statistical measurement enables us to assess the prevalence of certain types of corruption offenses, understand their dynamics, and identify areas where there is an increased risk of corrupt behavior.

To implement the Anti-Corruption Strategy, the National Agency approved statistical data for the Prevention of Corruption (NAPC) dated October 25, 2024 No. 355/24 "The Procedure for Providing Specially Authorized Entities in the Field of Counteracting Corruption and Executors of the State Anti-Corruption Program for the Implementation of the Anti-Corruption Strategy with Statistical Data and Other Information Related to the Implementation of the State Anti-Corruption Policy" [¹⁴⁸].

The procedure regulates the mechanism for providing statistical data, analytical information, and reporting by specially authorized entities in the field of combating corruption and implementers of the anti-corruption program, focusing on the implementation of tasks defined by the Anti-Corruption Strategy of Ukraine. The implementation of the state anti-corruption program requires the implementation of several measures, in particular, ensuring the systematic collection, generalization, and analysis of information to monitor the implementation of anti-corruption policy, assess

¹⁴⁸ Про внесення змін до Порядку надання спеціально уповноваженими суб'єктами у сфері протидії корупції та виконавцями державної антикорупційної програми з виконання Антикорупційної стратегії статистичних даних та іншої інформації, пов'язаної з реалізацією державної антикорупційної політики : Наказ Нац. агентства з питань запобігання корупції від 25.10.2024 № 355/24. URL: <https://zakon.rada.gov.ua/laws/show/z1639-24#Text>

the effectiveness of anti-corruption measures, and prepare proposals for improving the state anti-corruption policy.

The assessment of corruption offenses is carried out in terms of the following types of offenses:

- administrative offenses related to corruption - administrative offenses provided for in Articles 172-4–172-9 of the Code of Ukraine on Administrative Offenses;

- criminal offenses - corruption, criminal offenses and criminal offenses related to corruption, provided for by the articles of the Criminal Code of Ukraine, as defined in the note to Article 45 of the Criminal Code of Ukraine [148].

According to official reports of the Office of the Prosecutor General of Ukraine [149], the National Agency for the Prevention of Corruption (NAPC) [150], and the State Judicial Administration of Ukraine [151], in recent years, there has been a steady increase in the number of registered corruption criminal offenses. Thus, according to the results of pre-trial investigations in criminal proceedings related to corruption crimes and offenses, in 2024, more than 14,049 cases were recorded, of which 11,830 were registered, representing a 943 increase from 2023.

Among them, more than 26 cases were initiated based on reports from whistleblowers, which is 6 fewer than the year before (32 cases in 2023).

The total volume of recorded corruption offenses in 2024 exceeded 29,257 cases, representing a 3,986 increase from the previous year, indicating a significant rise in the scale of corruption crimes. Based on the results of investigations in 2024, a decision was made to send materials to the court regarding 6,749 offenses, of which 6,739 were transferred with an indictment, including 883 with a plea agreement. Also, 25 cases initiated based on whistleblower reports were sent to the court, and indictments were drawn up against 4,682 people [150].

In 2024, authorized officials of the National Police of Ukraine and the National Agency for the Prevention of Corruption drew up protocols on the commission of administrative offenses related to corruption in relation to 4,599 persons. In 2023, this figure was 3.3 times less, amounting to approximately 1,386 offenses. The primary administrative offense for which protocols were drawn up is the violation of financial control requirements (Article 172-6 of the Code

¹⁴⁹ Статистика. Головна - Офіс Генерального прокурора. URL: <https://gp.gov.ua/ua/posts/statistika>

¹⁵⁰ Статистична інформація про результати роботи спеціально уповноважених суб'єктів у сфері протидії корупції та інших державних органів. ІСМ ДАП. URL: <https://dap.nazk.gov.ua/kpi/2/>

¹⁵¹ Державна судова адміністрація України. Державна судова адміністрація України. URL: https://dsa.court.gov.ua/dsa/pokazniki-diyalnosti/1233/zvit_dsa_24

of Administrative Offenses). Protocols were drawn up in relation to 3,742 persons, which is 81.4% more than in 2023. In 2023, the most significant number of protocols was recorded under Article 172-7 - 1,270 [150].

It is essential to note that among the criminal offenses outlined in Article 45 of the Criminal Code of Ukraine, Articles 210, 354, 364, 364-1, 365-2, and 368-369-2 are specifically considered corruption offenses. Among the above articles of the Criminal Code of Ukraine, Articles 364, 368 - 369 of the Criminal Code of Ukraine are of particular interest both from a criminological and administrative point of view. These norms cover the most widespread and resonant manifestations of corruption crime, including receiving an illegal benefit, offering or providing such a benefit, as well as the abuse of power or official position. Their significance lies not only in their quantitative dominance among other corruption offenses, but also in the high risks they pose to the proper functioning of public administration, thereby ensuring the rule of law and maintaining citizens' trust in the state.

In particular, the analysis of statistical data helps to assess the effectiveness of anti-corruption measures, identify areas of increased criminogenic vulnerability, and determine priority areas for improving state anti-corruption policy. Regarding the number of cases that were sent to court under Article 364 "Abuse of power or official position" during 2013-2024, the data shown in Fig. 2.1. show that the maximum number of recorded proceedings was recorded in 2019, starting from 2020 and until 2022, the number of criminal offenses significantly decreased, which is due to the redistribution of the focus of law enforcement agencies to other categories of crimes, in particular in connection with Russia's full-scale invasion of the territory of Ukraine after February 24, 2022.

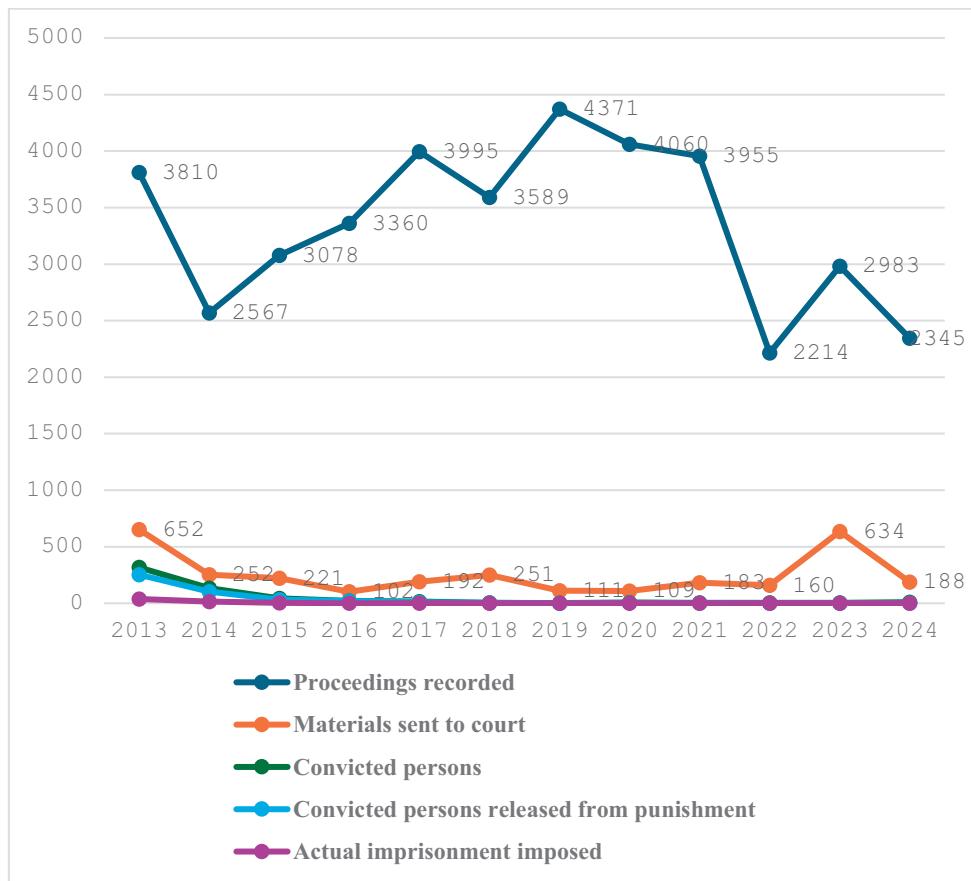


Fig. 2.1. Number of corruption criminal offenses under Article 364 "Abuse of power or official position" referred to court in 2013-2024.

Formed by the author based on [152]

An important indicator for assessing the effectiveness of anti-corruption bodies is the number of materials sent to court. Since 2018, there has been a gradual decline in the number of such cases. Thus, in 2022, their number was 160. The sharp increase in the number of materials sent to court in 2023 (634 cases) is attributed to the intensification of the work of anti-corruption bodies (NABU, SBI), international pressure, and the requirements of European integration. Fig. 2.2 presents the dynamics of the indicators of imposed penalties under Article 364, "Abuse of power or official position," for the period 2013-2024.

¹⁵² CrimeDataLab. CrimeDataLab аналітична платформа. URL: <https://crimedatalab.org/>

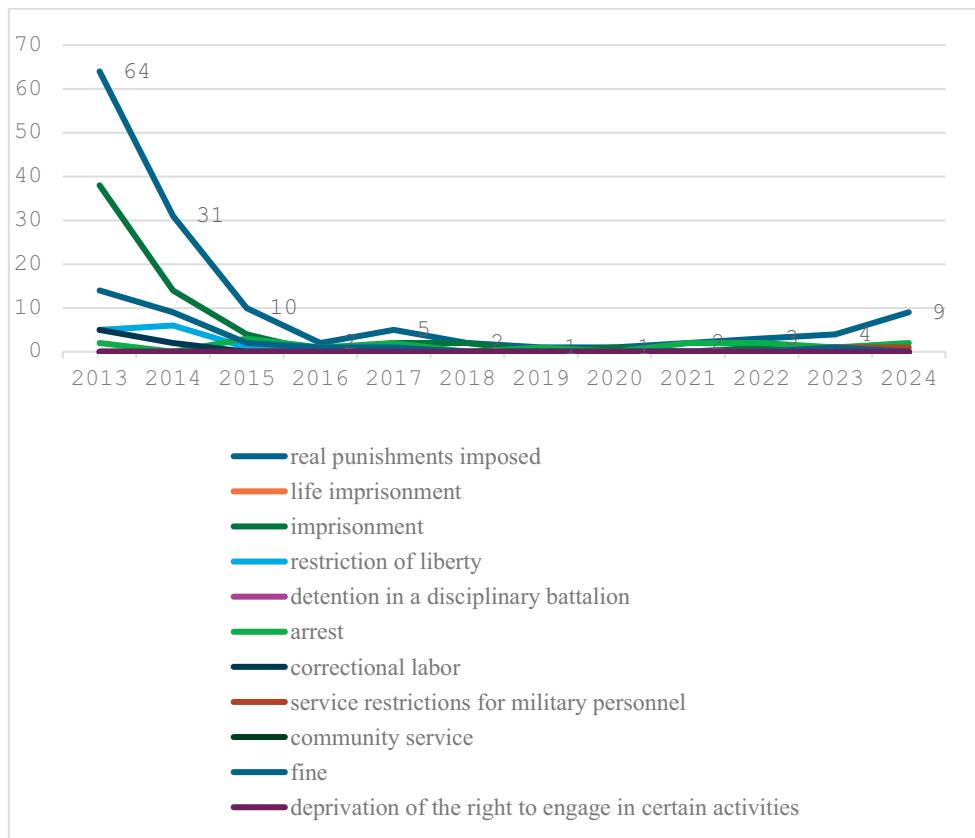


Fig. 2.2. Number of actual punishments imposed under Article 364 "Abuse of power or official position" for 2013-2024
Formed by the author based on [152]

Regarding the number of actual sentences imposed for abuse of power and official position (Fig. 2.2), there is a negative trend during the studied period, with the maximum number of registered actual sentences recorded in 2013 - 64 sentences. Starting from 2017, the number of persons brought to justice was 1-3, which indicates the absence of strict judicial practice regarding those convicted under this article. During 2024, this figure increased to 9 persons. The structure of actual terms of imprisonment imposed for crimes provided for in the Article. 364 of the Criminal Code of Ukraine (Fig. 2.3) demonstrates the predominance of short-term sentences in the absence of the imposition of high-severity sentences. The maximum number of convicted persons was more than 36, serving terms of imprisonment ranging from 3 to 5 years.

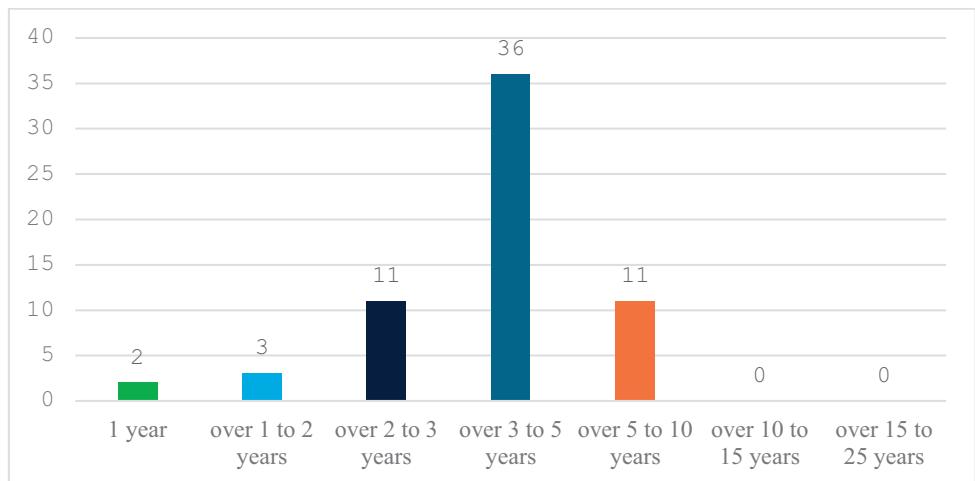


Fig. 2.3. Dynamics of imprisonment under Art. 364 "Abuse of power or official position" for 2013-2024

Formed by the author based on [152]

The maximum number of recorded corruption offense proceedings under Article 368 “Acceptance of an offer, promise or receipt of an unlawful benefit by an official” for the studied period was recorded in 2018 and amounted to 2,189 cases; after 2018, there has been a sharp decrease in this indicator, which is associated with a decrease in the effectiveness of detecting and registering corruption crimes (due to personnel, organizational or financial problems in anti-corruption bodies); an increase in the latency (concealment) of corruption manifestations and the impact of the COVID-19 pandemic (2020–2021). A particularly significant decrease in 2022 (988 proceedings, the lowest indicator) may be due to: the full-scale war in Ukraine, which affected the functioning of the law enforcement system; with the redistribution of resources of pre-trial investigation bodies to crimes related to military aggression and national security; with a decrease in the number of open tenders, procurements and other procedures that create corruption risks. The increase in the indicator during 2023–2024 (1403 and 1640 proceedings) indicates the resumption of anti-corruption activities after the system was adapted to work in war conditions; increased detection of corruption crimes against the background of public scandals (for example, in the field of defense procurement); a reaction to pressure from international partners who link the provision of financial assistance with progress in the fight against corruption.

Data on the number of materials sent to the court under Art. 368 of the Criminal Code of Ukraine “Acceptance of an offer, promise or receipt of an unlawful benefit by an official” demonstrate a steady trend towards a decrease in the activity of criminal prosecution, so starting from 2014, a decrease in this indicator by 19.2% (859 cases) was recorded compared to 2013; in 2015 - 730 cases (- 15.0%); in 2016 - 594 cases (- 18.6%); in 2017 - 481 cases (- 19.0%); in 2018 - 429 cases (- 10.8%). In 2022, the lowest indicator was recorded, with only 121 cases, which is 9 times fewer compared to 2013.

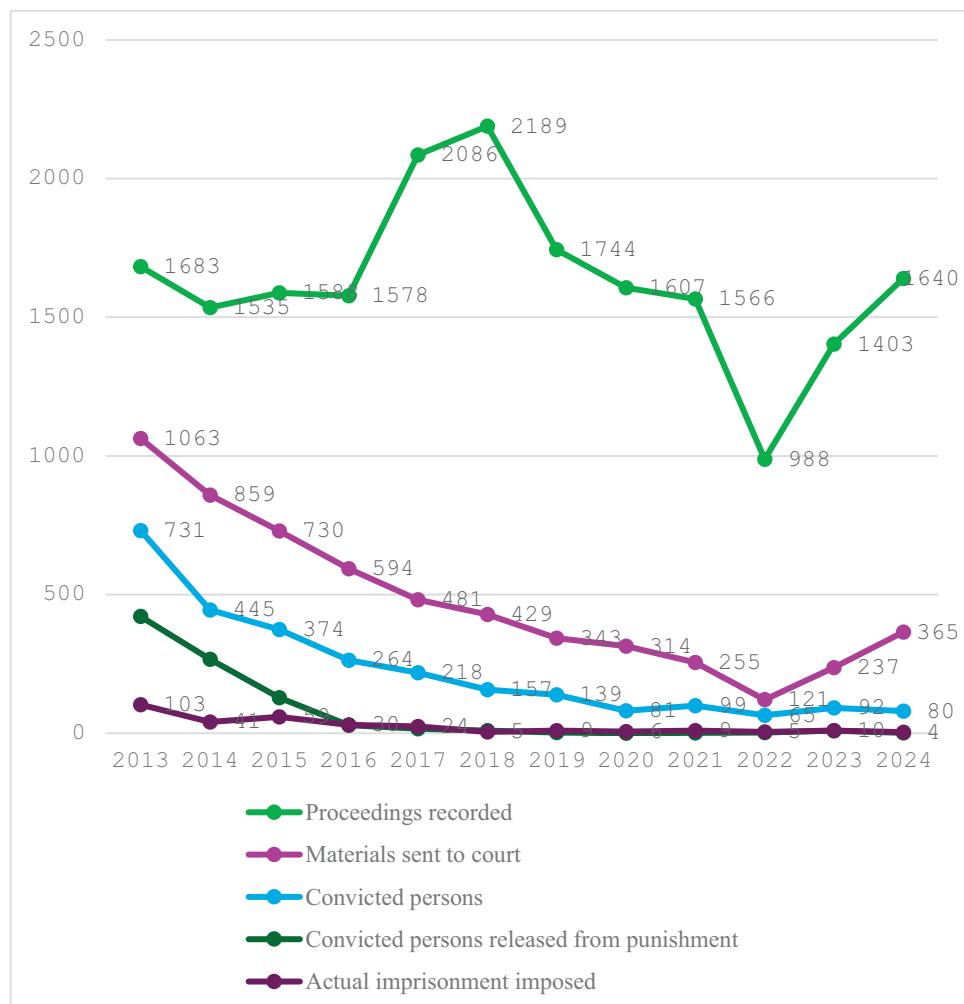


Fig. 2.4. Number of criminal offenses under Article 368 “Acceptance of an offer, promise or receipt of an improper benefit by an official” referred to court in 2013-2024
Formed by the author based on [152]

The following Fig. 2.5 presents the dynamics of indicators of actual punishments imposed under Article 364 "Abuse of power or official position" for 2013-2024.

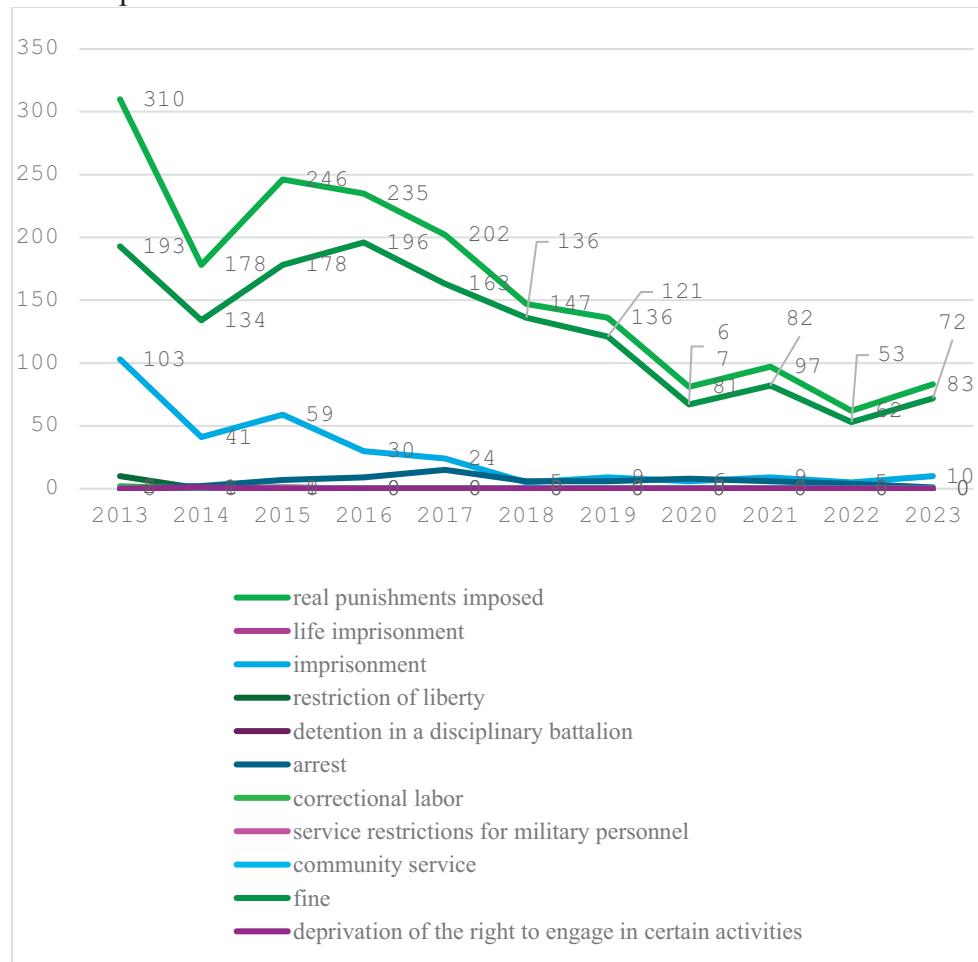


Fig. 2.5. Number of actual penalties imposed under Article 368 "Acceptance of an offer, promise or receipt of an unlawful benefit by an official", 2013-2024
*Formed by the author based on *сноби* [152]*

Regarding real punishments under Article 368, "Acceptance of an offer, promise or receipt of an unlawful benefit by an official" from 2013 to 2024, there is a tendency to decrease. In 2013, the indicator of real punishments was 310 sentences. Starting in 2015, the indicator began to increase slightly, which is associated with the intensification of anti-corruption bodies' work. From 2018 to the end of the research period, this indicator decreased to 78 cases of real punishments.

According to the given types of punishments, the predominance of fines as the primary type of punishment is observed. In the structure of real punishments imposed, fines account for between 55% and 80%. This reduces the deterrent (preventive) role of punishment, since the fine does not deprive a person of the opportunity to remain in the public power system. The following is Figure 2.6. shows the indicators of punishments, including imprisonment, as outlined in the Article. Article 368 "Acceptance of an offer, promise or receipt of an improper benefit by an official".

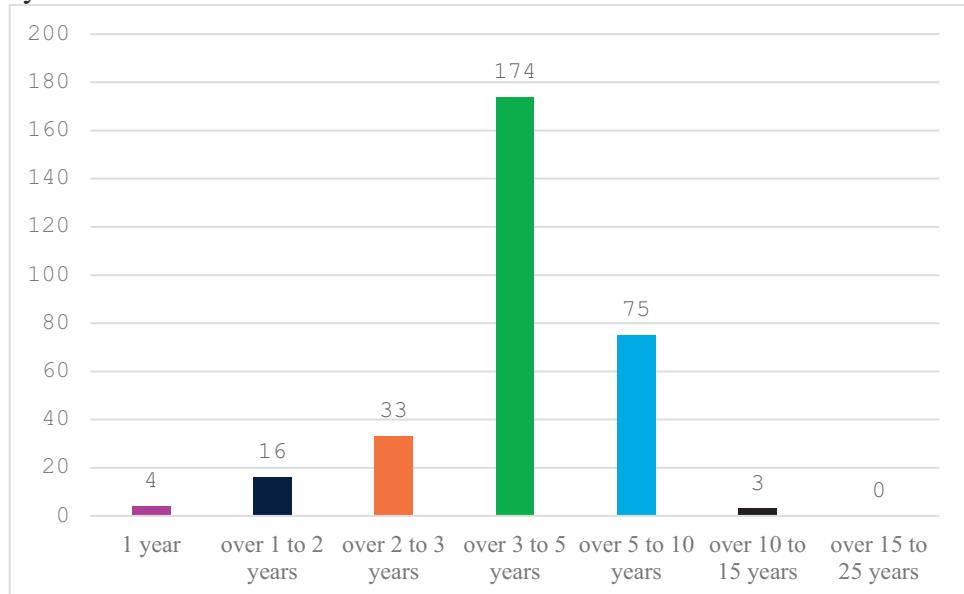


Fig. 2.6. Dynamics of penalties in the form of imprisonment under Art. 368 "Acceptance of an offer, promise or receipt of an unlawful benefit by an official", 2013-2024

Formed by the author based on [152]

From Fig. 2.6, we can conclude that the bulk of sentences fall within the term from more than 3 to 5 years, 174 cases (48.4%). This suggests that courts apply the average severity of punishment, focusing on the sanction outlined in the article, but without exceeding extreme limits. A relatively small proportion of sentences, ranging from 5 to 10 years (75 cases, 20.9%), was registered. At the same time, the lack of application of maximum terms (more than 15 years) and the extremely low frequency of assigning terms of more than 10 years indicate an actual limitation of the practice of applying the most severe sanctions. Fig. 2.7 presents the dynamics of corruption offenses, which are

recorded under Article 369 “Offer, promise or provision of an illegal benefit to an official”, 2013-2024.

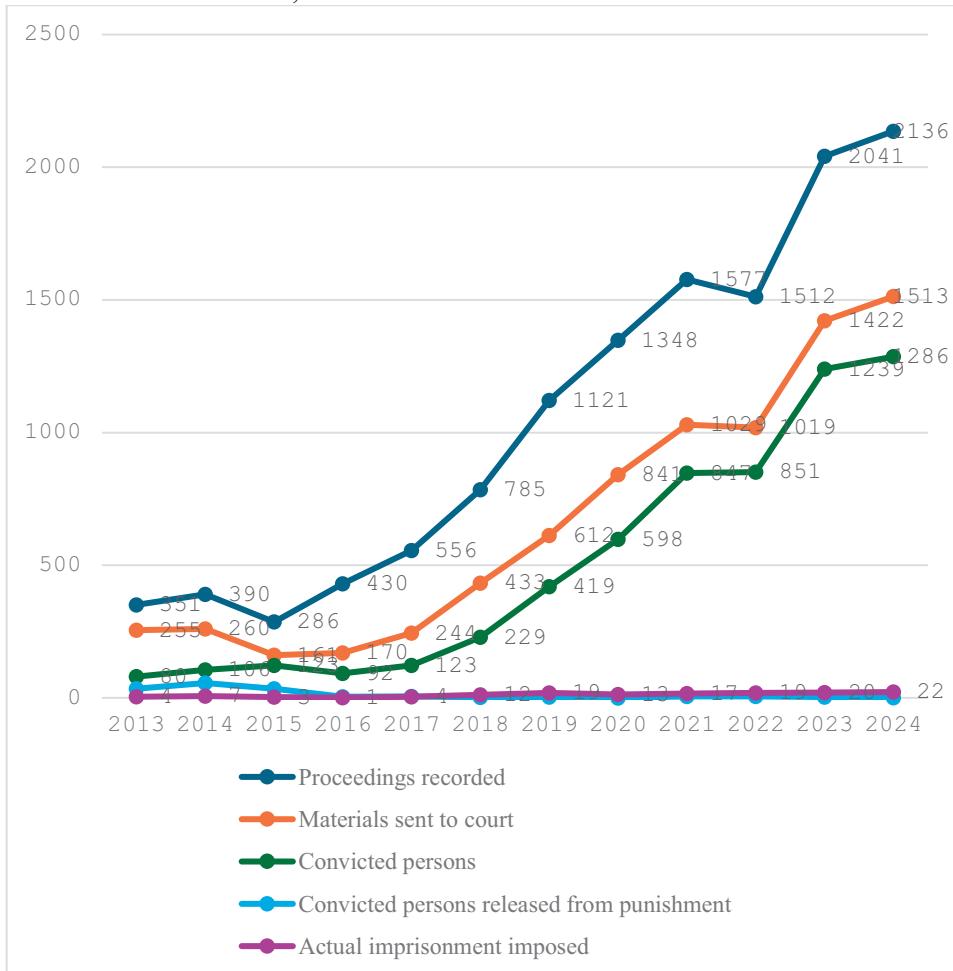


Fig. 2.7. Number of criminal offenses under Article 369 "Offering, promising or providing an improper benefit to an official", 2013-2024

Formed by the author based on [152]

Thus, during the period under study, the maximum number of recorded proceedings under Article 369, “Offering, promising or providing an undue benefit to an official,” was recorded in 2024, with a total of 2,136 cases. This indicates an intensification of the detection and registration of corruption crimes. Accordingly, the number of materials sent to the court also increased, amounting to more than 1,513 proceedings in 2024. The number of convicted persons also increased 16 times compared to 2013.

In 2013, only 46 real punishments were registered under Article 369, "Offering, promising or providing an undue benefit to an official." Starting from 2014, there has been a sharp trend towards an increase in punishments for giving a bribe. Thus, at the end of the studied period, the punishment rate was over 1,285. This trend indicates a consistent increase in the number of individuals brought to justice, which may be the result of increased anti-corruption activities, expanded competence of anti-corruption bodies and public demand for the fight against corruption. It is important to note that in 2020, 2023 and 2024, life imprisonment was imposed.

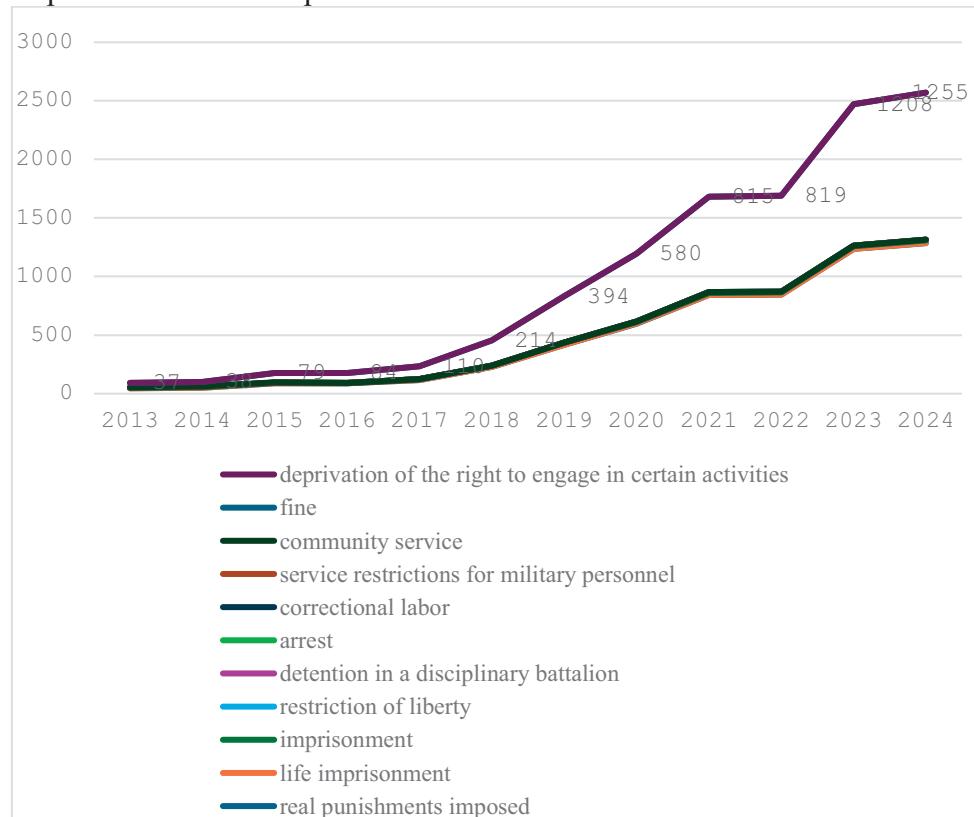


Fig. 2.8. Number of actual penalties imposed under Article 369 "Offering, promising or providing an improper benefit to an official", 2013-2024

Formed by the author based on [152]

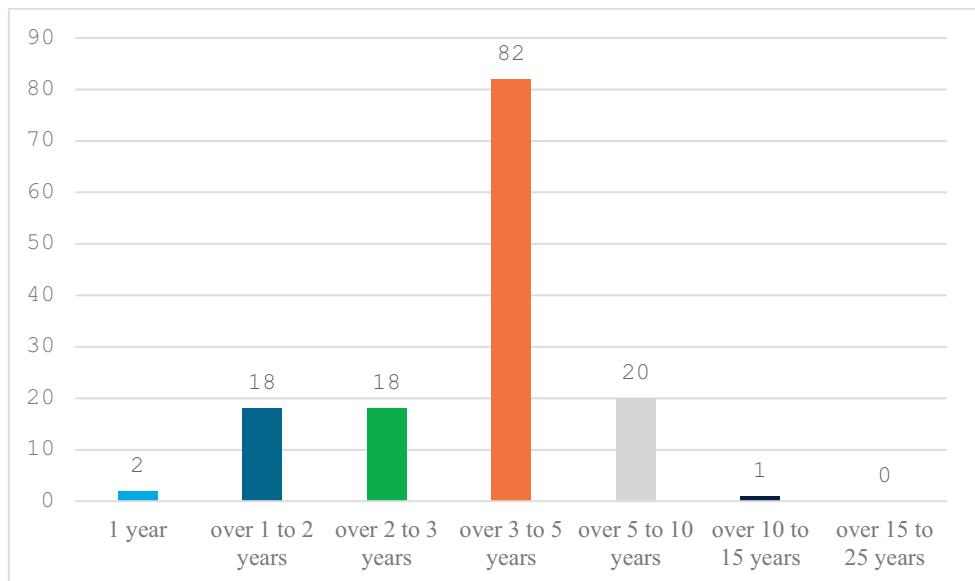


Fig. 2.9. Dynamics of penalties in the form of imprisonment under Art. 369 "Offering, promising or providing an unlawful benefit to an official", 2013-2024

Formed by the author based on [106]

The most common sanctions are fines and imprisonment (Fig. 2.8. and 2.9), which are applied depending on the severity of the crime, the amount of illicit benefit, the nature and extent of the damage caused. Measures such as depriving individuals of the right to hold certain positions or engage in specific activities are also of particular importance, as they aim to prevent the recommitment of corruption offenses and cleanse the public sphere of dishonest individuals. However, as evidenced by the results of the analysis of law enforcement practices, based on statistical data from 2013 to 2024. Several significant problems were identified that undermine the effectiveness of criminal law policy in combating corruption. Despite the registration of a significant number of criminal proceedings, the number of actual punishments, and especially sentences with imprisonment or the application of additional sanctions, remains exceptionally low.

Improving criminal legislation to combat corruption. During the period under review, no cases of penalty imposition in the form of deprivation of the right to hold certain positions or engage in specific activities were recorded. This state of affairs indicates not only the formal nature of penalty imposition but also the loss of the preventive potential of criminal law in combating corruption. The absence of this type of punishment creates risks that persons convicted of corruption crimes will reoccupy positions in the public authority system, which, in turn, increases the likelihood of relapse.

In this regard, the proposal to establish the mandatory imposition of a penalty in the form of deprivation of the right to hold certain positions or engage in certain activities as an additional punishment under one of the articles under review, namely Art. 369 of the Criminal Code of Ukraine, is justified. Such a change will ensure:

- the strict removal of convicted persons from access to public positions and functions related to the exercise of power;
- increased individual prevention through the deprivation of the possibility of repeatedly using official positions for corrupt purposes;
- increasing general prevention by demonstrating the state's intolerance of corruption at all levels of public administration.

Establishing the mandatory imposition of this type of punishment also eliminates excessive discretion of the court, which is currently one of the reasons for the unevenness and inconsistency of judicial practice. In addition, such an initiative complies with international standards enshrined in the UN Convention against Corruption, the Council of Europe Criminal Convention on Combating Corruption, as well as the recommendations of the Group of States against Corruption (GRECO), which emphasize the importance of effective and dissuasive punishments.

Therefore, instead of increasing the severity of the primary or additional punishment within time limits, it is advisable to introduce the mandatory application of an additional punishment in the form of deprivation of the right to hold certain positions or engage in certain activities for crimes provided for in Article 369 of the Criminal Code of Ukraine. This will contribute to enhancing the effectiveness of criminal law policy, promoting uniform judicial practice, and strengthening public trust in the justice system.

In the context of Ukraine's democratic development, one of the key tasks is to enhance the efficiency and integrity of public administration. In view of this, the improvement of criminal law regulation, which directly affects the prevention and counteraction of corruption offenses, is of particular importance. An analysis of the current Criminal Code of Ukraine (hereinafter referred to as the CCU) suggests the need to expand and detail the elements of crimes related to public service, particularly at the level of local self-government.

We propose to amend Articles 366-2 and 366-3 of the CCU by introducing a separate element of the crime: "untimely or selective declaration of assets". The current legislation provides for liability only in cases of knowingly inaccurate information or failure to submit a declaration. However, it does not cover such manifestations as selective declaration of individual objects (for example, foreign real estate, crypto assets), which is a typical way of evading public control. Improvements in this area will contribute to increasing transparency and strengthening trust in government

bodies.

Expanding the subject composition of official crimes, in particular, the explicit inclusion in Articles 364, 368, 369-2 of the Criminal Code of Ukraine of local government officials and heads of budgetary institutions regardless of their form of ownership (educational, medical, cultural), will allow strengthening criminal liability in the basic links of public administration. This is extremely important, since it is at the level of ATC that the most significant number of abuses is often recorded, and institutional protection remains insufficient. No less significant is the proposal to introduce a separate element of the crime - "making a management decision in conditions of a real conflict of interest". Today, conflict of interest is regulated administratively (Article 172-7 of the Code of Administrative Offenses); however, making decisions that contradict the requirements of transparency (for example, distributing funds or concluding contracts in favor of related parties) is not always subject to criminal law, unless direct damage is caused. The introduction of an appropriate criminal provision would have a powerful preventive effect and would contribute to strengthening managerial integrity.

The implementation of these proposals will contribute to:

- strengthening the institutional capacity of the criminal justice system in combating corruption crimes;
- forming a culture of integrity among public officials;
- increasing public trust in state and local authorities.

Transformation of the activities of entities involved in preventing and combating corruption. In accordance with the UN Convention against Corruption, measures are envisaged to prevent corruption, including:

- the formation of a state anti-corruption policy, analytics, and coordination;
- the creation of a system of relevant and independent bodies for the prevention and counteraction of corruption
 - a) implementation of the policy and supervision of the implementation of such policy;
 - b) expansion and dissemination of knowledge on corruption prevention issues.
- adherence to the principle of integrity in the formation of the public service, which provides for transparent competitions, sufficient funding, and professional, theoretical, and practical skills of specialists.;
- the introduction of codes of public officials;
- transparency of public procurement and effective financial control;
- state reporting on the organization, functioning, and adoption of state decisions;
- independence of the judiciary and prosecutorial bodies;
- promoting transparency and preventing abuse of procedures that

regulate the activities of the private sector;

- involvement of civil society in the decision-making process and the formation of zero tolerance for corruption among the population [30].

Accordingly, to ensure the implementation of these international standards in Ukraine, a system of anti-corruption bodies was created, each of which is endowed with specific tasks, functions, and powers in the field of combating corruption. Next, we will examine the structure, legal principles, and functional features of the leading anti-corruption institutions in Ukraine.

Law of Ukraine "On Prevention of Corruption" [153] Article 5 contains a list of special entities in the field of combating corruption, including the National Agency for the Prevention of Corruption (NACP), the National Anti-Corruption Bureau of Ukraine (NABU), prosecutor's offices, and the National Police (NP).

However, the structure of anti-corruption bodies also includes the Specialized Anti-Corruption Prosecutor's Office (SAP), the High Anti-Corruption Court (HACC), the State Bureau of Investigation (SBI), and the Security Service of Ukraine (SBU).

The National Agency for the Prevention of Corruption (NACP) is a central executive body with special status, responsible for forming, coordinating, and monitoring the implementation of anti-corruption policy in Ukraine. Its activities are aimed at ensuring the effective implementation of measures to combat corruption and increasing the level of integrity in the state [153].

The main functions of the NACP in the field of anti-corruption policy:

- Formation of anti-corruption policy - develops drafts of the Anti-Corruption Strategy and the State Anti-Corruption Program for its implementation, involves the public in discussing and finalizing these documents;

- Coordination of the implementation of anti-corruption policy - coordinates the implementation of measures provided for by the Anti-Corruption Strategy and the State Anti-Corruption Program, determines the procedure for coordinating the implementation of these documents;

- Monitoring and assessment of effectiveness - monitors the implementation of anti-corruption policy, in particular the implementation of measures provided for by strategic documents, and assesses the effectiveness of the implementation of anti-corruption policy based on the information collected;

- Monitoring information system. In 2023, the NACP introduced the Information System for Monitoring the Implementation of the State Anti-

¹⁵³ Про запобігання корупції : Закон України від 14.10.2014 № 1700-VII : станом на 4 квіт. 2025 р. URL: <https://zakon.rada.gov.ua/laws/show/1700-18#Text>

Corruption Policy (ISM DAP), which reflects key information on the results of the implementation of the anti-corruption policy of Ukraine [153].

The National Anti-Corruption Bureau of Ukraine is a law enforcement agency that investigates corruption crimes committed by high-ranking officials, established based on the Law of Ukraine "On the National Anti-Corruption Bureau of Ukraine" [154].

The main functions performed by the National Anti-Corruption Bureau of Ukraine in the field of anti-corruption policy:

- Detection of corruption offenses - carries out operational and investigative measures to identify facts of corruption among high-ranking officials;

- Pre-trial investigation of corruption crimes - conducts investigative actions, collects evidence, prepares materials for transfer to the prosecutor's office and court;

- Operational and investigative activities - conducts covert investigative actions, uses technical means to document crimes;

- Interaction with international law enforcement agencies - exchanges information, participates in joint operations, cooperates within the framework of international treaties;

- Initiating the elimination of conditions for committing corruption - submits proposals to state authorities on changes in policy to minimize corruption risks [154].

The activities of the Specialized Anti-Corruption Prosecutor's Office as a specially authorized entity in the field of combating corruption are enshrined in Article 8-1 of the Law of Ukraine "On the Prosecutor's Office", which defines it as an independent structural unit of the Prosecutor General's Office, which supervises and supports prosecution in cases investigated by the National Anti-Corruption Bureau of Ukraine [155].

The main functions performed by the Specialized Anti-Corruption Prosecutor's Office in the field of anti-corruption policy are:

- Procedural management of NABU cases - supervises the legality of pre-trial investigation, gives procedural instructions to detectives;

- Support of public prosecution in courts - represents the interests of the state in court, supports the prosecution of high-ranking corrupt officials;

- Supervision of compliance with laws - controls the legality of the actions of investigators and detectives during the pre-trial investigation;

- International cooperation in the field of combating corruption - fulfills requests from foreign bodies, cooperates with international prosecutorial associations [155].

¹⁵⁴ Про Національне антикорупційне бюро України : Закон України від 14.10.2014 № 1698-VII : станом на 25 берез. 2025 р. URL: <https://zakon.rada.gov.ua/laws/show/1698-18#Text>

¹⁵⁵ Про прокуратуру : Закон України від 14.10.2014 № 1697-VII : станом на 4 квіт. 2025 р. URL: <https://zakon.rada.gov.ua/laws/show/1697-18#Text>

The status of the High Anti-Corruption Court is regulated by the Law of Ukraine "On the High Anti-Corruption Court", which defines it as a specialized court in the judicial system of Ukraine, authorized to consider criminal proceedings regarding corruption crimes falling under the jurisdiction of this court [156].

The main functions of the High Anti-Corruption Court in the field of anti-corruption policy:

- Consideration of cases of corruption crimes - considers cases investigated by the NABU and SAPO, conducts court hearings, hears evidence;
- Rendering decisions, verdicts, and rulings - adopts verdicts, determines punishments, considers motions during the trial;
- Consideration of appeals - evaluates the decisions of the first instance upon appeals of the participants in the process [156].

The State Bureau of Investigation of the SBI operates based on the Law of Ukraine "On the State Bureau of Investigation" dated 12.11.2015 No. 794-VIII [157] and performs tasks to investigate corruption crimes.

Functions of the State Bureau of Investigation in the field of anti-corruption policy:

- Investigation of corruption crimes of officials - conducts pre-trial investigations into corruption among law enforcement officers, judges;
- Ensuring the internal integrity of law enforcement agencies - identifies violations among law enforcement officers;
- Development of anti-corruption programs - creates programs to prevent corruption risks within its structure [157].

The SBU carries out measures to combat corruption in accordance with the Law of Ukraine "On the Security Service of Ukraine" dated 25.03.1992 No. 2229-XII [158].

Functions of the Security Service of Ukraine in the field of anti-corruption policy:

- Detection and suppression of corruption schemes that threaten state security - collects data on corruption in areas of strategic importance;
- Operational and investigative activities regarding high-ranking officials - conducts covert investigative actions, documents crimes in the field of defense, energy, and economic security;
- Counterintelligence measures - prevent corruption in areas of importance for national security [158].

¹⁵⁶ Про Вищий антикорупційний суд : Закон України від 07.06.2018 № 2447-VIII : станом на 8 листоп. 2024 р. URL: <https://zakon.rada.gov.ua/laws/show/2447-19#Text>

¹⁵⁷ Про Державне бюро розслідувань : Закон України від 12.11.2015 № 794-VIII : станом на 25 жовт. 2024 р. URL: <https://zakon.rada.gov.ua/laws/show/794-19#Text>

¹⁵⁸ Про Службу безпеки України : Закон України від 25.03.1992 № 2229-XII : станом на 9 січ. 2025 р. URL: <https://zakon.rada.gov.ua/laws/show/2229-12#Text>

The National Police operates in accordance with the Law of Ukraine "On the National Police" dated 02.07.2015 No. 580-VIII [159], and the Department of Strategic Investigations performs anti-corruption functions.

Functions of the National Police in the field of anti-corruption policy:

- Detection and documentation of corruption offenses - collects evidence of bribery, official forgery, and embezzlement of property;
- Conducting official investigations - examines facts of violations of anti-corruption legislation by police officers;
- Implementation of anti-corruption programs - develops internal rules to prevent corruption risks;
- Protection of whistleblowers - ensures the safety of persons who report corruption crimes [159].

Thus, based on the conducted research, the following provisions were substantiated. The criminological characteristics of corruption offenses, as analyzed criminologically, enabled the establishment of properties such as latency, adaptability, economic motivation, and political dependence. Criminal legislation was improved by substantiating amendments to the Criminal Code of Ukraine, in particular:

- a) establishing the mandatory imposition of punishment in the form of deprivation of the right to hold certain positions or engage in certain activities as an additional punishment under one of the articles under study, namely Art. 369 of the Criminal Code of Ukraine;
- b) to introduce a separate element of the crime - "untimely or selective declaration of assets" to Art. 366-2 and 366-3 of the Criminal Code of Ukraine, since the current legislation provides for liability only for knowingly inaccurate information or failure to submit a declaration, but does not cover such manifestations as selective declaration of individual objects (for example, foreign real estate, crypto assets), which is a typical way of evading public control;
- c) expanding the subject composition of official crimes, in particular, the explicit inclusion in Articles 364, 368, 369-2 of the Criminal Code of Ukraine of local government officials and heads of budget institutions regardless of their form of ownership (educational, medical, cultural) to strengthen criminal liability in the basic links of public administration;
- d) introducing a separate element of the crime - "making a management decision in conditions of a real conflict of interest", because a conflict of interest is regulated administratively (Article 172-7 of the Code of Administrative Offenses), however, making decisions that contradict the requirements of transparency (for example, distributing funds or concluding contracts in favor of related parties) does not always fall under the scope of criminal law, unless direct damage is caused.

¹⁵⁹ Про Національну поліцію : Закон України від 02.07.2015 № 580-VIII : станом на 16 серп. 2024 р. URL: <https://zakon.rada.gov.ua/laws/show/580-19#Text>

A comprehensive study of the institutional support for anti-corruption policy in Ukraine reveals that, despite the variety of tasks and powers, most bodies are primarily focused on identifying, investigating, and punishing corruption offenses. At the same time, fundamentally important but less emphasized in public discourse is the preventive direction associated with the formation of a virtuous environment and legal culture in society.

Conclusions to Chapter 2

The generalization of administrative and legal principles of reconstruction and European integration in Ukraine allows us to assert that state management of the European integration process is a systemic and multifaceted phenomenon that encompasses the political, legal, economic, and socio-cultural spheres. The primary goal of this management is not only the formal acquisition of EU membership, but also to ensure Ukraine's statehood and sustainable development in the face of ongoing security challenges. The state's European integration policy is interpreted as a strategically oriented action plan aimed at deep integration with the European space, which serves as the foundation for strengthening national sovereignty. An effective state policy to combat corruption is identified as a critically important prerequisite for successful post-war reconstruction and European integration. Corruption is considered a destructive socio-legal phenomenon that poses a direct threat to national security, undermining trust in public institutions. In this context, the state's criminal law policy should be implemented as a comprehensive strategy that harmoniously combines legal instruments, institutional mechanisms, and educational measures to form a zero-tolerance approach to corruption.

An analysis of the state of legal regulation has revealed an alarming trend towards an increase in corruption offenses, particularly against the backdrop of low enforcement effectiveness. To correct this situation, the need to amend the criminal legislation has been substantiated, in particular, the introduction of a mandatory additional punishment in the form of deprivation of the right to hold certain positions, the criminalization of submitting false information in declarations, and increased responsibility for making decisions in conditions of conflict of interest.

An important element of the system for combating corruption is the transformation of the activities of specialized anti-corruption bodies, such as the National Anti-Corruption Commission, the State Anti-Corruption Bureau, and the State Bureau of Investigation. The priority areas for their development are identified as strengthening institutional capacity, improving coordination of actions, and focusing on preventive measures. The effectiveness of this system largely depends on the formation of a culture of integrity in the public service and the active involvement of civil society in control processes, which meets European standards and the requirements of Ukraine's international partners.

CHAPTER 3. PUBLIC MANAGEMENT OF RESILIENCE AND SUSTAINABLE DEVELOPMENT OF TERRITORIAL COMMUNITIES

3.1. Theoretical and Methodological Principles of Territorial Communities in the Public Administration System Research Into the Resilience

In the face of challenges such as climate change, economic instability, pandemics, military conflicts, and artificial disasters, the ability of territorial communities to quickly adapt, recover, and function based on sustainability is becoming particularly relevant, and the resilience of their development is becoming a key task for local governments and public administration in general. Resilience involves not only overcoming crises but also the formation of a sustainable system capable of predicting risks, preventing their manifestation, and ensuring the long-term well-being of the population. Public administration plays a crucial role in ensuring the resilience of territorial communities, as it is at the disposal of state and local authorities that the institutional, financial, and legal tools for the formation of relevant policies, strategies, and programs are available. The ability of communities to respond to challenges, using their own potential and external support, depends on the effectiveness of management decisions. Public management of community resilience has become particularly relevant in Ukraine, particularly in the context of decentralization and military aggression. Territorial communities have found themselves in a situation where not only the well-being of their residents, but also the security of the regions and the state as a whole depends on their stability, self-organization, and ability to manage effectively.

The issue of ensuring the resilience of territorial communities has not yet received sufficient attention in Ukrainian scientific literature, but some studies warrant consideration. The category of “resilience” in the economic sphere and the sphere of public administration is studied by T. Mamatova and V. Borysenko, considering it as “the ability of a system (for example, a territory or community) to absorb the destructive effects of the external environment and at the same time preserve the basic functions and structure.” Scientists emphasize that “...ensuring resilience involves

consciously managing the process of adapting a system in order to preserve certain of its qualities ... while preserving its essence (or identity)" [160].

In the terminological dictionary of public administration, edited by V. Kuybida, M. Bilynska, and O. Petroe, a definition of the concept of "national resilience (stress resistance)" is proposed as "...the ability of a social system to build a normal, full-fledged life in difficult conditions, the ability of society to withstand challenges and crises in various spheres of social life by introducing changes and adaptation without harming the basic values of society and institutions" [161]. Researchers consider national resilience in two directions: "as an indicator of the ability of society to withstand challenges with its intact values and institutions; as progress, movement forward through overcoming crisis phenomena to a new stage of social development based on behavioral adaptation" [161]. The above definition gives grounds to assert that resilience is a response to threats to social development through the formation of new political and social relationships that determine the state's ability to overcome crises and conflicts. It is an integral part of strengthening national security and encompasses a wide range of areas, extending beyond purely social, economic, or other aspects.

The problems of change management as a factor in building national resilience in the current conditions of globalization challenges are studied by O. Korolchuk. The researcher proves that "...a modern indicator of the successful activities of authorities and governments should be an adequate measurement of the degree of resilience of a country, nation, territories or communities, which will indicate the ability to withstand crises and continue to change and develop" [162] actively. In this context, resilience is considered not only as the ability to recover but also as a strategic indicator of the effectiveness of public administration, which determines the ability of political institutions, economic systems, and social structures to adapt to changes while maintaining functionality, integrity, and potential for progressive development.

The results of the research work of the National Academy of Public Administration under the President of Ukraine "Formation of National

¹⁶⁰ Маматова Т., Борисенко В. Теоретичне підґрунтя дослідження процесів публічного управління у сфері забезпечення резильєнтності територіальних громад в Україні. Публічне управління та місцеве самоврядування. 2023. № 2. С. 67–73. DOI: <https://doi.org/10.32782/2414-4436/2023-2-9>

¹⁶¹ Публічне управління : термінол. слов. / уклад. В. С. Куйбіда, М. М. Білинська, О. М. Петроє [та ін.] ; за заг. ред. В. С. Куйбіди, М. М. Білинської, О. М. Петроє. Київ : НАДУ, 2018. 224 с. URL: <https://dspace.uzhnu.edu.ua/jspui/handle/lib/44779>

¹⁶² Корольчук О. Л. Управління змінами як фактор розбудови національної резильєнтності в сучасних умовах глобалізаційних викликів. Вчені записки Таврійського національного університету імені В. І. Вернадського. Серія: Державне управління. 2020. Т. 31 (70), № 5. С. 88–92. URL: <https://dspace.uzhnu.edu.ua/jspui/handle/lib/44773>

Resilience in Ukraine in Conditions of Socio-Economic Turbulence", carried out under the leadership of M. Bilynska, reveal the conceptual principles of the formation of national resilience in Ukraine, as "...an innovative tool for the development of modern public administration and a consolidating imperative for the development of strategies for the development of all spheres of life of the state and its territories" [163]. In particular, it emphasizes the existence of two levels of territorial resilience: national and local. The national level concerns the state's overall ability to resist and adapt to external and internal threats. In contrast, the local level focuses on the ability of individual regions and communities to respond to specific challenges and crises effectively. The study emphasizes the importance of harmonious interaction between these two levels to ensure the country's resilience, highlighting that strengthening national resilience requires not only national strategies but also the active involvement of communities and the implementation of regional initiatives that take into account local characteristics and needs [163].

N. Khoma analyzes the national resilience of Ukraine in countering Russian aggression and preparing for post-war recovery. The scientist emphasizes that the country's resilience depends on security, resources, social, and demographic factors. He believes that its strengthening requires the ability to respond promptly to threats and recover quickly. Also, he identifies key areas of defense capability, strengthening infrastructure, ensuring nuclear safety, preserving human potential, reconstruction based on the latest technologies, and carrying out reforms for integration into the EU. The research emphasizes the importance of both internal resources and external support for the successful implementation of Ukraine's national resilience strategy [164].

Conceptual approaches to understanding the resilience of territorial communities in the face of global challenges are explored by O. Pakhnenko. The researcher analyzes the specifics of the impact of crises on the socio-economic development of communities, insisting that the formation of resilience is one of the key tasks for ensuring their sustainable development and survival in conditions of instability. The researcher emphasizes that "... community resilience is its ability to withstand challenges, quickly adapt to new conditions, minimize negative consequences and ensure recovery after

¹⁶³ Білинська М. Формування національної резильтентності в Україні в умовах соціально-економічної турбулентності. НДР, підготовлена Національною академією державного управління при Президентові України. URL: <https://nrat.ukrinitei.ua/searchdoc/0221U105357>

¹⁶⁴ Хома Н. Резильтентність України в умовах збройної агресії росії та підготовки до післявоєнної відбудови. Міжнародні відносини, суспільні комунікації та регіональні студії. 2024. № 2 (19). С. 287–307. DOI: <https://doi.org/10.29038/2524-2679-2024-02-287-307>

crises” [165]. The author also emphasizes that “... the COVID-19 pandemic has become a catalyst for rethinking approaches to community management and has shown the importance of strategic planning, developing partnerships, and increasing citizen participation in decision-making processes. Community resilience depends on a combination of internal community resources, effective crisis management, and external support from the state and international organizations” [165].

In the scientific work of O. Pakhnenko, special attention is given to the structuring of the components of territorial community resilience, which enables us to consider this phenomenon as a multidimensional system. In particular, the author identifies five key components: economic (economic diversification, support for small and medium-sized businesses), social (social cohesion, support for vulnerable groups of the population), institutional (effective functioning of local government, established communication between the authorities and the community), environmental (environmental protection, environmental safety) and information (ensuring access to reliable information and digital technologies) [165]. This approach forms a holistic vision of resilience as an integrated characteristic that covers key areas of community life and determines its ability to adapt, recover, and develop in an unstable environment.

The problems of strengthening the resilience (stability) of united territorial communities (hereinafter referred to as ATCs) of Ukraine through improving the quality of public service provision are investigated by M. Kondratenko, emphasizing that high-quality public services are a basic condition for building trust in the authorities, strengthening social cohesion and ensuring the ability of communities to respond effectively to internal and external challenges. The researcher emphasizes the need to implement modern approaches to managing public services, increasing their accessibility, openness, and orientation to the needs of the population [166]. Thus, M. Kondratenko’s research actualizes the connection between the quality of public services and the overall stability and development of territorial communities in the context of decentralization and reform of the public administration system in Ukraine.

The works of E. Libanova deserve special attention, as they explore one of the most pressing problems of our time: the ability of Ukraine's socio-economic system to withstand the challenges and consequences of a full-

165 Пахненко О. Сутність та складові резильтентності громад в контексті COVID-19. Економіка та суспільство. 2022. № 39. DOI: <https://doi.org/10.32782/2524-0072/2022-39-51>

166 Кондратенко М. Забезпечення якості публічних послуг як умова формування резильтентності об'єднаних територіальних громад. Становлення публічного адміністрування в Україні : матеріали XI Конф. студентів та молодих учених за міжнар. участью. Дніпро : ДРІДУ НАДУ, 2020. С. 191–193. URL: https://palsg.nmu.org.ua/ua/Sci/konf/2020_05_08_mup_material_stud.pdf

scale war. The researcher emphasizes the importance of forming such stability (resilience), which would allow not only to maintain the basic functions of the system in crisis conditions, but also to ensure its adaptability and transformational potential. It is essential to note that the scientist identifies the concepts of stability and resilience, using them interchangeably and justifying this by the fact that in the Ukrainian context, these categories share standard features: the ability of the system to withstand shocks, respond to them, and recover [¹⁶⁷].

At the same time, E. Libanova suggests distinguishing between the categories of sustainability, which refers to the system's ability to maintain long-term equilibrium and stable development under normal conditions, and resilience, which is actualized during periods of crisis. The researcher identifies key factors in shaping the sustainability of Ukraine's socio-economic system, among which she considers human capital and social potential, the development of the state's institutional capacity, effective public administration, economic diversification, regional development, and the formation of social cohesion to be key [167].

In this context, the research of I. Abramova, who is devoted to analyzing the current state and post-war prospects of financial inclusion in Ukraine, taking into account the experience of the EU, deserves attention. The author considers financial inclusion as an important component of socio-economic resilience, emphasizing that "...access to financial services is not only a tool for recovery, but also a factor in long-term development and increasing the ability of communities to adapt to new conditions" and emphasizes the need to rethink the state's financial policy in the context of overcoming the consequences of the war and approaching European sustainability standards [¹⁶⁸].

Analysis of the works of domestic scientists reveals that the issue of forming the resilience of territorial communities in Ukraine is only beginning to gain relevance in the context of modern challenges, including socio-economic instability, armed aggression, and the need for post-war reconstruction. Most researchers emphasize its multi-level nature, starting from the individual and extending to the national level, while assigning a special role to local (public) resilience as the basis for ensuring the viability of the state. Nevertheless, in domestic scientific discourse, the identification

¹⁶⁷ Лібанова Е. Стійкість соціально-економічної системи України до шоків, спричинених війною: специфіка формування та реагування. Демографія та соціальна економіка. 2024. № 4 (58). С. 3–23. URL: <https://doi.org/10.15407/dse2024.04.003>

¹⁶⁸ Abramova I., Nedilska L., Kurovska N., Kovalchuk O., Poplavsky P. Modern State and Post-War Prospects of Financial Inclusion in Ukraine Considering the EU Experience. Financial and credit activity problems of theory and practice. 2023, 6(53). pp. 318-333. DOI: 10.55643/fcappt.6.53.2023.4222

of the concepts of "resilience" and "stability" is frequently observed, which is associated with a certain similarity between these categories in content, as both definitions relate to the system's ability to resist threats and recover from them. However, as shown by the work of foreign researchers, resilience has a more dynamic nature, associated not only with resistance to challenges but also with adaptation, transformation, and development following crises.

To deepen the theoretical and methodological basis of studying the resilience of territorial communities, it is essential to draw on the work of foreign scientists who have made significant contributions to this field. Among them, the works of F. Norris, S. Stevens, B. Pfefferbaum, R. Pfefferbaum, K. Weiche, etc., deserve special attention. Researchers offer a comprehensive approach to understanding the concept of "community resilience", emphasizing that it encompasses not only a community's ability to recover from crises but also a system of resources and strategies that form a readiness for challenges. In addition, scientists emphasize the components of community resilience, including social ties, economic resources, institutional capacity, transparency of information, and the ability to adapt. Community resilience in their scientific work is considered a multidimensional characteristic that combines social, economic, and organizational resources necessary to overcome crises and ensure the sustainable development of territories [¹⁶⁹].

A thorough analysis of key approaches to understanding the phenomenon of community resilience, in the context of risk management and disaster preparedness, is conducted by G. Deeming, M. Fordham, K. Kuglik, L. Pedot, S. Schneiderbauer, and K. Shriva [¹⁷⁰]. The authors emphasize the interdisciplinary nature of the concept of "resilience," considering it a complex, dynamic characteristic of social systems that ensures their ability to adapt, respond, and recover from crises. They analyze various conceptual models of community resilience, identifying key factors and mechanisms of its formation at the local level, in particular:

– a systemic model, which assumes the perception of a community as a complex social system that interacts with the natural and artificial environment, focusing on the processes of adaptation and self-regulation;

¹⁶⁹ Norris F.H., Stevens S.P., Pfefferbaum B., Wyche K.F., Pfefferbaum R.L. Community resilience as a metaphor, theory, set of capacities, and strategy for disaster readiness. *American Journal of Community Psychology*. 2008. Vol. 41. P. 127–150. URL: <https://doi.org/10.1007/s10464-007-9156-6>

¹⁷⁰ Conceptual and theoretical underpinnings to community disaster resilience. *Framing Community Disaster Resilience* / eds. H. Deeming, M. Fordham, C. Kuhlicke, L. Pedoth, S. Schneiderbauer, C. Shreve. 2018. URL: <https://doi.org/10.1002/9781119166047.part1>

- a capital model, which is based on the idea that a community has different types of capital (social, human, economic, natural) that ensure its resilience and ability to recover;
- a vulnerability and resilience model, which takes into account both the risk and vulnerability factors of the community, as well as the available resources and mechanisms for overcoming crises;
- a community participation model, which emphasizes the importance of active involvement of residents in the processes of risk management, decision-making, and resource mobilization [170].

A thorough study of the concept of sustainability, as a complex and multidimensional concept widely used in geography, ecology, and the social sciences, is presented in the works of the Polish researcher G. Masik. The scientist analyzes the features of sustainable systems, highlighting their key properties, focusing on the ability to maintain structure, self-regulation, adaptation, and recovery after the influence of external factors [171]. G. Masik raises the issue of the correlation of such concepts as "sustainability" and "resilience," focusing on the fact that in modern scientific research these terms are often identified despite the conceptual differences between them, emphasizing that "sustainability" is the ability of a system to maintain a state of stability, and "resilience" is the ability to adapt, transform, and develop in conditions of change [171].

Israeli researcher Sh. Kimhi proposes the concept of multilevel resilience, which justifies the relationship and mutual influence among three primary levels of resilience: personal (individual), public (local), and national. The scientist demonstrates that individual resilience is the foundation for community resilience, which, in turn, influences the state's overall capacity to overcome crises and challenges. He considers the second public (local) level of resilience as an intermediate link between the individual resilience of a person and the national ability of the state to withstand challenges [172].

Community resilience, as interpreted by S. Kimhi, is "...the collective ability of members of a certain community to act together, support each other, and restore its functioning after a crisis" [172]. The author notes that at the local level, resilience is manifested through community cohesion, the level of social support, active citizen participation in problem-solving, and a high degree of trust among people. The researcher emphasizes that "...the

¹⁷¹ Macik Г. Поняття стійкості: розміри, властивості стійких систем і просторові масштаби стійкості. Geographia Polonica. 2023. Т. 95, № 4. С. 295–310. URL: <https://doi.org/10.7163/GPol.0237>

¹⁷² Kimhi S. Levels of resilience: Associations among individual, community, and national resilience. Journal of Health Psychology. 2014. Vol. 21, No. 2. P. 164–170. DOI: 10.1177/1359105314524009

community becomes a kind of resource environment for an individual, when in difficult situations people receive help, moral support, and access to collective resources and services. At the same time, it is the quality of social ties, openness to cooperation, the presence of civic responsibility, and interaction with local authorities that shape the community's resilience to crises" [172]. Thus, the scientist's research provides grounds to assert that community resilience is not only a characteristic of a particular territory or settlement, but primarily the result of the active participation of citizens in community life, their ability to self-organize, and their support for one another in difficult circumstances. This level is critically important for ensuring the overall resilience of society, as it serves as a connecting link between an individual's capabilities and national crisis response mechanisms.

The studies by S. Patel, M. Rogers, R. Amlot and G. Rubin present a thorough analysis of scientific approaches to the interpretation of the concept of "community resilience", based on which the researchers concluded that it encompasses several key components, including the ability of a community to adapt to changes, recover quickly after crises and use available resources to support the functioning of social infrastructure [173]. The scientific achievements of these scientists provide grounds to consider community resilience as a complex, multidimensional social phenomenon that reflects the ability of territorial communities not only to withstand challenges but also to effectively adapt to new conditions and develop in response to them. Thus, in modern scientific discourse, the concept of "territorial community resilience" encompasses material and resource potential, human capital, social capital, as well as institutional and managerial mechanisms. It is interpreted not only as the ability to physical or economic recovery, but also as a system of interaction between structural and functional components that ensures adaptation, self-regulation, and development of a community under conditions of external and internal threats of natural, social, economic, or military origin.

Twigg's J. research demonstrates a practical approach to identifying the key characteristics of a resilient community in the context of mitigating the risks of emergencies and disasters. The author develops a systematic model for assessing and enhancing the resilience of communities to the impact of crises, which has become widely used in international risk management practice. This model contains specific guidelines and criteria for the practical work of authorities, public organizations, and other stakeholders. According to the scientist's conclusions, a resilient community

¹⁷³ Introducing Fujisawa Sustainable Smart Town. A town sustainably evolving through living ideas. URL: <https://fujisawasst.com/EN/project/>

has the ability not only to respond to disasters but also to actively prepare for them, prevent risks, and recover from losses. The researcher identifies areas for strengthening community resilience, including risk management, social integration, information openness, environmental security, and economic and institutional capacity of local governments, highlights their role as active subjects of managing their own security and development, and emphasizes the importance of local population participation in security management processes and the need to develop civic activism [¹⁷⁴].

The issue of building community resilience as a key factor in strengthening national security in the healthcare field is studied by A. Chandra, D. Acosta, S. Howard, L. Usher-Pines, M. Williams, D. Yenga, D. Garnett, and L. Meredith. The researchers developed a conceptual model of community resilience, which involves interaction between local authorities, the health care system, public organizations, and residents themselves, and covers such components as:

- leadership and management – the authors emphasize the importance of effective local leadership capable of carrying out anti-crisis management, mobilizing resources, and ensuring coordination between different sectors;
- information and communication interaction – ensuring transparency of information for the population, open dialogue between authorities and citizens, implementation of an early warning system;
- development of social capital – strengthening social ties, partnerships, horizontal ties between citizens, development of a culture of mutual assistance and support in times of crisis;
- availability of resources – availability of financial, labor, intellectual, and other resources necessary for the community to function under challenging conditions;
- institutional capacity – readiness of state and local institutions for crises, development of strategies, action plans, education, and training of the population;
- flexibility and adaptability of the community – ability to quickly adapt to new challenges, learn from the experience of previous crises, and transform its activities in accordance with new conditions [¹⁷⁵].

The conceptual model proposed by the researchers illustrates community resilience as a multi-component process that encompasses not only physical infrastructure and resources, but also social, managerial,

¹⁷⁴ Twigg J. Characteristics of a disaster-resilient community: A guidance note. London: DFID Disaster Risk Reduction NGO Interagency Coordination Group, 2007. URL: <https://www.researchgate.net/publication/315799865>

¹⁷⁵ Chandra A., Acosta J., Howard S., Uscher-Pines L., Williams M., Yeung D., Garnett J., Meredith L. S. Building community resilience to disasters: A way forward to enhance national health security. *Rand Health Quarterly*. 2011. Vol. 1, No. 1(6). URL: <https://pubmed.ncbi.nlm.nih.gov/28083162>

communicative, and cultural aspects of community life. It emphasizes the need for a comprehensive approach to forming resilient communities, ready for the challenges of both natural and social origins. Such a model is particularly relevant for application in the practice of developing territorial communities within the context of military operations and post-war reconstruction in Ukraine.

In the works of American researchers S. Cutter, L. Barnes, and M. Berry, a spatial-territorial approach to understanding the resilience of territorial communities is proposed, which emphasizes that resilience is formed under the influence of the community's territorial features and resource availability, as well as its social cohesion among residents. It takes into account not only physical and economic aspects, but also social, institutional, and environmental factors, which collectively determine a community's ability to adapt to crises and recover effectively from them [¹⁷⁶].

In modern scientific research on the resilience of territorial communities, various approaches to its interpretation are distinguished, which is due to both the specifics of research paradigms and the context of socio-spatial transformations. Particular attention in the scientific discourse is paid to aspects such as institutional flexibility, social capital, the level of adaptive management, and citizen participation in the decision-making process, as well as factors that determine a community's ability to function effectively in conditions of instability and ensure sustainable development. The generalization of scientific developments by domestic and foreign researchers enables us to systematize conceptual approaches to understanding the resilience of territorial communities and confirm the multidimensional nature of this phenomenon, as well as the diversity of its interpretations.

The differences between the approaches stem from the emphasis on individual characteristics of the community, specifically the ability to counteract threats, adapt to changes, recover from crises, or transform and develop in new conditions. At the same time, common to all approaches is the recognition of the key role of internal resources, social cohesion, and effective governance as the main factors in ensuring the sustainability and viability of a community. The systematization enables us to deepen our scientific understanding of resilience as a general characteristic of a territorial community, creating a conceptual basis for further research and practical applications in the field of public management of territorial development (Table 3.1).

¹⁷⁶ Cutter S. L., Barnes L., Berry M., Burton C., Evans E., Tate E., Webb J. A place-based model for understanding community resilience to natural disasters. *Global Environmental Change*. 2008. Vol. 18, No. 4. P. 598–606. DOI: <https://doi.org/10.1016/j.gloenvcha.2008.07.013>

Table 3.1
Systematization of conceptual approaches to understanding the resilience of territorial communities

| Approach | Authors | Characteristics |
|--------------------------|-------------------------------------|---|
| Systemic-structural | Holing (1973), | A community is considered as a complex socio-economic system with the properties of resilience and adaptability. |
| Socio-economic | Kimhi (2014), | The focus is on social cohesion, trust, involvement of residents in making management decisions and economic interaction. |
| Institutional-managerial | Libanova (2024) | The role of institutions, local government, public administration in strengthening the resilience of communities is decisive. |
| Spatial-territorial | Norris et al. (2008), Lazos (2018), | The importance of local resources, environmental factors, spatial and territorial organization of power is identified as key. |
| Integrated | Abramova (2023) | A combination of different approaches, multi-level analysis of resilience. |

Source: based on [¹⁷⁷, ¹⁷⁸, ¹⁷⁹, ¹⁷¹, ¹⁶⁴, ¹⁷⁶, ¹⁸⁰, ¹⁷⁴].

For a deeper understanding of the essence of resilience as a multidimensional phenomenon, it is advisable to identify its key characteristics that reflect the specifics of how territorial communities function in crisis conditions. In this context, it is essential not only to define the concept's content theoretically, but also to specify it through features that hold significant relevance for the public administration system. The presented classification not only reveals the content of community resilience as a scientific category, but also creates an analytical basis for its practical measurement and application in strategic planning for the development of territorial communities, and contributes to the formation of a holistic approach to increasing the resilience of communities to challenges of a social, economic, and environmental nature (Table 3.2).

¹⁷⁷ Абрамова І. В. Євроінтеграційні імперативи трансформації фінансового забезпечення сталого розвитку сільських територіальних громад [Текст]: монографія – Житомир: ТОВ «Видавничий дім «Бук-Друк», 2024. – 290 с.

¹⁷⁸ Грицишen Д. O., Абрамова І. В. Міжнародні імперативи фінансового забезпечення сталого розвитку сільських громад. Проблеми економіки. 2024. №2. С. 31-38. URL: <https://doi.org/10.32983/2222-0712-2024-2-31-38>

¹⁷⁹ Грицишen Д. O., Абрамова І. В. Формування та реалізації фінансових механізмів ЄС щодо сталого розвитку сільських громад. Таврійський науковий вісник. Серія: Економіка. 2024. № 20. С. 67-78. URL: <https://doi.org/10.32782/2708-0366/2024.20.8>

¹⁸⁰ Patel S. S., Rogers M. B., Amlôt R., Rubin G. J. What do we mean by 'community resilience'? A systematic literature review of how it is defined in the literature. PLoS Currents. 2017. Vol. 9. URL: <https://surl.li/kcqjeus>

Table 3.2
Key signs of resilience of territorial communities

| Feature | Characteristics |
|---|---|
| Flexibility and adaptability | Ability to adapt to changes, transform one's activities in accordance with new conditions |
| Availability of resources | Availability of financial, labor, intellectual and other resources necessary for the community's life in difficult conditions |
| Availability of social capital | Trust, partnership, self-organization of the population, development of a culture of mutual assistance and support |
| Institutional capacity | Readiness of state and local institutions for crisis situations, development of strategies, action plans, education and training of the population |
| Quality of leadership and management | Effectiveness of local leadership, capable of carrying out anti-crisis management, mobilizing resources and ensuring coordination between different sectors |
| Information and communication interaction | Ensuring transparency of information for the population, open dialogue between authorities and citizens, implementation of an early warning system |
| Innovation and openness to change | Ability to generate, perceive and implement new ideas, technologies, management approaches and practices |

Source: based on [171, 175].

It is worth noting that in modern scientific literature, there is a tendency to expand the meaning of the concept of “community resilience” and bring it closer to the category of “community sustainability”. At the same time, several studies emphasize the appropriateness of distinguishing between these concepts, as “sustainability” is primarily associated with preservation, and “resilience” with the ability to adapt and recover in response to crisis challenges. The relationship between the concepts of “sustainability,” “resilience,” and “sustainable development” enables us to gain a deeper understanding of their roles in managing territorial communities (Fig. 3.1).

We believe that sustainability serves as the basis for maintaining the basic functions of a community under the influence of external threats; resilience acts as a dynamic ability to adapt, innovatively respond, and recover from crises; while sustainable development combines both categories, providing for the balanced functioning of social, economic, and ecological systems in the long term. The analysis of scientific approaches reveals that the concepts of sustainability and resilience, despite their close interdependence, are distinct yet complementary, reflecting different aspects of the ability of territorial communities to function in the face of external influences and challenges. Sustainability is characterized by an orientation

towards maintaining systemic balance, stability, and resistance to destructive factors, while resilience focuses on flexibility, openness to change, adaptability, and the ability to transform.

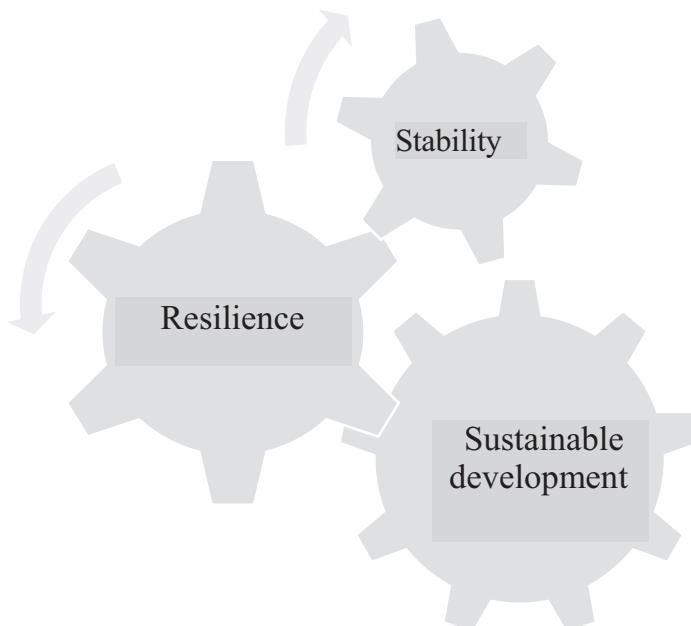


Fig. 3.1. Diagram of the relationship between the concepts of "stability", "resilience" and "sustainable development"
Source: author's development

This is confirmed by the research of L. Kirmayer, M. Sehdev, R. Wheatley, S. Dandeno, and K. Isaac, who have studied the concept of community resilience. They analyze different models of resilience, emphasizing its multi-level nature, which covers the individual, family, and societal levels. Scientists emphasize that community resilience is not simply the sum of individual adaptive abilities; rather, it is formed through a complex system of interpersonal, cultural, and social relationships. They emphasize the importance of social capital, strengthening cultural identity and spirituality, as well as effective governance, as key factors contributing to community resilience. Researchers offer a comprehensive approach to understanding and strengthening their resilience, emphasizing the importance of adapting to challenges on the path to sustainable development [¹⁸¹].

¹⁸¹ Kirmayer L., Sedhev M., Whitley R., Dandeneau S., Isaac C. Community resilience: Models, metaphors and measures. *Journal of Aboriginal Health*. 2009. Vol. 5, No. 1. P. 62–117. URL: <https://jps.library.utoronto.ca/index.php/ijah/article/view/28978>

Continuing the scientific discussion, it is worth paying attention to the works of I. Abramova, in which resilience is considered through the prism of financial sustainability as a key factor of long-term development. The author emphasizes that "... the sustainability of rural communities appears not only as the ability to maintain basic infrastructure, but as a complex characteristic that includes financial self-sufficiency, the ability to strategic planning and effective resource management in the face of external disturbances". In this way, I. Abramova's research logically complements the conceptual provisions of L. Kirmayer and co-authors, expanding their approach by integrating the financial and economic dimension into the system of factors that determine the resilience of communities [¹⁸², ¹⁸³]. Such an interdisciplinary synthesis confirms that social capital, cultural identity, and financial basis should be considered as interrelated components that ensure the sustainable functioning of territorial communities in the long term.

An important source for studying the issues of ensuring the sustainability and resilience of territorial communities is the scientific work of C. Popescu and A. Luque Gonzalez, who emphasize the key role of innovation, infrastructure modernization, and the formation of stable communities in the context of achieving sustainable development goals. The authors emphasize that the sustainable development of territories involves not only economic stability, but also social cohesion, institutional capacity, and the ability of communities to undergo innovative transformation. Scientists have proven that the concepts of sustainability and resilience have distinct differences in their areas of focus: sustainability focuses on the long-term balanced functioning of the socio-economic system, while resilience focuses on its dynamic ability to quickly respond, restore, and innovate in the face of uncertainty and crisis challenges. This approach allows for a comprehensive assessment of the prospects for the development of territorial communities, taking into account modern global trends and the need to increase their adaptive potential [¹⁸⁴].

¹⁸² Абрамова І. В. Теоретичне обґрунтування змісту та форм фінансового забезпечення об'єднаних територіальних громад. Вісник ЖНАЕУ. № 1 (59), т. 2. 2017. С. 9-18. URL: <http://ir.polissiauniver.edu.ua/handle/123456789/8334>

¹⁸³ Абрамова І. В. Євроінтеграційні імперативи трансформації фінансового забезпечення сталого розвитку сільських територіальних громад [Текст]: монографія – Житомир: ТОВ «Видавничий дім «Бук-Друк», 2024. – 290 с.

¹⁸⁴ Popescu C. R. Gh., Luque González A. Industry, innovation, and infrastructure progress towards the global goals: Meeting new challenges, upgrading successful communities, creating stable and prosperous societies // Achieving the Sustainable Development Goals Through Infrastructure Development / ed. by C. R. Gh. Popescu et al. Hershey, PA: IGI Global, 2023. P. 63–92. URL: <https://doi.org/10.4018/979-8-3693-0794-6>

Comparing the concepts of “community stability” and “community resilience” enables us to more deeply understand the essence of each and outline the key differences in approaches to managing the development of territorial communities. In particular, community stability is mainly focused on preserving the existing state, minimizing risks, and maintaining internal balance. Centralized management mechanisms, formalization of processes, mobilization of material resources, and stable infrastructure are important for it. Measuring sustainability is primarily carried out through quantitative indicators (for example, employment levels, production volumes, budget revenues, etc.), and management decisions are aimed at preserving the achieved level of development.

A comparison of the concepts of “community sustainability” and “community resilience”, as well as their relationship with the sustainable development of territorial communities, is illustrated in Table 3.3.

Table 3.3
Comparison of the concepts of "community resilience" and "community resilience"

| Comparison criterion | Community stability | <i>Community resilience</i> |
|--|---|---|
| Goal | Maintaining a stable state | Recovery, adaptation and development |
| Process dynamics | Staticity, resistance to change | Dynamism, flexibility to change |
| Measurement | Predominantly quantitative indicators | Qualitative and quantitative indicators |
| Response to challenges | Resistance to change | Flexibility, innovation |
| Time orientation | Orientation on preserving the existing | Future orientation and development |
| Key resources | Material resources, infrastructure | Social capital, trust, knowledge, partnerships |
| Interaction with the environment | Isolation, maintaining internal balance | Openness to cooperation, integration of external experience |
| Management model | Centralized management, formalized mechanisms | Decentralization, community participation |
| Focus on development | Conservation, minimizing risks | Innovation, training, self-learning, resource mobilization |
| <i>Sustainability of the community</i> | | |

Source: based on [175, 181, 184].

Community resilience involves a dynamic ability to adapt, a flexible response to challenges, the mobilization of internal and external resources, and the active involvement of citizens in governance processes. It is based on the development of social capital, interaction between community members, openness to innovation, and learning. Resilience is future-oriented and involves expanding the community's capabilities not only to recover from crises, but also to develop based on previous experience.

Both quantitative and qualitative indicators are used to assess it, including the level of trust, resident involvement in governance, partnership, and social cohesion. Thus, sustainability and resilience are interrelated but distinct categories. While sustainability focuses on preserving what exists, resilience focuses on the ability to change, adapt, and grow. In modern public management of territorial communities, it is advisable to consider them in a complex manner: stability provides a basic level of stability, while resilience forms a dynamic potential for responding to new challenges and fostering sustainable development in the long term.

Based on an analysis of literary sources, it was established that the resilience of a territorial community is a generalized characteristic of its ability to counter external and internal challenges, quickly adapt, restore, and ensure further development. It is substantiated that resilience combines resistance to crisis phenomena with flexibility and openness to change, allowing communities not only to perform their basic functions but also to adapt to new conditions. It is formed as a result of the interaction of social, economic, spatial, and institutional components of community development. An important condition for ensuring resilience is not only the availability of internal resources, but also the community's ability to effectively mobilize external assistance, as well as vertical and horizontal interaction.

The approaches to interpreting the concepts of "community sustainability", "community stability", and "community resilience" are systematized, which has shown the presence of both standard features and significant differences between them. In particular, it is substantiated that community sustainability is associated with the preservation of a specific state and maintaining long-term equilibrium, stability, with the ability to withstand the impact of external threats without losing the main characteristics of the system, while resilience is associated with the ability to adapt, recover, and transform in conditions of crisis and uncertainty. At the same time, community resilience is considered a more dynamic and proactive characteristic, focused on the development and enhancement of internal potential in the face of change. It has been proven that for the modern public management of territorial communities, it is advisable to consider them in a complex manner: stability provides a basic level of stability, while resilience forms a dynamic potential for responding to new challenges and fostering sustainable development in the long term.

A systematization of conceptual approaches to understanding the resilience of territorial communities has been carried out, among which the following are distinguished: systemic-structural, socio-economic, institutional-management, spatial-territorial, and comprehensive. Each of them focuses on specific characteristics of resilience and emphasizes its

multidimensional nature. Such a classification forms a methodological basis for a comprehensive assessment of the resilience of territorial communities. It can serve as a basis for making scientifically sound management decisions and strategies aimed at increasing their ability to adapt, restore, and sustain development in the face of dynamic changes in the external environment and increasing risks of a crisis nature.

3.2. The Essence and Structure of the Public Administration of a Territorial Community Financial and Economic Mechanism

In today's uncertain and unstable environment, characterized by war, economic crises, and other challenges, the strategic management of territorial community resilience is becoming a critical task for its sustainable development. The ability of communities to quickly adapt, effectively respond to various threats, and recover from problematic situations is the basis of their viability, which shapes prospects for the future. To strengthen this ability, local governments need to reconsider their approaches to planning, resource allocation, personnel policy, and interaction with community residents. At the same time, it is essential to consider not only management mechanisms but also to develop risk management systems, maintain social cohesion, and introduce innovations.

Today's challenges require a comprehensive approach. It is necessary to take into account the diversity of threats, provide the necessary resources, and develop long-term strategies that will help communities be more flexible and resilient. Particular attention should be paid not only to the creation of legislative and organizational foundations at the national and local levels, but also to the active involvement of local initiatives, the development of partnerships, and the implementation of new management models that help to respond to changes and maintain stability in difficult conditions quickly.

In view of the above, it is advisable to gradually form a comprehensive system of institutional support for territorial communities, which combines traditional and innovative public administration tools. As world experience shows, passing through stages such as identifying risks, monitoring and activating protective mechanisms, organizing intersectoral interaction, implementing adaptive management, and monitoring results enables effective management of the resilience of territorial communities [165]. A generalized version of such a system is presented in the Table. 3.4.

Table 3.4
Formation of a public management system for the resilience of territorial communities

| Activities | | Content of the events |
|---|--|---|
| Stage I. Preventive diagnostics | | |
| Risk Identification | | <ul style="list-style-type: none"> - Risk categorization: natural, man-made, social, military, economic. - Mechanisms: data analysis, geographic information systems (GIS), public surveys, expert groups. |
| Risk Monitoring | | <ul style="list-style-type: none"> - Creation of local observation centers; - Implementation of digital early warning systems (e.g., SMS notifications, mobile applications). |
| Stage II. Mobilization and Partnership | | |
| Activation of protective factors | | <ul style="list-style-type: none"> - Development of response protocols for different types of risks; - Formation of crisis teams; - Provision of strategic reserves (financial resources, food, water, energy, medicines, etc.). |
| Vertical and horizontal interaction | | <ul style="list-style-type: none"> - Formation of regional coordination headquarters; - Joint training with representatives of communities, police, State Emergency Service, medical service; - Creation of networks of volunteer organizations for crisis situations. |
| Stage III. Adaptation and development | | |
| Adaptive Management | | <ul style="list-style-type: none"> - Assessment of changes in the risk structure; - Flexible updating of action plans in accordance with new challenges; - Conducting post-crisis audits. |
| Results and Improvements | | <ul style="list-style-type: none"> - Regular assessment of the level of community resilience; - Adjustment of development policies based on the experience of previous crises. |

Source: based on [165].

At the stage of preventive diagnostics, it is crucial to identify both internal and external risks that may impact the community's viability. As world experience shows, the correct and timely identification of risks allows for creating a basis for effective management of all subsequent stages of public management of community resilience, particularly implementing measures for rapid response, recovery, and adaptation to new challenges. V. Honchar's research proves that the main threats to communities are economic inequality, demographic problems, unemployment, and natural disasters. The scientist emphasizes the need to develop a comprehensive system of economic security that will take into account the specifics of each community and will be able to apply adaptive

mechanisms for protection against internal and external threats [¹⁸⁵]. The scientific achievements of A. Gavrys and R. Yakovchuk aim to study risk management mechanisms associated with natural disasters. Scientists emphasize the importance of integrating digital tools for effective management of them [¹⁸⁶]. O. Chakiy and other researchers argue that the basis for the effective development and functioning of a territorial community is financial resources, which affect its ability to manage risks [¹⁸⁷]. Thus, the research of leading scientists provides grounds to identify the main groups of risks that should be taken into account when managing community resilience, in particular:

- natural (floods, earthquakes, droughts, hurricanes);
- artificial (accidents at infrastructure facilities, chemical leaks, fires);
- social (mass migration, demographic shifts, social tension);
- military (armed conflicts, sabotage, occupation of territories);
- economic (unemployment, inflation, reduced investment attractiveness).

Such a classification will enable local governments to develop targeted strategies for managing each type of risk, taking into account the specific needs of the community and the available resources. At the same time, effective risk management requires not only an analytical approach to their assessment, but also the implementation of modern technological solutions.

For effective risk identification and monitoring, it is essential to implement modern tools, particularly geographic information systems (hereinafter referred to as GIS), which enable the collection, analysis, and visualization of spatial data on potential threats, thereby contributing to informed management decisions. GIS technologies enable the integration of data on risks (demographic, social, infrastructure, and environmental) from various sources in a spatially oriented format. GIS enables the tracking of dynamics at the community level and informs appropriate management decisions. The use of GIS is especially relevant in conditions of multifaceted threats associated with war, climate change, or demographic crises. It is

¹⁸⁵ Гончар В. В. Ідентифікація загроз та ризиків економічної безпеки територіальних громад. Просторовий розвиток територій: традиції та інновації: матеріали IV Міжнародної наук.-практ. конф., 14 листопада 2024 р. Ін-т іннов. освіти КНУБА. Київ: ЕКОІНВЕСТКОМ, 2024. С. 78–80. URL: <https://repository.knuba.edu.ua/handle/123456789/14264>

¹⁸⁶ Гаврись А., Яковчук Р., Стародуб Ю., Тур Н. Управління ризиками виникнення надзвичайних ситуацій, пов'язаних із затопленням територій на рівні об'єднаних територіальних громад. Науковий вісник: Цивільний захист та пожежна безпека. 2023. № 1 (15). С. 101–109. URL: [https://doi.org/10.33269/pvcz.2023.1\(15\).101-109](https://doi.org/10.33269/pvcz.2023.1(15).101-109).

¹⁸⁷ Чакій О. І., Пітюлич М. М., Крупка А. Я., Мінкович В. Т. Детермінанти розвитку та їх вплив на фінансову стійкість територіальних громад. Науково-практичний журнал «Регіональна економіка». 2023. № 1. С. 34–44. URL: <https://dspace.uzhnu.edu.ua/jspui/handle/lib/56315>.

worth noting that the use of GIS tools requires proper institutional support. It is considered important to create structural units or interdepartmental working groups in communities on risk management issues, improve the skills of local government specialists in the use of GIS and other digital technologies, ensure access to data, and adopt relevant regulations that regulate the processes of collecting, exchanging, and analyzing the information received. The integration of technological and institutional approaches to risk monitoring is a key condition for the formation of resilient territorial communities that cannot only respond to threats but also adapt to them in the long term [¹⁸⁸].

Currently, a unified geoinformation system for monitoring and assessing the development of regions and communities has been created in Ukraine, which provides open access to up-to-date statistical and spatial data on the state and dynamics of the socio-economic development of communities and regions, including information on destruction caused by military actions, changes in population size, availability of medical, educational and administrative services, the state of the housing stock, the index of community competitiveness, etc. [¹⁸⁹]. The data is updated based on state statistics, reporting by local authorities, and satellite observations, which ensures a high degree of reliability and efficiency of information [¹⁹⁰].

It is worth noting that risks must not only be identified quickly and efficiently, but also that they must be constantly monitored for factors that can provoke them. Monitoring allows for the identification of vulnerabilities, responding promptly to negative changes and trends, and forming effective strategies for adapting to them. According to the Methodological Recommendations of the State Emergency Service for United Territorial Communities, effective detection and response to potential threats involves the creation in each community of a network of local observation centers based on the activities of facility services and rapid response laboratories [¹⁹¹]. Observation centers, connected by a single information system, provide continuous monitoring of hazardous factors, such as radioactive contamination, chemical emissions, or natural disasters,

¹⁸⁸ Цифрова трансформація громад: інструменти та рішення. Всеукраїнська Асоціація ОТГ. URL: <https://hromady.org/cifrova-transformaciya-gromad-instrumenti-ta-rishennya/>

¹⁸⁹ Міністерство розвитку громад та територій України. URL: <https://mindev.gov.ua/dzialnist/resursy-dlia-hromad>

¹⁹⁰ Долучайтесь до «Кроки для спеціалістів. Геоінформаційні системи для розвитку територіальних громад! U-LEAD with Europe. URL: <https://u-lead.org.ua/news/514>

¹⁹¹ Практичний порадник з реалізації основних заходів цивільного захисту в умовах реформування місцевого самоврядування та територіальної організації влади в Україні / [М. В. Білошицький, О. Я. Лещенко, В. І. Мазуренко, М. О. Маюров, В. М. Михайлов, А. М. Мул, Н. М. Романюк] ; за заг. ред. П. Б. Волянського. К. : ІДУЦЗ, 2016. 64 с. URL: <https://hromady.org/wp-content/uploads/2018/03/Організація-цивільного-захису-в-ОТГ.pdf>

and ensure timely notification to responsible authorities. In addition, having an own observation network allows communities to adapt response algorithms to their specific risks and quickly adjust action plans in the event of a worsening of the situation.

In Ukraine, the concept of Community Policing is being implemented, which provides a social component of security by working with the community “on the ground” to prevent crime and strengthen partnerships between law enforcement agencies and community residents [¹⁹²]. The concept of police-community interaction is a modern philosophy of law enforcement activities that emphasizes the partnership of the latter to form a safe space, helps increase trust in law enforcement agencies and improves the efficiency of their work [¹⁹³]. Currently, communities have institutes of officers who ensure constant contact with the population, monitor the security situation, and carry out preventive activities with residents. Officers are a link between the police and the population of communities, contributing to the formation of a safe environment and increasing the level of resilience of communities to various challenges [¹⁹⁴].

The implementation of Community Policing in Ukraine is supported by international partners, in particular the European Union and the United Nations Development Programme (UNDP). The organisations provide methodological and technical assistance, conduct training for community officers, and facilitate the exchange of experience with other countries. According to available research, the implementation of this concept contributes to reducing crime, increasing trust in the police, and strengthening social cohesion in communities [¹⁹⁵]. *Community Policing* is an effective tool for public security management, contributing to the formation of stable and resilient territorial communities in Ukraine. Thus, the integration of local observation centres, which are mainly focused on the technical aspects of early warning and monitoring of emergencies (hereinafter referred to as emergencies), and the Community Policing concept, which provides a social component of security, into the structure of public management allows for timely identification of risks, effective

¹⁹² Як побудувати локальну безпеку в громаді в умовах збройного конфлікту та децентралізації? Безпека у громаді. URL: <https://cop.org.ua/ua/dosvid/keisy/lokalna-bezpeka-v-gromadi-v-umovakh-zbrojnogo-konfliktu-ta-detsentralizatsii>

¹⁹³ ICC Manual on Community Policing now available in Spanish, Italian and Ukrainian. Intercultural Cities Programme. URL: <https://www.coe.int/en/web/interculturalcities/-/icc-manual-on-community-policing-now-available-in-spanish-italian-and-ukrainian>

¹⁹⁴ Community policing. EUAM Ukraine. URL: <https://www.euam-ukraine.eu/tag/community-policing/>

¹⁹⁵ Community policing in rural areas. United Nations Development Programme in Ukraine. URL: <https://www.undp.org/ukraine/publications/community-policing-rural-areas>

response to them and increase the overall resilience of territorial communities.

The Mobilization and Partnership stage involves implementing several measures to enhance the readiness of communities to respond to various risks and emergencies. Particular attention should be paid to the formation of horizontal and vertical connections between state authorities and local governments, as well as partnerships with other communities, public organizations, businesses, and international institutions. Through interaction, communities will gain better access to resources, knowledge, and innovations, thereby strengthening their ability to withstand crises and adapt to change.

Activation of protective factors is a crucial component in establishing institutional foundations for the public management of territorial community resilience in Ukraine. The creation of clear response protocols is the basis for effective emergency management. They determine the procedure for actions of responsible persons and the resources necessary to respond to specific threats. In particular, the Resolution of the Cabinet of Ministers of Ukraine No. 223 of 14.03.2018 “On Approval of the State-Level Emergency Response Plan” [196] serves as the basis for the development of plans at the local level and determines the mechanisms for coordinating the actions of government bodies and civil defense forces in the event of emergencies [197, 198].

The organization of specialized crisis teams is an important component of the emergency response system. Such teams consist of representatives of various services and organizations that combine efforts to respond promptly to threats. For example, in the Pidhorodna territorial community, an emergency response headquarters has been established, which includes representatives of the State Emergency Service, local authorities, and other relevant structures [197]. The presence of strategic reserves is a guarantee of the resilience of communities in times of crisis. They include financial resources, food, water, energy, medicines, and other

¹⁹⁶ Про затвердження Плану реагування на надзвичайні ситуації державного рівня: постанова Кабінету Міністрів України від 14 березня 2018 р. № 223. URL: <https://zakon.rada.gov.ua/laws/main/223-2018-%D0%BF>

¹⁹⁷ Про затвердження Плану реагування на надзвичайні ситуації в Підгородненській територіальній громаді. Проекти рішень виконкому від 19 квітня 2021 р. URL: <https://pidgorodne.otg.dp.gov.ua/rishennya-gromadi/pro-zatverdzhennya-planu-reaguvannya-na-nadzvichajni-situaciyi-i-v-pidgorodnenskij-teritorialnj-gromadi>

¹⁹⁸ Про затвердження Плану реагування на надзвичайні ситуації Гусятинської селищної ради Чортківського району Тернопільської області. URL: <https://hsr.gov.ua/news/1729235946/>

necessary means [199]. Thus, the integration of response protocols, the formation of crisis teams, and the provision of strategic reserves are key measures in strengthening the resilience of territorial communities in Ukraine. The outlined institutional measures contribute to increasing the readiness of communities to effectively respond to various risks and ensure security and stability in times of crisis.

Interaction between various subjects of public administration is a key element in the formation of the institutional foundations of resilience of territorial communities of Ukraine. This process involves the creation of coordination mechanisms, joint training, and the development of volunteer networks to ensure a timely and adequate response to crises. In response to the growing security challenges posed by the Russian Federation's military aggression, the Cabinet of Ministers of Ukraine, by Resolution No. 1033 of September 15, 2023, mandated the heads of regional and Kyiv City military administrations to establish regional coordination headquarters for operational responses to crises. They coordinate the actions of executive authorities, local governments, law enforcement agencies, and other stakeholders in the event of emergencies [200]. Joint exercises are an important measure to increase preparedness for emergencies [201].

Volunteer organizations play a crucial role in supporting communities during times of crisis. Since the beginning of the war, the volunteer movement in Ukraine has intensified significantly and become a crucial factor in ensuring the resilience of local communities. Volunteers, together with community residents, support the Armed Forces of Ukraine by directing efforts towards the physical, psychological, and medical rehabilitation of wounded servicemen and their family members. They also organize the work of mobile medical teams in frontline areas and ensure the evacuation of the civilian population and wounded service members. An important aspect of the activity is blood donation, the search for the dead, as well as information support for society and measures to protect architectural heritage and the environment in war conditions [202].

¹⁹⁹ План реагування на надзвичайні ситуації на території Чортківської міської територіальної громади. Чортківська міська рада. URL: <https://www.chortkivmr.gov.ua/wp-content/uploads/2024/10/284-dodatok-1.pdf>

²⁰⁰ Про утворення Координаційного штабу із оперативного реагування та забезпечення створення нормальних умов життєдіяльності населення під час обмеження та/або припинення постачання електричної енергії : постанова Кабінету Міністрів України від 22 вересня 2023 р. № 1033. URL: <https://zakon.rada.gov.ua/laws/main/1033-2023-%D0%BF>

²⁰¹ У Чернігові відбулися навчання щодо відпрацювання дій із забезпечення публічної, пожежної та техногенної безпеки. Державна служба України з надзвичайних ситуацій. URL: <https://dsns.gov.ua/news/ostanni-novini/90527>

²⁰² Волонтерські організації, які зараз працюють в Україні. URL: <https://finance.ua/ua/saving/volunteerskie-organacii-v-ukraine>

In the context of growing threats associated with military aggression, environmental risks, and socio-economic challenges, an effective response to crises requires a clearly established system of interaction between all subjects of public administration. A generalized diagram of the interaction between entities, illustrating the primary levels of coordination and information exchange channels in the public crisis management system, is shown in Fig. 3.2.



Fig. 3.2. Scheme of interaction of public administration entities in the crisis response system

Source: based on [203].

As noted above, Resolution No. 1033 of the Cabinet of Ministers of Ukraine, dated September 15, 2023, provides for the establishment of regional coordination headquarters, which are designed to ensure operational communication and coordination among executive authorities, local governments, law enforcement agencies, public

initiatives, and other stakeholders. [203]. In accordance with this regulatory act, a clear multi-level system of interaction is being formed, in which central authorities determine strategic guidelines, regional headquarters carry out tactical management and coordination, and local authorities and institutions ensure the implementation of decisions at the level of territorial communities. Public associations, charitable foundations, veteran organizations, as well as initiative groups, are called upon to perform socially significant functions, in particular, to support vulnerable categories of the population, including veterans of the Russian-Ukrainian war. This format of interaction in the field of public administration enables a more effective response to challenges through the prompt exchange of information, flexible allocation of resources and powers, as well as the establishment of both horizontal and vertical connections between management entities. In this context, it is essential to consider not only national initiatives but also international approaches to risk management and ensuring resilience. World experience demonstrates the effectiveness of applying preventive measures and planning actions in times of crisis. One of the most significant international initiatives in the field of disaster risk reduction is the Sendai Framework for Disaster Risk Reduction 2015–2030, adopted on 18 March 2015 at the Third UN World Conference on Disaster Risk Reduction in Sendai, Japan. This document marks the first global strategic initiative since 2015 to systematize specific approaches and measures for strengthening the resilience of societies to disasters and protecting sustainable development gains from the consequences of natural and artificial disasters [204].

The Sendai Framework is based on four priorities for action that form a holistic management paradigm:

1) Understanding disaster risk involves systematizing information about risks by collecting, processing, and analyzing data on hazards, vulnerabilities, and potential impacts of disasters.

2) Strengthening disaster risk governance focuses on the formation of effective institutional structures, legal frameworks, and multi-level coordination in the field of risk reduction.

²⁰³ Про утворення Координаційного штабу із оперативного реагування та забезпечення створення нормальних умов життєдіяльності населення під час обмеження та/або припинення постачання електричної енергії : постанова Кабінету Міністрів України від 22 вересня 2023 р. № 1033. URL: <https://zakon.rada.gov.ua/laws/main/1033-2023-%D0%BF>

²⁰⁴ Sendai Framework for Disaster Risk Reduction 2015–2030. UNDRR. URL: <https://www.undrr.org/publication/sendai-framework-disaster-risk-reduction- 2015-2030>

3) Investing in resilience includes financing infrastructure solutions, ecosystem approaches, and educational programs to form a culture of safety.

4) Enhancing disaster preparedness for effective response focuses on preventive planning, response scenarios, and the principle of rebuilding “better than before” in the post-crisis period [²⁰⁵].

The program aims to achieve several global goals, including: reducing deaths and injuries, minimizing economic losses and damage to critical infrastructure, and increasing the number of countries that have developed and implemented national and local disaster risk reduction (DRR) strategies. Progress is monitored using 38 official indicators, which are tracked through the global Sendai Framework Monitor. Systematic reporting by countries promotes transparency, accountability, and objective assessment of the effectiveness of measures. [²⁰⁶].

It is important to note that the Sendai Framework is integrated with other key global initiatives, including the 2030 Agenda for Sustainable Development [²⁰⁷], the Paris Climate Agreement [²⁰⁸] and the Global Compact for the Future. Such integration ensures the consolidation of global community efforts in achieving sustainable development goals, mitigating the effects of climate change, and increasing community resilience. In the context of public governance of the resilience of territorial communities in Ukraine, the implementation of the Sendai Framework principles is particularly relevant. It enables the establishment of institutionally sound risk management mechanisms, the implementation of an indicator monitoring system, the adaptation of community development strategies to global standards, and the mobilization of investments in protective infrastructure and human capital. The integration of these approaches into national and regional policies lays the groundwork for long-term resilience, enabling communities not only to survive but also to transform in the face of ongoing challenges.

The “Adaptation and Development” stage is key in ensuring the resilience of territorial communities, especially in conditions of dynamic threats, such as war, economic crises, and natural disasters. It involves adaptive management through constant risk monitoring, flexible updating of action plans, and conducting post-crisis audits

²⁰⁵ What is the Sendai Framework? UNDRR. URL: <https://www.undr.org/implementing-sendai-framework/what-sendai-framework>

²⁰⁶ Sendai Framework Monitor. UNDRR. URL: <https://sendaimonitor.undr.org>

²⁰⁷ Transforming our world: the 2030 Agenda for Sustainable Development. UNDRR. URL: <https://sdgs.un.org/2030agenda>

²⁰⁸ The Paris Agreement . URL: <https://unfccc.int/process-and-meetings/the-paris-agreement>

[209]. In modern conditions, adaptive risk management in territorial communities should be based on the principles of integrating an early warning system, operational information exchange, and clearly regulated decision-making procedures. The introduction of a single monitoring platform that will provide centralized data collection from GIS systems, sensor networks, and mass surveys of the population will create opportunities for timely detection of potential crisis phenomena (weather disasters, socio-economic imbalances, etc.). Automation of these processes helps to minimize the impact of the “human factor” and increases the efficiency of adjusting management measures in accordance with current challenges [210].

A post-crisis audit is considered an integral part of the adaptive management cycle, which involves a systematic verification of the compliance of actions taken with the approved response scenarios. As part of such an audit, the community risk register is updated, contact details of responsible persons are updated, and budget allocations for measures to overcome the consequences of subsequent emergencies are modified. This approach enhances the capacity of local governments to learn from their own experiences and refine their crisis response procedures. Key importance is given to the involvement of local stakeholders, residents, businesses, and the public in the adaptive management process, as they are essential in assessing risks and developing response measures. Conducting open consultations, roundtables, and thematic information campaigns ensures the receipt of high-quality data on vulnerable infrastructure facilities and the social needs of the community. Interaction with the public creates institutional prerequisites for mobilizing additional resources (volunteer projects, local grants, charitable initiatives) and strengthens trust in the authorities.

The use of scenario planning, which involves describing at least three alternative scenarios for the development of crisis events (optimistic, basic, and pessimistic), provides a structured response to unforeseen challenges. For each scenario, critical decision-making points, models for financing emergency measures, and algorithms for evacuation or resource distribution are determined. The scenario approach helps reduce uncertainty and

²⁰⁹ Оцінка ризиків та їх управління в рамках внутрішнього аудиту. URL: <https://academy.tms.ua/uk/blog-uk/otsinka-ryzykiv-ta-ikh-upravlinnia-v-ramkakh-vnutrishnogo-audytu/>

²¹⁰ Words into Action Guidelines: Implementation Guide for Local Disaster Risk Reduction and Resilience Strategies. URL: <https://www.undrr.org/media/103580/download?startDownload=20250429>

increases the readiness of local governments to switch between strategic plans quickly. To assess the effectiveness of adaptive risk management, a system of key indicators is being developed, including the time taken to react to an incident, the percentage of corrective measures completed within the specified timeframe, the level of public involvement in civil protection exercises, and the compliance of actual costs with planned budgets. Regular monitoring of these indicators, combined with public reporting, encourages local authorities to maintain a high level of preparedness and ensures transparency in the process of adapting to new threats [204]. Thus, adaptive risk management is an integral part of the strategy for ensuring the resilience of territorial communities. It enables an effective response to changing conditions, optimizes resource use, and increases the overall resilience of communities to various threats.

Regular assessment of the level of community resilience allows not only to timely identify vulnerabilities in the social, economic, and institutional structure, but also provides a basis for planning targeted measures to minimize risks and increase resilience [211]. Assessments should be carried out periodically, using standardized methodologies that take into account the specific conditions of local areas. Methodological recommendations, in particular those proposed by the Ministry of Community and Territorial Development of Ukraine, can serve as a basis for introducing a systematic practice of assessing the financial, managerial, and infrastructural capacity of communities [212].

During the assessment process, special attention should be paid to studying the experiences of communities responding to previous crises, which will enable a more objective evaluation of the effectiveness of the decisions made and inform further directions for their development. Analysis of the dynamics of change will allow for the identification of both positive trends and problematic issues that may hinder community development. Taking into account resilience indicators, such as the speed of recovery after a crisis, the level of community cohesion, the level of digitalization of management, and the availability of basic services, should become the basis for objective monitoring and making management decisions. Based on the results of regular assessments, adjustments should be made to strategies and programs for the socio-economic development of

²¹¹ Revtiuk Y., Ivanova T. Implementation of the Community Resilience Approach in the System of Crisis Management of Ukraine in 2022–2024. European Research Studies Journal. 2024. Vol. XXVII. P. 712–731. URL: [10.35808/ersj/3745](https://doi.org/10.35808/ersj/3745)

²¹² Методичні рекомендації щодо оцінки рівня фінансової спроможності територіальних громад. Мінрегіон України, 2024. URL: <https://decentralization.ua/library/751>

communities, security plans, and risk management plans in accordance with the principles of adaptability. This involves making flexible changes in priorities and resource allocation in response to identified threats and opportunities. This approach will ensure the long-term sustainability of communities [²¹³].

Based on the conducted research, it was established that the process of forming the resilience of territorial communities requires the consistent implementation of a system of institutional measures at each stage of the management cycle. It is proven that successful identification of risks through categorization of threats and the use of modern methods of data collection and analysis (in particular, geographic information systems and expert surveys) is a fundamental prerequisite for building resilient communities. It is substantiated that risk monitoring through local observation centers and digital early warning systems allows for a prompt response and maintains a high level of security at the local level.

It is argued that the activation of protective factors, including the development of response protocols, the formation of crisis teams, and the accumulation of strategic reserves, is a critically important tool for ensuring the continuity of community functioning in times of crisis. The formation of regional coordination headquarters, the organization of joint training, and the development of volunteer networks facilitate the effective interaction among all stakeholders in public administration during crises. It is substantiated that the implementation of adaptive management principles, through regular risk assessments, flexible updates to action plans, and post-crisis audits, increases the institutional readiness of communities to new challenges. Regular assessment of the level of resilience and adjustment of development policies based on the analysis of previous crises has been proven to contribute to sustainable development and strategic modernization of communities in a changing environment.

²¹³ Децентралізація і формування політики регіонального розвитку в Україні : наук. доп. / [О. В. Шевченко, В. В. Романова, Я. А. Жаліло та ін.] ; за наук. ред. Я. А. Жаліла. Київ: НІСД, 2020. 153 с. URL: https://niss.gov.ua/sites/default/files/2020-09/decentralizatsiya-i-formuvannya-polityky-regionalnogo-rozvytku-v-ukraini_0.pdf

3.3. Risk-Based Budgeting and Intermunicipal Cooperation as Tools for Increasing Community Resilience

Modern territorial communities face increasingly complex challenges, caused by both external crisis influences (in particular, war, economic instability, and climate change) and internal structural problems, including a low level of resource decentralization, inefficient management, and uneven socio-economic development. In this context, ensuring resilience, i.e., the ability of a community to adapt to changes, withstand shocks, and quickly recover from crises, is of key importance. The development of an effective financial and economic mechanism for public management, which can provide a flexible and prompt response to challenges and strengthen the capacity of communities for self-recovery, is particularly relevant.

The development of a financial and economic mechanism of public management of the resilience of territorial communities requires a systematic approach to determining its structure, functional components, and institutional support. Such a mechanism should combine both strategic planning and operational response, be integrated into the overall system of public administration, and take into account the specific needs of each community. Its key elements are: effective budget policy, diversified sources of income, adaptive instruments for financing investment projects, transparent mechanisms for resource allocation, as well as a system for monitoring socio-economic risks.

The financial and economic resilience mechanism should operate on the principles of multi-level governance, which involves horizontal and vertical coordination of actions between various entities (local governments, central government, business, public sector). An important condition for its effectiveness is the institutionalization of partnership models of cooperation, which allows for mobilizing resources on the principles of subsidiarity, as well as ensuring the consistency of strategic community development goals with available financial instruments. In addition, the flexibility of this mechanism is ensured through medium-term budget planning, the creation of stabilization funds, and the attraction of donor funds to increase investment attractiveness.

Finally, an important aspect of the effective functioning of this mechanism is to enhance the institutional capacity of local governments by developing human resources, digitizing budget processes, and establishing a system of strategic analysis and forecasting. In this way, the financial and economic mechanism of public resilience management is transformed into a dynamic tool for sustainable community development, capable of self-reproduction in conditions of multi-vector risks and challenges.

The scientific research of M. Khvesyk, I. Bystryakov, L. Levkovska, and V. Mandzyk considers the algorithm for implementing institutional transformations in managing the resilience of territorial communities and emphasizes the importance of forming multi-subject corporate structures that would balance the interests of different groups of stakeholders: the state, local governments, business, and the population [214]. The approach proposed by the scientists involves the interaction of all key institutional participants in the process of strategic planning, budget formation, implementation of public policies and risk management.

It is thanks to the integration of these subjects into a single management space, with clearly defined functions, areas of responsibility and mechanisms of horizontal and vertical coordination, that this approach can become the basis for the implementation of a comprehensive financial and economic mechanism for managing the resilience of territorial communities. In particular, it allows for transparency in decision-making, effective resource mobilization, increased targeting of management interventions, as well as adaptability of budgetary and institutional decisions to environmental changes, which, in turn, contributes to increasing the resilience of territorial communities through financial stability, effective mobilization of local potential and institutional coherence of actions [214].

The interaction of stakeholders in the process of managing the resilience of territorial communities is illustrated in Fig. 3.3.

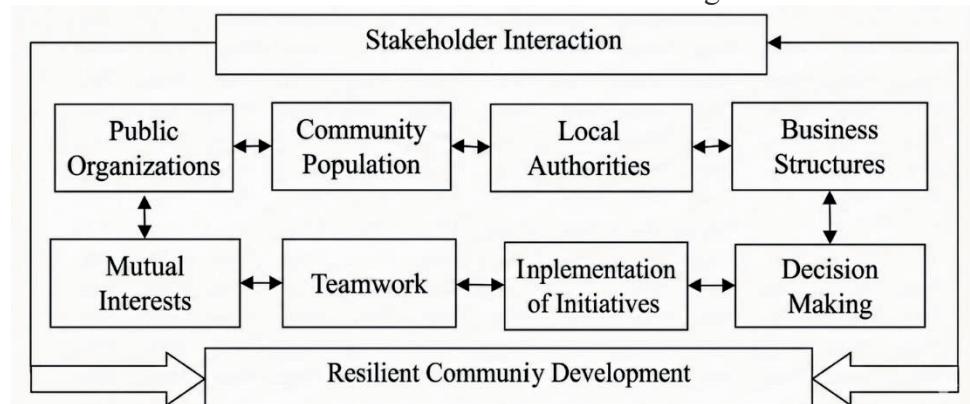


Fig. 3.3. Stakeholder interaction in the process of public management of the resilience of territorial communities

Source: own development

In the process of forming an effective financial and economic mechanism for managing the resilience of territorial communities, an important condition

²¹⁴ Хвесик М. А., Бистряков І. К., Левковська Л. І., Мандзик В. М. Інституційне забезпечення екологічної резільєнтності. Економіка України. 2021. № 10 (711). С. 4–25. URL: <https://ojs.dse.org.ua/index.php/dse/article/view/194/153>

is a clear definition of the subject composition for its effective implementation. The role of each participant in the public administration system must be institutionally defined, functionally justified, and normatively regulated, which allows for achieving the appropriate level of coordination, avoiding duplication of powers, and ensuring responsibility for decisions made. Modern practice demonstrates that the resilience of communities to crisis impacts and the ability to ensure the continuity of basic management functions depend on the consistency of actions among state structures, local governments, public organizations, business representatives, and intermunicipal institutions.

Scientific analysis suggests the need to formalize the mechanisms of interaction between these subjects by developing clear regulations, amending relevant legislative acts, and establishing institutional platforms for cooperation. This approach not only strengthens the effectiveness of policy implementation but also contributes to the formation of trust, accountability, and effective feedback within the management system. In view of this, Table 3.5 summarizes the main functions of key entities of the financial and economic mechanism, outlines their tasks, and proposes areas for improving the legal framework necessary to increase the resilience of territorial communities, taking into account the results, as well as risks and barriers to implementation.

In the process of implementing the decentralization reform, the activities of state authorities, in particular the Ministry of Finance of Ukraine, the Ministry of Community and Territorial Development of Ukraine, and specialized committees of the Verkhovna Rada of Ukraine, are aimed at forming a relevant regulatory and legal framework capable of providing a legal basis for the financial capacity and sustainability of territorial communities. Their activities are aimed at developing and implementing amendments to the Budget and Tax Codes of Ukraine [²¹⁵, ²¹⁶] in order to expand the financial autonomy of local governments.

In January 2025, the Law of Ukraine No. 4225-IX “On Amendments to the Budget Code of Ukraine to Update and Improve Certain Provisions” was adopted, which provides for improving the mechanism of inter-budgetary transfers and allows for a more effective distribution of financial resources between the state and local budgets. A significant innovation was the expansion of the powers of local self-government bodies in the field of budget management, which enhances their financial independence and ability to make independent management decisions [²¹⁷].

²¹⁵ Бюджетний кодекс України: Кодекс України від 08.07.2010 № 2456-VI. Відомості Верховної Ради України. 2010, № 50–51. ст. 572. URL: <https://zakon.rada.gov.ua/laws/show/2456-17#Text>

²¹⁶ Податковий кодекс України: Кодекс України від 2 груд. 2010 р. № 2755-VI. URL: <https://zakon.rada.gov.ua/laws/show/2755-17#Text>

²¹⁷ Про внесення змін до Бюджетного кодексу України щодо актуалізації та удосконалення деяких положень: Закон України від 11 січ. 2025 р. № 4225-IX. URL: <https://zakon.rada.gov.ua/laws/show/4225-IX#Text>

Table 3.5
Key actors, tasks and tools for implementing the financial and economic mechanism for managing the resilience of territorial communities

| Implementing entities | Key stakeholders | Tasks | Implementation tools | Legislative initiatives | Expected impact on resilience | Risks/barriers to implementation |
|------------------------------|---|--|---|---|--|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| State bodies | Ministry of Finance of Ukraine, Ministry of Development of Communities and Territories of Ukraine, Committees of the Verkhovna Rada | Regulatory, regulation, policy development | Budget planning and control, community support, regional policy formation | Amendments to the Budget and Tax Codes | Increasing financial autonomy of communities | Bureaucratic inertia, political instability |
| Local self-government bodies | Executive committees, financial departments of TG | Budget planning, fund administration | Adaptive planning, budget development, creation of reserve funds | Amendments to the Budget Code regarding the formation of reserves for communities | Flexibility in responding to crises | Insufficient human resources capacity |

Continuation of Table 3.5

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------------------------------|---|--|--|---|---|---|
| Civil society | Civil organizations, initiative groups | Monitoring, participation in planning and decision-making | Public discussion, participatory budgeting, program evaluation | Amendments to the Law of Ukraine | Transparency, accountability, increasing the efficiency of using financial resources of communities, | Formalism of participation, low activity |
| | Associations of TG, joint institutions, enterprises, collective service centers | Joint projects, exchange of experience and resources, joint solutions to development and security issues | Development of intermunicipal cooperation, common infrastructure | "On Local Self-Government" regarding public participation in the budget process | Strengthening trust in local governments | Complicated procedures, weak coordination |
| Intermunicipal associations | | | | Amendments to the Tax Code of Ukraine to limit the frequency of changes to key taxes for SMEs, to the Law of Ukraine "On Public-Private Partnership" to allow flexible forms of business participation (through grants, co-financing) | Growth of the community's economic base, job creation, infrastructure development, financial stability of communities | Unstable economic and military-political environment, tax pressure, frequent changes in legislation |
| Business | Small and medium-sized enterprises (SMEs), investors | Partnership in financing development projects, job creation | Development of public-private partnership mechanisms at the local level, stimulation of local business | | | |

In 2024, the Ministry of Finance of Ukraine initiated the development of a draft law “On Amendments to the Tax Code of Ukraine and Certain Laws of Ukraine on Granting Additional Powers to Local Self-Government Bodies in the Administration of Local Taxes and Fees”, which provides for the transfer of powers to administer local taxes and fees to the community level, allowing them to manage tax revenues independently. The document also provides for the optimization of tax administration to reduce costs, increase efficiency, and increase the share of tax revenues remaining at the disposal of local budgets [²¹⁸]. However, the implementation of these reforms faces several challenges. Bureaucratic inertia hinders the introduction of new financial mechanisms, while military-political uncertainty negatively impacts the stability and consistency of reforms. Furthermore, the insufficient level of training for personnel in financial management at the local level limits the effectiveness of innovations.

Local authorities, particularly executive committees and financial departments of territorial communities, should act as direct initiators of adaptive budget planning as a fundamental element of sustainability. Their activities should focus on the formation of medium-term budgets that take into account risk factors (socioeconomic, environmental, and security), as well as on creating special reserve funds for a prompt response to emergencies or economic shocks. In order to institutionalize these approaches, it is relevant to make amendments to the Budget Code of Ukraine [²¹⁹], which would give communities broader powers in the field of strategic budgeting and provide for the mandatory reservation of funds to increase their financial resilience.

The idea of combining different-level management levers within a single strategic approach to resilience is also consistent with the position of A. Stelmashchuk and Y. Stelmashchuk, who, in their research, consider the financial and economic mechanism as an integrated system of budget policy, tax instruments, investment incentives, and self-financing mechanisms. They emphasize that the effectiveness of such a mechanism is determined not only by the amount of resources, but also by the coherence of actions between key actors and the ability of institutions to adapt to changes in the external

²¹⁸ Про внесення змін до Податкового кодексу України та деяких законів України щодо надання додаткових повноважень органам місцевого самоврядування в частині адміністрування місцевих податків і зборів: законопроект, розробл. Мінфіном України, 2024 р. Офіційний сайт «Децентралізація». URL: <https://decentralization.gov.ua/news/18296>

²¹⁹ Бюджетний кодекс України: Кодекс України від 08.07.2010 № 2456-VI. Відомості Верховної Ради України. 2010, № 50–51. ст. 572. URL: <https://zakon.rada.gov.ua/laws/show/2456-17#Text>

environment quickly. This approach enables transforming the public administration system from resource administration to strategic resilience management, focusing on risk prevention, flexible budgeting, stimulating private initiatives, and developing the social capital of communities [²²⁰].

The next important group of entities is business structures, which are increasingly being considered not only as a source of tax revenues but also as strategic partners in the formation of local resilience. They can play a key role in supporting infrastructure, innovation, and social projects implemented at the community level, in particular through public-private partnership (hereinafter referred to as PPP), local investment funds, or social entrepreneurship. Involving businesses in the formation of a resilient community requires not only voluntary participation but also the creation of a motivational, regulatory, and legal framework that provides institutional guarantees, tax incentives, and transparent rules of the game. In this context, it is advisable to develop legislative changes that would improve PPP mechanisms at the local level, provide preferential taxation for businesses investing in the development of sustainable infrastructure, and also contribute to the creation of joint financial instruments, such as municipal bonds or local guarantee funds.

Similar conclusions are contained in the research of I. Nazarkevych argues that it is advisable to classify the economic levers of development for territorial communities into administrative, financial, investment, and innovation. At the same time, he emphasizes that it is the combination of different groups of levers within the framework of decentralized management that forms the basis for the sustainable development of united territorial communities. This position correlates with the approach presented in this study, which treats the interaction of business, local government bodies, and other entities not as fragmented participation, but as an institutionally determined mechanism of co-responsibility for the socio-economic sustainability of the community [²²¹].

²²⁰ Стельмащук А.М., Стельмащук Ю.А. Фінансово-економічний механізм забезпечення спроможного розвитку територіальних громад. Статій розвиток економіки. 2020. № 4. С. 123–128. <https://economdevelopment.in.ua/index.php/journal/article/view/447>

²²¹ Назаркевич І.Б. Економічні важелі розвитку об'єднаних територіальних громад. Матеріали Міжнародної науково-практичної конференції. Київ: КНЕУ, 2020. С. 177–180. URL: <https://ir.kneu.edu.ua:443/handle/2010/33409>

The above-mentioned statements are confirmed by the studies of L. Horoshkov, V. Volkov, and I. Karbivnychy, in which scientists emphasize the importance of financial levers in ensuring the sustainable development of territorial communities. In particular, the authors classify financial levers into tax, budget, investment, and institutional, emphasizing the need for their balanced combination to form an effective management mechanism at the local level [222]. In turn, O. Brechko emphasizes the financial levers of management, such as tax policy and investments, which, in the researcher's opinion, directly affect the economic stability of territorial communities, especially in conditions of external shocks and transformations [223]. Thus, in the scientific literature, a consolidated position can be traced on the key role of financial and economic levers in ensuring the resilient development of communities, which is the conceptual basis for building an effective mechanism of public administration in modern conditions.

Civil society organizations and initiative groups play an increasingly important role in building resilient territorial communities, acting as intermediaries between the government and the population, as well as carriers of public control mechanisms and social capital. Their involvement in management processes not only contributes to increasing transparency and accountability of local authorities but also builds trust in the decisions made, which is critically important for ensuring social stability and cohesion in times of crisis. One of the key areas of activity for civil society initiatives in the context of the financial and economic mechanism is participation in budget planning, which includes practices such as attending budget project hearings, initiating changes to budget programs, engaging in public discussions of development priorities, and contributing to the formation of a participatory budget. The function of monitoring and evaluating the effectiveness of program implementation is also important, as it allows for identifying problems at an early stage and providing corrective measures (Fig. 3.4).

²²² Горошкова Л., Волков В., Карбівничий І. Фінансові важелі як механізми управління децентралізованими ресурсами. Теоретичні і практичні аспекти економіки та інтелектуальної власності. 2018. № 17. С. 50–55. URL: https://journals.uran.ua/tpa_pstu/article/view/158882

²²³ Бречко О. О. Фінансовий механізм державного регулювання економіки: дисертація на здобуття наук. ступеня канд. екон. наук: 08.00.03 / Тернопільський національний економічний університет. Тернопіль, 2020. 225 с. URL: <https://dspace.wunu.edu.ua/handle/316497/12121>

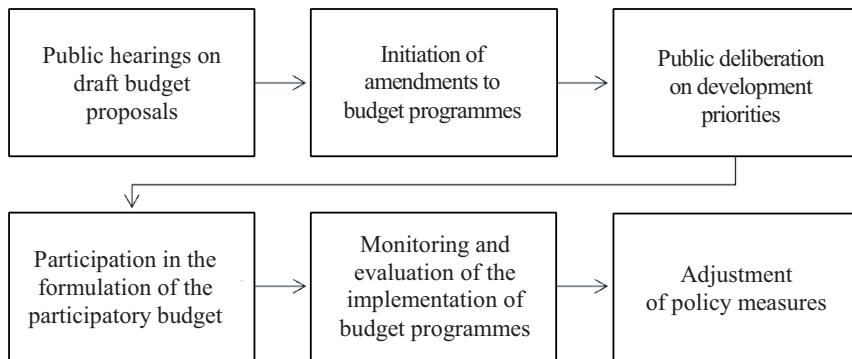


Fig. 3.4. Mechanisms of public participation in the formation and monitoring of community budgets

Source: own research

Thus, in the process of building an effective financial and economic mechanism for managing territorial communities, one of the most important factors is the active and conscious participation of citizens in decision-making. Involving the public in the budget process, strategic planning, and monitoring the implementation of programs is considered a key prerequisite for the transparency, accountability, and efficiency of local government. At the same time, in practice, this participation is often formal in nature, which significantly reduces the potential for public influence on management processes and the formation of community resilience. Among the widespread manifestations of the formal approach to citizen involvement, one should highlight the organization of public discussions at times inconvenient for most residents, their holding in a closed format, without proper information, and the lack of inclusiveness. Such consultations often serve exclusively as a means of legitimizing decisions made in advance, and not as a mechanism for truly taking public opinion into account. The presence of formal reports without significant adjustments to the content of projects or budget proposals only enhances the effect of imitation of participation. The lack of proper feedback from participants in discussions, particularly explanations for rejected proposals, creates the impression of futility among the population.

The consequence of such practices is a decrease in citizens' trust in local government bodies, which further provokes low community activity in decision-making processes. Insufficient awareness of existing mechanisms of influence, the complexity of official documents, weak communication from government institutions, as well as demotivation due to previous negative experience, contribute to the dominance of only narrow interest groups in public discourse, reducing the level of representation of the interests of the entire community.

In view of the above, the formation of resilience of territorial communities is impossible without a systematic rethinking of the role of civil society as an active subject of public administration. First of all, this requires regulatory consolidation of the obligations of local government bodies to ensure real, transparent, inclusive, and citizen-friendly participation procedures. In particular, it concerns the need to amend the Law of Ukraine "On Local Self-Government in Ukraine" [224] in terms of mandatory public involvement in the budget process, establishing clear regulations for public consultations, legalizing public monitoring procedures, and mandating feedback. In this way, it is possible not only to restore trust in local authorities but also to activate the potential of citizens to participate in the sustainable development of their communities, which is a necessary condition for strengthening their adaptive potential and resilience in the face of constant challenges (Table 3.6).

In the context of modern public administration, particularly in the face of multi-vector risks and growing social tensions, the institutionalization of public participation in the budget process is of great importance as a factor in strengthening the resilience of local communities. Developed mechanisms of participation not only contribute to increasing trust in authorities but also form social capital, a key resource for adapting communities to crisis impacts.

One of the traditional forms of participatory governance is public budget hearings, which involve open discussions of budget projects with community residents. Such a mechanism ensures transparency of the budget process, reduces the risks of social conflict, and contributes to the formation of a shared vision of development priorities, which, in turn, strengthens horizontal ties between the authorities and the community. Another common form of participation is public consultations, carried out through online and offline surveys to determine budget priorities. This approach provides a deeper understanding of the community's needs, enabling the formation of a more adaptive budget policy that is sensitive to different social groups and territorial differences, and increases the flexibility of management decisions in response to potential risks [225].

²²⁴ Про внесення змін до Закону України «Про місцеве самоврядування в Україні» щодо вдосконалення правового регулювання інституту старост та його діяльності в умовах воєнного стану : Закон України від 17.07.2024 № 3870-IX. URL: <https://zakon.rada.gov.ua/go/3870-20>

²²⁵ Патинська-Попета М. М., Абрамова І.В. Партиципативне стратегічне планування як інноваційна модель управління фінансовим потенціалом розвитку територіальних громад. Фінансові інструменти регіонального розвитку : матеріали VIII всеукр. наук.-практ. конф., 3 лист. 2022 р., Житомир : Поліський національний університет, 2022. С. 124-129

Table 3.6
Forms of public participation in the management of budgets of territorial communities

| Form of participation | Content / tools | Expected result |
|---|--|--|
| Public hearings on budgets | Discussion of the draft community budget with residents | Ensuring transparency, reducing social tension |
| Public consultations | Online and offline surveys on the distribution of budget priorities | Forming a budget sensitive to community needs |
| Participatory budget | Selection and financing of public initiatives from part of the budget | Involving residents in resource management |
| Public monitoring of program implementation | Monitoring of spending and implementation of budget measures | Increasing government accountability, preventing |
| Participation in advisory bodies | Representation of public organizations in budget commissions, strategic councils | inefficient spending |
| Initiating changes to programs/budget | Submission of collective appeals, petitions, initiatives | Institutional recognition of the role of civil society |

Source: own research

The participatory budget plays a crucial role in fostering an active civil society. This tool involves the selection and financing of local initiatives proposed by residents, funded from a portion of the local budget. This approach strengthens the subsidiarity of management, stimulates the development of civic activity, and contributes to the creation of new horizontal networks of interaction, which are critical for a collective response in emergencies. A further element of ensuring the openness of government is public monitoring of the implementation of programs, which is implemented through monitoring budget expenditures and the achievement of program goals, increases institutional accountability of government bodies, and prevents inefficient or corrupt use of resources, which is especially important in conditions of limited funding during crises [226].

Particular attention deserves the participation of civil society organizations in advisory bodies, such as budget commissions, strategic councils, and other consultative platforms. Institutional recognition of the role of civil society enables the formation of a system of joint decision-making, which reduces management risks and enhances the legitimacy of development policies. The last but not least important tool is the initiation of changes to programs or the budget by submitting petitions, collective appeals, and public initiatives, which allows for flexible adaptation of

²²⁶ Зінчук Т. В., Абрамова І. В. Концептуалізація сталості територіальних громад (на прикладі декомпозиційної моделі). Економічні горизонти. 4(26), 2023. С. 57-65. URL: [https://doi.org/10.31499/2616-5236.4\(26\).2023.291790](https://doi.org/10.31499/2616-5236.4(26).2023.291790)

financial solutions to new needs and contexts, reducing the time lag between problem identification and management response, which is critical for ensuring the adaptability of the community to dynamic threats. All of the above tools, with proper institutional and regulatory support, contribute to the formation of a resilient type of management based on openness, interaction, and collective responsibility for the development of the territorial community. Their integration into the practice of local self-government creates the basis for sustainability not only in the moment, but also in the long-term development perspective.

Intermunicipal associations are a form of organizational integration that helps increase the institutional and financial resilience of communities by pooling efforts and resources to address common development, security, and recovery challenges. In the context of limited resources for individual communities, intermunicipal cooperation enables the achievement of economies of scale, avoids duplication of functions, optimizes budget expenditures, and facilitates the implementation of strategic projects that would be unattainable individually. One of the key areas of such interaction is joint planning and implementation of infrastructure, social, environmental, and security projects, as well as the exchange of management and financial practices. For example, communities can jointly finance the creation of security centers, the development of public transportation, early warning systems, water supply systems, or digital infrastructure.

However, in practice, intermunicipal cooperation is often hindered by complex administrative procedures, excessive regulation of the contract-concluding process, inadequate coordination by the state, and inconsistencies in legal mechanisms. In this context, it is advisable to amend the Law of Ukraine "On Cooperation of Territorial Communities" [99], in particular to simplify the procedures for concluding contracts, expand the forms of cooperation, reduce the bureaucratic burden, and stimulate associations through financial instruments (subsidies, joint project budgets, tax benefits). Such changes would create conditions for the full realization of intermunicipal potential as a component of a comprehensive financial and economic mechanism of public administration.

The above-described provisions on the need to intensify intermunicipal cooperation in the format of joint solutions to development and security tasks are empirically confirmed in modern scientific studies that analyze the functioning of territorial communities in times of crisis. In particular, the work of N. Struk reveals the features of ensuring the economic capacity of territorial communities of Ukraine in times of martial law, where it is emphasized that the financial autonomy of communities, their ability to mobilize their own and partner resources, the effective use of inter-budgetary instruments and cooperation mechanisms are critically important

prerequisites for their survival and adaptation in conditions of growing instability. The author focuses on the regional asymmetry of budgetary capabilities, which actualizes the need for mutual support between communities, in particular in the form of associations for the implementation of joint infrastructure or socially significant initiatives that enhance economic stability and compensate for the lack of resources in the most vulnerable administrative-territorial units [227]. The above once again confirms the need for further improvement of legislation in the field of intermunicipal cooperation as a key tool for implementing the financial and economic mechanisms of public resilience management.

The study has demonstrated that the interaction of entities implementing the financial and economic mechanisms of resilience management in territorial communities is critically important for the formation of an effective system for responding to challenges. It has been established that state bodies provide the legislative basis for this process, which, during the decentralization reform, aims to strengthen the financial autonomy of communities. This, in turn, enables them to plan and utilize resources more flexibly. It is emphasized that the presence of barriers such as military-political instability and bureaucratic inertia limits the effectiveness of implementing several initiatives.

It is substantiated that the key role in implementing the mechanism at the operational level belongs to local government bodies, which are responsible for direct budget administration and the formation of reserves. At the same time, it was found that staffing inefficiency, limited access to analytical tools, and a lack of flexible budget practices significantly reduce the effectiveness of adaptive response to challenges, which reinforces the need for institutional modernization of the local level of government, revision of the budget planning structure, and taking into account risk-oriented approaches. The importance of expanding civil society participation and inter-municipal cooperation in decision-making processes and implementation of joint projects is proven. It is argued that the formalism of citizen participation and weak coordination between communities hinders the effectiveness of resource mobilization and the spread of best practices of interaction between communities. The emphasis is also on the potential of business in community development, which requires legislative changes regarding the stability of the tax environment and expanding the opportunities for public-private partnerships. It is substantiated that the institutional synergy of all the above-mentioned entities ensures the strengthening of the financial and social resilience of communities in the long term.

²²⁷ Струк Н. П. Особливості забезпечення економічної спроможності територіальних громад України в умовах воєнного стану. Проблеми сучасних трансформацій. Серія: економіка та управління. 2023. № 7. С. 10–15. URL: <https://doi.org/10.54929/2786-5738-2023-7-05-01>

Conclusion to Chapter 3

The third section presents the theoretical, methodological, and applied principles of public management for resilience and sustainable development of territorial communities. It is established that, in the face of modern challenges, particularly military aggression and socio-economic turbulence, resilience becomes a key characteristic of a community's ability to act. It is defined not only as the ability to resist external influences, but as the dynamic ability of the system to adapt, restore and further develop through transformation. The distinction between the concepts of "stability" and "resilience" enables us to assert that the former focuses on maintaining balance, while the latter ensures flexibility and progress in crisis conditions.

A significant result of the study was the justification of the essence and structure of the financial and economic mechanism of public management of resilience. It was determined that this mechanism should be based on a phased approach, which includes preventive risk diagnostics, resource mobilization through partnership and adaptive management. A critically important condition for the effectiveness of this mechanism is the use of modern tools, such as geographic information monitoring systems and digital early warning platforms, which meet international standards, in particular the Sendai Framework.

Particular attention is paid to the resilience-enhancing tools, among which risk-based budgeting and inter-municipal cooperation play a key role. It is argued that the financial autonomy of communities and the ability to form reserve funds are the foundation of their resilience. At the same time, it has been proven that effective management is impossible without the involvement of a wide range of stakeholders, including the state, business, and civil society. The activation of inter-municipal cooperation enables the optimization of resources and the implementation of joint infrastructure projects. The real participation of the public in the budget process strengthens trust in the authorities and fosters the necessary social capital. Thus, the comprehensive application of the proposed approaches ensures a transition from situational response to crisis management to the strategic management of security and the development of territories.

CHAPTER 4. CONCEPTUAL PRINCIPLES OF POST-WAR URBANIZATION: INCLUSIVITY AND SUSTAINABILITY

4.1. The Concepts of "Social Inclusion" and "Social Exclusion" in Urban Space Conceptualization

In the context of rapid global urbanization growth, marked by inequalities and exclusions, the topic of inclusive urbanization and social exclusion is becoming increasingly important. This process requires a deep understanding and study, especially given the importance of creating an "inclusive city of the future".

The issue of an inclusive city has been studied by a relatively small circle of scientists at various times. However, a more definitive and precise formulation of this concept has not yet been established.

Thus, a team of Zhytomir authors consisting of scientists V. Ksendzuk, K. Voytsitska, I. Sergienko note in their work that an "inclusive city" is a settlement that is accessible and comfortable for people of different ages, gender, nationality, religion, social status, and different physical and financial capabilities [228]. Young Kyiv scientists also support this definition [229].

Scientists Holubovich I. and Tikhomirova F. pointed out the need to "create an inclusive environment in Ukrainian cities for "special people" who are upset by elementary problems with sidewalks and ramps, which, although they exist, are far from all built according to standards, and often - "so that they are." When planning construction sites, local authorities are required to consider building standards that ensure architectural accessibility for individuals with low mobility. But the concept of an "inclusive city" is much broader than just a barrier-free, accessible environment; it includes equal conditions of access to social benefits, the development of cooperation, and responsible governance. The statement of Mykola Kuleba, the Commissioner of the President of Ukraine for Children's Rights, is widely known: "Inclusion is not about ramps. It is about consciousness" [230].

²²⁸ Ксендзук В.В., Войціцька К.М., Орел В.Р., Сергієнко І.Г. Публічне управління містом в контексті інклюзивного розвитку. Державне управління: удосконалення та розвиток. 2019. № URL: <http://www.dy.nayka.com.ua/?op=1&z=1554>.

²²⁹ Публічне управління інклюзивним розвитком міста. URL: <https://knute.edu.ua/file/NjY4NQ==/cd9063084444afb8197fc9aa56b9abdc.pdf>

²³⁰ Голубович І.В., Тихомірова Ф.А. Від інклюзивного міста – до інклюзивного суспільства. URL: <https://onmedu.edu.ua/wp-content/uploads/2018/06/GolubovichTihomirova.pdf>

Scientist and specialist in the field of public administration, M. Kostrytsia, notes that the concept of an "inclusive city" encompasses equal access to social benefits, the development of cooperation, and responsible governance. The main goals of this priority of city development are: ensuring equal opportunities for all; ensuring partnership relations between the authorities, community, and business; forming effective innovative governance [²³¹].

So, as we can see, there is no single point of view on the concept of "inclusive city" today, and the only clearly substantiated, in our opinion, is the option proposed by representatives of the Zhytomyr school of public administration.

All of the above makes it necessary to turn to the conceptual elements of this dictionary construction.

Thus, the concept of "inclusion" in the domestic scientific sphere began to be used relatively recently. However, specific options for its interpretation are presented as follows:

- "the process of increasing the degree of participation of all citizens in society, which involves the removal of barriers and the development and application of specific solutions that allow each person to participate equally in public life; as one of the pillars of barrier-freeness, it is based on the principle of involving all people in all spheres of life" [²³²];

- "the process of increasing the degree of participation of all citizens in society, including people with disabilities and other low-mobility population groups (elderly people, pregnant women, etc.)" [²³³];

- "principles of division and connection/inclusion of individuals or groups in various social communities, groups" [²³⁴];

- "a process that involves a set of regulatory measures and self-organization of society, aimed at increasing the degree of active participation in the life of society of individuals or groups with all the features of their demographic, economic, political, and cultural-spiritual characteristics" [²³⁵];

²³¹ Стратегія розвитку Рівного на період до 2040 року. URL: <http://investrv.org.ua/storage/web/source/1/1qW5AFOEdx0fdCRFWGH2bewRuFvlyK8x.pdf>

²³² Довідник безбар'єрності в межах Конвенції про права осіб з інвалідністю. URL: <https://bf.in.ua/components/inclusion/>

²³³ Інклюзивна політика. URL: <https://www.kmu.gov.ua/diyalnist/inklyuzivna-politika>

²³⁴ Бородкін Ф.М. Інклюзивна робота з особами похилого та старчого віку в місті Маріуполі. Актуальні проблеми науки та освіти: Збірник матеріалів ХХ підсумкової науково-практичної конференції викладачів МДУ / За заг. ред. КВ. С. 298

²³⁵ Стрельнікова О.О., Єсіна Н.О. Поняття та сутність соціальної інклюзії у соціальній роботі. Сучасне суспільство. 2019. № 1. С. 233-241.

- “policy and process that ensure full participation of all members of society in all spheres of life” [236].

Thus, various authors characterize inclusion as a process, principles, and policy. At the same time, the unifying feature of their positions is the broad involvement of the entire set of individuals in all processes and events in all spheres of social life.

Regarding the concept of "city", which was formed by humanity more than 10 thousand years ago, modern authors offer the following content:

- "a significant settlement, administrative, commercial, industrial, and cultural center. A separate natural space that contains artificial spaces (economic, socio-cultural, etc.) of the existence and life of the territorial community of the city" [²³⁷, c. 177];

- "a socio-spatial form of society's existence, which concentrates a large human, production, educational, cultural, scientific and technical, managerial and other potentials" [²³⁸, c. 184];

- "a natural and technogenic complex, an integral part of the landscape sphere, transformed by the efforts of many generations of people. Its basis is made up of artificial complexes - defensive ramparts, ditches, walls, residential buildings, industrial and cultural structures, reservoirs with dams, bridges, etc. But in general, a city is not only structures for various purposes inscribed in the natural landscape, but also peculiar forms of human coexistence, centers of civilization, centers of cultural attraction" [239];

- "a historically formed, socially and economically differentiated, densely built and spatially concentrated settlement unit that has a legally defined status and represents a complex territorial socio-economic system"
[²⁴⁰];

²³⁶ Національна асамблея людей з інвалідністю України. URL: <https://naiu.org.ua/page/1/?s=інклузія>

²³⁷ Бойко-Бойчук О.В. Місто. Енциклопедія державного управління: у 8 т. / [Нац. акад. держ. упр. при Президентові України; наук.-ред. колегія: Ю.В. Ковбасюк (голова) та ін.]. Харків: Вид-во ХарПІ НАДУ «Марістр», 2011. Т. 5: Територіальне управління / [наук.-ред. колегія : О.Ю. Амосов (співголова), О.С. Ігнатенко (співголова) та ін.; за ред. О.Ю. Амосова, О.С. Ігнатенко, А.О. Кузнецова]. 408 с. С. 177.

²³⁸ Бакалова Л. Структурно-функціональна типологія міст як ефективний інструмент управління розвитком міста. Управління сучасним містом. 2007. № 1-12 (25-28). С. 181-191.

²³⁹ Верменич Я.В. Теоретико-методологічні проблеми історії урбаністики. Український історичний журнал. 2004. №3. С. 21-37.

²⁴⁰ Сіройч З.С. Демографічні та соціально-економічні проблеми розвитку міських агломерацій: автореф. дис. на здобуття наук. ступеня д-ра екон. наук : спец. 08.00.07 «Демографія, економіка праці, соціальна економіка і політика». Київ, 2009. URL: <http://dissertation.org.ua/080007/09szsd/>.

- "a large settlement; usually an administrative, industrial, commercial or cultural center of a certain region" [²⁴¹];

- "a social territorial community characterized by a high concentration of the population in a relatively small space, mainly engaged in non-agricultural activities" [²⁴²].

The above definitions are the most general and present philosophical, economic, and state-administrative approaches.

It is worth noting that the concept of "city" is traditionally enshrined in the legislation governing the country's administrative-territorial structure. At the same time, the main regulatory legal act in this area of domestic legislation until recently was the Law of the Ukrainian SSR "On the Procedure for Solving Issues of the Administrative-Territorial Structure of the Ukrainian SSR" of 1981. Over the following years, numerous attempts have been made to radically update this branch of constitutional law, with the latest efforts dating back to 2018. The authors of such draft laws proposed the following definitions of the concept of "city":

- "a settlement with compact, mainly multi-storey buildings, which has a developed social infrastructure, communal infrastructure, which is necessary for the provision of social services at the community level, including at least centralized water supply and drainage, at least 80% of the roads of which are paved, with a permanent population of at least 10 thousand people" [²⁴³];

- "a settlement with predominantly compact buildings, a permanent population, on the territory of which industrial and processing enterprises, municipal enterprises, housing stock, which has a developed social, communal and transport infrastructure" [²⁴⁴].

Finally, in 2023, with the adoption of the Law of Ukraine "On the Procedure for Solving Certain Issues of the Administrative-Territorial Organization of Ukraine", the following version of the concept of "city" was standardized [²⁴⁵]: "A city is a settlement with predominantly compact buildings, the total number of whose inhabitants is not less than 10 thousand; ... a settlement is a compactly populated place of residence of people, formed

²⁴¹ Місто // Словник української мови: у 20 т. К. : Наукова думка, 2010- 2022. URL: <https://sum20ua.com/Entry/index?wordid=51673&page=1645>

²⁴² Поручинський В., Мішук І. Наукові підходи до визначення поняття «місто». URL: <https://konfgeolutsk.wordpress.com/2017/04/05/наукові-підходи-до- визначення-поняття/>

²⁴³ Про адміністративно-територіальний устрій України: проект Закону України від 19.11.2012 № 11438. URL: <https://ips.ligazakon.net/document/JF8TQ00A?an=20>

²⁴⁴ Про засади адміністративно-територіального устрою України: проект Закону України від 22.02.2018 р. № 8051. URL: http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=63508

²⁴⁵ Про порядок вирішення окремих питань адміністративно- територіального устрою України: Закон України від 28.07.2023 р. №3285-IX. URL: <https://zakon.rada.gov.ua/laws/show/3285-20#Text>

as a result of historical traditions, economic and other activities, having a stable population, its own name and a separate territory with boundaries established in accordance with the procedure prescribed by law."

In the context of mastering the conceptual category of "inclusive city", the study of concepts related to it is considered important (Table 4.1).

Table 4.1

Content of related concepts to the category "inclusive city"

| | |
|------------------------------------|---|
| Inclusive society | A society that does not emphasize race, gender, social class, geographical differences and guarantees equality of opportunity and promotes the involvement of all members of society in the creation of social institutions [²⁴⁶] |
| Inclusive economy/Inclusive growth | This is an economic and social approach aimed at ensuring favorable economic development for all members of society, regardless of their social, economic or cultural position, promoting wider access to opportunities and resources [²⁴⁷] |
| Inclusive education | An approach to education that aims to ensure access to education for all children, regardless of their physical or intellectual ability, social status, ethnic origin, religion or other characteristics; ensuring an individual approach to learning, creating conditions for successful learning and social integration [²⁴⁸]. As well as promoting a lifelong learning program. |
| Inclusive urbanization | An approach to the development and construction of cities aimed at creating an urban environment that is accessible and acceptable to all residents, regardless of their age, physical condition, disability, income, ethnic origin, etc.; aims to create barrier-free cities where everyone can easily move around, use services and participate in public life and is designed to reduce inequality and exclusion in the urban environment and promote sustainable urban development [²⁴⁹] |
| Inclusive housing | A concept in the construction and development of the residential environment that aims to create housing that takes into account the needs and capabilities of different population groups, including people with disabilities, senior citizens, families with children and others. Inclusive housing aims to ensure equal access to housing and the inclusion of all residents in public life, including the development of housing that meets accessibility and barrier-free standards, as well as contributing to the reduction of social exclusion and isolation of different groups of residents and to promote a more united and collaborative life in a city or community [²⁵⁰] |
| Inclusive decision-making | The process in which all stakeholders, regardless of their status or position, are included in decision-making on important issues or policies for an open and transparent decision-making process [²⁵¹] |

²⁴⁶ Creating an Inclusive Society: Practical Strategies to Promote Social Integration. URL: <https://www.un.org/esa/socdev/egms/docs/2009/Ghana/inclusive-society.pdf>

²⁴⁷ Inclusive growth. URL: <https://www.oecd.org/inclusive-growth/>

²⁴⁸ Inclusive education. URL: <https://www.unicef.org/education/inclusive-education>

²⁴⁹ Xavier Lemaire, Daniel Kerr Inclusive urban planning. URL: <https://samsetproject.net/wp-content/uploads/2018/01/Inclusive-Urbanisation-WP-SAMSET-final-changes.pdf>

²⁵⁰ Help build the future of Inclusive Housing. URL: <https://www.communitylivingbc.ca/wp-content/uploads/2018/03/Inclusive-Housing-Brochure-2016-web.pdf>

²⁵¹ Karen Bell, Mark Reed, The tree of participation: a new model for inclusive decision-making. Community Development Journal. Volume 57. Issue 4. October 2022. Pages 595–614. URL: <https://doi.org/10.1093/cdj/bsab018>

Continuation of Table 4.1

| | |
|--------------------------|--|
| Inclusive institutions | Institutions, organizations, educational institutions, workplaces and other social or economic structures that are designed to ensure equal access, equal opportunities and equal service to all people, regardless of their race, gender, age, disability, religion, sexual orientation and other personal characteristics. The main goal is to create an environment in which all people can participate in social, economic and educational processes on equal terms and feel like full members of society [²⁵²] |
| Inclusive infrastructure | Development of infrastructure that promotes social inclusion and ensures that no individual, community or social group is left behind and benefits from improved infrastructure [²⁵³] |

Taking into account the above points of view, we consider it appropriate to propose the following definition of the concept of "inclusive city" - this is a relevant administrative-territorial unit, which according to the constitutional law of the country is identified as a city, which is a complex barrier-free system that encompasses social, political, cultural, economic, environmental, security and other segments of the life of modern society, united by the ideas of value, equality, uniqueness, entitlement and involvement of each individual against the background of the development of civil society.

In the context of forming a strategic approach to public life in the context of sustainable development, it would also be appropriate to propose the separation of the concept of "inclusive city of the future", which is proposed to be understood as a safe and comfortable place for life, where every resident feels involved, where all voices are taken into account, and where everyone has equal opportunities and rights for success and well-being while preserving resource potential for future generations.

The proposed approach ensures that trends and tendencies in the development of society as a whole, as well as public administration in particular, are taken into account in a strategic perspective. The use of the formed primary research terminology will allow further research to acquire apparent targeting and identifiability in time and space.

In the context of the selected object and subject of the study, the need to define the concept of "sustainable development of an inclusive city" becomes obvious, which, in the context of the above conclusions and proposals, is proposed to be understood as the systematic managed

²⁵² Inclusive Institutions for Sustainable Development. URL: https://sustainabledevelopment.un.org/content/documents/10792Chapter4_GSDR2016.pdf

²⁵³ Global Infrastructure Hub. URL: <https://inclusiveinfra.github.org/>

development of an inclusive city aimed at preserving and developing the economic, social and environmental resource potential of such a city for future generations.

At the same time, taking into account the general approaches to defining the concept of "public/state administration" [²⁵⁴, ²⁵⁵, ²⁵⁶, ²⁵⁷, ²⁵⁸, ²⁵⁹, ²⁶⁰, ²⁶¹, ²⁶², ²⁶³] it is proposed that public administration for the sustainable development of an inclusive city be understood as the managerial, purposeful, continuous, and systematic activities of state and local authorities, civil society institutions, as well as members of the territorial community of such a city, fully or partially aimed at achieving and supporting the sustainable development of the specified administrative and territorial unit.

The proposed terminological innovations, through explicit content, define the direction of future research and facilitate the development of a more methodological and organizational framework for actual public administration, thereby supporting the sustainable development of an inclusive city.

The implementation of the "inclusive city" strategy is a crucial step in the development of Ukrainian society, where all citizens can have equal opportunities. International experience shows that employing such a strategy

²⁵⁴ Сергіенко Л.В., Джумагельдієва Г.Д., Сергіенко І.Г. Механізм формування етичного кодексу в системі державного управління. Інвестиції: практика та досвід. 2019. № 4. С. 125–129. URL: http://www.investplan.com.ua/pdf/4_2019/21.pdf

²⁵⁵ Свірко С.В. Механізми державного управління бюджетною безпекою: монографія. Житомир: ТОВ «Видавничий дім «Бук-Друк», 2021. 436 с.

²⁵⁶ Енциклопедія державного управління : у 8 т. / Нац. акад. держ. упр. при Президентові України ; наук.-ред. колегія : Ю. В. Ковбасюк (голова) та ін. К.: НАДУ, 2011. Т. 2 : Методологія державного управління / наук.-ред. колегія : Ю. П. Сурмін (співголова), П. І. Надолішній (співголова) та ін. 2011. 692 с.

²⁵⁷ Державне управління в Україні: навчальний посібник / [за заг. ред. В. Б. Авер'янова]. К. : Вид-во ТОВ «СОМИ», 1999. 265 с.

²⁵⁸ Пилипишин В.П. Поняття та основні риси державного управління. Юридична наука і практика. 2011. № 2. С. 10-14

²⁵⁹ Державне управління : підручник : у 2 т. / НАДУ при Президентові України; ред. кол. : Ю.В. Ковбасюк (голова), К.О. Ващенко (заст. голови), Ю.П. Сурмін (заст. голови) [та ін.]. К. ; Дніпропетровськ : НАДУ, 2012. Т. 1. 564 с

²⁶⁰ Міненко М.А. Публічне управління: теорія та методологія: монографія. К. : Київ. нац. торг.-екон. ун-т, 2014. 404 с.

²⁶¹ Публічне управління = Public Administration : навч. посібник / А.В. Стасишин, Г.В. Капленко, Г.О. Комарницька та ін. ; [за заг. ред. А.В. Стасишина]. Львів : ЛНУ імені Івана Франка, 2019. 460 с.

²⁶² Публічне управління та адміністрування : навчальний посібник / [А.О. Азарова, Л.М. Ткачук, Л.О. Нікіфорова та ін.]. Вінниця : ВНТУ, 2019. 181 с.

²⁶³ Публічне управління та адміністрування в умовах інформаційного суспільства: вітчизняний і зарубіжний досвід: монографія / За заг. ред. С. Чернова, В. Воронкової, В. Банаха, О. Сосніна, П. Жукаускаса, Й. Ввайнхардт, Р. Андрюкайтене. Запоріжжя: РВВ ЗДІА, 2016. 608 с.

can help address numerous social issues, including the fight against poverty, marginalization, and discrimination. These examples can serve as inspiration for Ukraine in its quest to create more inclusive cities and communities. Balancing work and family life is crucial for creating a harmonious society. When people can effectively manage their professional responsibilities and personal lives, it contributes to their overall well-being and happiness. This balance helps reduce stress and prevent burnout, which in turn contributes to increased productivity at work and a more harmonious family environment. Moreover, it contributes to the development of a culture of respect and value for personal life, fostering greater understanding and support within society. Businesses and organizations must recognize the importance of striking this balance and provide the necessary support, including flexible working hours, remote work options, and family-friendly policies. This not only benefits individual employees, but also improves the overall productivity and reputation of the organization when the employee feels valued and confident in "tomorrow."

"Personality is not enough to have rights alone, it needs prosperity and education to use them" (O. Herzen)

Public administration plays a crucial role in achieving social inclusion. One key approach is to adopt legislation and policies that aim to eliminate discrimination and promote equal opportunities for all, regardless of gender, race, age, or socio-economic status. This may include laws that protect against discrimination and policies that promote equal access to quality education, healthcare, and employment opportunities. However, the legislative side is formal. In practice, it is much more important and effective to work with citizens, informing them about tolerance for people with special needs, the importance of socialization, understanding, acceptance, and the need to be heard. Another important approach is participatory governance, where citizens actively participate in decision-making processes. This ensures that their voices and concerns are heard, which will contribute to a sense of belonging.

Creating employment and education opportunities is a fundamental step towards stimulating economic growth and reducing social inequality. Governments, businesses, and educational institutions can play a crucial role in this process. First, it is important to implement policies that promote fair and equal access to employment opportunities (remember the experience of job search and the criteria required to get a job, which are often simply unrealistic for a young professional). This can include laws to combat workplace discrimination and initiatives that encourage companies to hire a

diverse workforce. Second, investing in quality education for all is crucial. This requires ensuring access to quality education for all children, regardless of their socio-economic background. This can be achieved through policies that promote inclusion in schools and initiatives to finance schools in disadvantaged areas. Additionally, providing retraining, vocational training, and adult education programs can equip individuals with the skills necessary to secure gainful employment. Together, these strategies can help create more employment and educational opportunities, contributing to a more inclusive and prosperous society.

Of course, preventing workplace exclusion is a crucial issue. Effective HR strategies aim to create an inclusive environment where all employees feel valued, respected, and empowered to contribute fully to the organization's success. Additionally, inclusive hiring practices can ensure that diverse candidates are considered for employment regardless of their individual characteristics. Finally, providing opportunities for feedback and open communication helps identify and address any issues of exclusion or stigma quickly.

Ensuring access to housing and basic services is a fundamental human right, and it is essential for a just and inclusive society. Governments play a key role in this by implementing policies that promote affordable housing, which may include subsidies for low-income households, rent regulation, and initiatives to increase the supply of affordable housing. In addition to housing, it is essential to ensure access to basic services, including clean water, sanitation, electricity, healthcare, and education. This can be achieved through inclusive urban planning, investment in infrastructure, and social protection programmes. Additionally, public participation in decision-making processes can help ensure that the needs and concerns of all community members, especially the most vulnerable, are taken into account. By ensuring access to housing and basic services, governments can help reduce social inequalities, improve living conditions, and promote social inclusion. Meeting the needs of vulnerable groups requires a comprehensive, multifaceted approach. First, there is a need to focus on ensuring access to basic needs such as food, water, shelter, healthcare, and education. This can be achieved through targeted social protection programmes and inclusive policies. Second, efforts should be made to ensure equal opportunities in all areas, including employment, education, and political participation. This includes implementing anti-discrimination laws, promoting inclusive practices in workplaces and schools, and ensuring representation of vulnerable groups.

in decision-making processes. Third, support services should be provided to address the specific problems faced by these groups, such as mental health services, legal aid, and support for victims of violence. In addition, community initiatives such as mentoring programs, volunteering, and relevant community activities, as well as anti-discrimination laws and policies, awareness-raising, and advocacy, are important in combating stereotypes and prejudices and promoting understanding and respect for the rights of vulnerable groups. This can help protect these individuals from stigma and exclusion. Together, such measures can provide a comprehensive support system for individuals at risk of social exclusion, contributing to a more inclusive and just society.

An inclusive city strategy can significantly impact social isolation and exclusion, creating a more harmonious and just urban environment. Future research should focus on identifying effective policies to promote social inclusion and mitigate the effects of social exclusion. Local authorities should prioritize community involvement in urban planning processes to ensure that the needs of all residents are considered.

Inclusive urbanization not only requires equal access to resources and opportunities but also seeks to actively include all population groups in shaping and developing urban space. On the other hand, phenomena such as social exclusion, which are often a consequence of uneven development and urbanization, act as triggers for further inclusive transformation.

The concepts of social inclusion and exclusion are closely related and began to be more clearly outlined in political discussions in France in the mid-1970s. Later, this concept was also adopted by the European Union in the late 1980s as a key concept of social policy and, in many cases, replaced the “concept of poverty” [264]. Yes, for many politicians and scholars, the concept of social exclusion is synonymous with poverty, but in reality, everything is much more multifaceted. Alienation and poverty are distinct concepts. In some countries, even the rich can be socially excluded due to their religious, sexual, or political preferences, which contradict specific established requirements (norms) both at the state level and in private life.

Social integration and social exclusion are terms that denote the extent to which individuals or groups can fully participate in society.

²⁶⁴ Rawal N. Social Inclusion and Exclusion: A Review URL: <https://www.cmi.no/file/?589>

Social integration promotes equal opportunities and resources, while social exclusion refers to processes through which certain groups are systematically disadvantaged. These concepts play a crucial role in urban planning, as they impact the quality of life, overall harmony in the city, and the foundation for a better future for future generations.

Urbanization is increasingly seen as a promising tool for achieving key elements of the 2030 Agenda [²⁶⁵], considering the efficiency of urban resource use, service delivery, and its impact on economic growth. This document suggests that to realize the full potential of urbanization in the context of the 2030 Agenda, urban transition must be inclusive. This involves creating cities and local governments that are more welcoming towards migrants and more responsive to the needs of vulnerable residents, and that actively engage with citizens and civil society movements to foster thriving economies that, in turn, contribute to the achievement of social and environmental goals. If inclusion, as a central principle of the 2030 Agenda, is embodied in the process of shaping, growing, and developing cities, it can serve as a basis for realizing these goals [²⁶⁶].

On the other hand, social exclusion has contributed to the formation of cities in a way that has led to segregated areas and unequal access to services.

Social exclusion can be caused by various factors, such as income inequality, discrimination based on race, gender, or ethnicity, lack of affordable housing, inadequate public services, or lack of "useful connections", etc. On the other hand, social integration can be reinforced at the legislative level and promote equal opportunities, community involvement, and accessibility of services [²⁶⁷]. Social inclusion plays a crucial role in urban planning, fostering a sense of belonging and unity among diverse groups of people in a city. Involving citizens in urban planning processes leads to more innovative and practical solutions to urban problems. Thus, urban planning processes must prioritize social integration to create a harmonious, inclusive, and sustainable urban environment.

²⁶⁵ Перетворення нашого світу: порядок денний у сфері сталого розвитку до 2030 року. URL: <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N15/291/89/PDF/N1529189.pdf?OpenElement>

²⁶⁶ МакГранахан Г., Шенсул Д., і Сінгх Г. Інклюзивна урбанізація: чи можна реалізувати Порядок денний до 2030 року без неї? Навколишнє середовище та урбанізація. 2016. № 28(1). С. 13–34. URL: <https://doi.org/10.1177/0956247815627522>

²⁶⁷ Identifying social inclusion and exclusion. URL: <https://www.un.org/esa/socdev/rwss/2016/chapter1.pdf>

Social exclusion and social inclusion are two key factors that significantly influence the planning and development of an inclusive city strategy.

According to the European Commission's Joint Report on Social Inclusion 2004, it is stated [268]: "Social exclusion is the process by which certain people are pushed to the margins of society and are unable to participate fully in it due to poverty, lack of basic skills and lifelong learning opportunities, or discrimination. This distances them from opportunities for work, income, and education, as well as from social and community networks and activities. They have limited access to power and decision-making bodies, and therefore often feel powerless and unable to control the decisions that affect their daily lives." "Social integration is the process of ensuring that those at risk of poverty and social exclusion have the opportunities and resources they need to participate fully in economic, social, and cultural life and to achieve a standard of living and well-being that is considered normal in the society in which they live. This ensures their greater participation in decisions that affect their lives and access to their fundamental rights," which is the key to building an inclusive city.

Thus, social exclusion occurs when certain groups of people are excluded from full participation in the life of the city due to poverty, discrimination, lack of education, or other reasons, leading to inequality, social tension, and conflict. Social inclusion, on the other hand, aims to ensure the participation of all population groups in the city's life. This means ensuring equal opportunities for education, employment, housing, and other social services. Table 4.2 presents aspects of social exclusion as a trigger for the development of an inclusive city of the future.

Table 4.2
Social exclusion, its consequences and impact on society

| Causes of the phenomenon | Consequences of the phenomenon |
|--|---|
| 1 | 2 |
| <i>Economic alienation</i> | |
| Occurs when people face barriers to accessing work, education, or other income-generating opportunities. This may be the result of discrimination, lack of qualifications or skills, or geographic isolation | Socially excluded individuals find it difficult to find stable employment and economic opportunities for well-being. This can lead to increased unemployment, poverty and inequality in society, which in turn will become the basis for entrenching social exclusion and marginalization; reduced productivity and effectiveness in the workplace and in communities (feeling disconnected from their work or the organization to which they belong) |

268 Joint report on social inclusion 2004. URL:
https://ec.europa.eu/employment_social/social_inclusion/docs/final_joint_inclusion_report_2003_en.pdf

Continuation of Table 4.2

| 1 | 2 |
|--|--|
| <i>Social isolation</i> | |
| Individuals or groups may experience social isolation due to factors such as language barriers, disability or cultural differences. This can lead to a lack of social support, limited opportunities for interaction and feelings of loneliness and disconnection | Reduced social cohesion: when people feel socially excluded, they may withdraw from social interactions and community participation; increased social tension: social exclusion can create a sense of disconnection and distrust between different groups in society; social exclusion can lead to feelings of loneliness, isolation and depression, which can have a detrimental effect on mental health |
| <i>Political alienation</i> | |
| It involves the denial of political rights and opportunities, such as the right to vote, freedom of speech, or participation in decision-making processes. Political exclusion can also manifest itself in the lack of representation in government or other institutions | Disillusionment with the political system and a reduced likelihood of participating in civic activities, such as voting or engaging in political debates. This can lead to a lack of representation and participation in democratic processes |
| <i>Cultural alienation</i> | |
| Occurs when people's cultural identity, values, and practices are not "respected" or recognized within the dominant culture. | Violations of human rights, including the rights to freedom of expression of cultural identity, equal opportunities and participation in society; loss of cultural heritage and feelings of alienation; impact on mental health; threat of loss of cultural diversity; creation of tensions and conflicts between different cultural groups; decreased self-esteem and self-respect, feelings of loneliness. |
| <i>Spatial alienation</i> | |
| Refers to the spatial segregation of disadvantaged groups from more affluent areas, resulting in limited access to resources, services, and opportunities. Spatial exclusion can be caused by factors such as housing policies, urban planning, and other factors. | Limited access to services, infrastructure and opportunities; areas with spatial exclusion may face economic challenges such as unemployment and limited access to jobs; migration. |
| <i>Discrimination</i> | |
| Stereotypes and prejudices against certain groups of people based on race, gender, age, sexual orientation, political and religious beliefs, health status, etc.; social inertia - historical and socio-cultural factors, norms and values, can be the basis for discrimination and are passed down from generation to generation; unspoken, not legally enshrined, rules restricting rights and freedoms. | Social isolation (exclusion from general social processes, feeling of isolation and detachment); deterioration of physical and mental health; economic losses; feeling of injustice and resentment, which leads to social tension; violation of rights and freedoms; social conflicts and tensions; loss of potential of society (loss of talented and gifted people who could benefit society in various fields). |

Compiled by the author based on UN data [149]

The interaction between these two factors has a significant impact on planning and creating urban development strategies. In order for a city to be comfortable and successful, it is necessary to reduce the level of social exclusion and promote social inclusion, which includes a network of complex interrelated factors that, complementing each other and acting in the right direction, can help people get out of social isolation, the poverty trap, and marginalization [269].

A central challenge in designing an inclusive city is to ensure that every resident has equal opportunities and can fully participate in urban life.

Let us consider the impact of social exclusion on public life in the context of urbanization.

The concept of alienation in urbanization refers to the feelings of isolation, discrimination, and “uselessness” that people often experience in urban environments. Rapid urbanization and non-people-centered urban development planning lead to feelings of alienation among residents. This is because densely populated urban areas, despite their physical proximity, often lack social interactions and meaningful relationships. In addition, urban residents can feel alienated due to the competitive nature of urban life, the anonymity it offers, and the distance from nature. Large cities create conditions for economic growth and opportunity, but at the same time, they can cause various social and psychological problems, including loneliness, stress, depression, and crime. Understanding and addressing exclusion is crucial to creating sustainable, livable, and inclusive urban environments. Such an approach will not only improve the quality of life of all urban residents but will also contribute to the overall resilience and sustainability of cities. It is therefore crucial for urban planners to prioritize inclusive urbanization in urban development strategies and policies. Inclusive urban transition is essential for shaping a better future and plays a key role in mitigating the adverse effects of rapid urbanization, including social inequality. It is a process that ensures all residents, regardless of socio-economic status, gender, race, or age, can enjoy the benefits of an urban environment, including equal access to basic services such as healthcare, education, and public transportation, as well as opportunities for active participation in social and economic activities. By implementing the principles of inclusion in urban planning, cities can become more just, comfortable, sustainable, and resilient.

²⁶⁹ Inclusive Cities and Access to Land, Housing, and Services in Developing Countries. URL: <https://openknowledge.worldbank.org/server/api/core/bitstreams/dcc84f2b-0f0a-5985-9fd5-ccf3dba9f78d/content>

Since the state plays a key role in shaping policies, regulating processes within the country, providing resources for urban development, and ensuring equal opportunities for all citizens, it is worthwhile to consider the impact of social exclusion and inclusion on the creation of an inclusive city through the lens of public governance.

1. Development of policies and legislation for social inclusion. The state plays an important role in the development of policies and legislation aimed at ensuring social inclusion and combating social exclusion, covering a wide range of activities, thanks to which the government can create conditions that promote equal opportunities for all citizens, regardless of their social status, age, gender, race, or other characteristics.

2. Budgeting and financing for the creation of inclusive cities. Budgeting and financing are among the main tools that the state uses to promote social inclusion in cities, which include budget allocation plans and the allocation of financial resources for the implementation of specific strategic initiatives. Social inclusion requires significant investments and resources, particularly in the areas of education, health, social protection, and infrastructure. The role of budgeting and financing in promoting social inclusion cannot be overstated, as, unlike the traditional approach to budgeting, which focuses on expenditure, budgeting for social inclusion focuses on outcomes. This means that budgetary resources are allocated to achieve specific social objectives, particularly in support of the most vulnerable groups. Such budgeting strategies help ensure that the budget is used as an important tool for achieving social inclusion through: resource allocation (allocating resources in a way that meets the needs of all segments of society, including the most vulnerable); monitoring and evaluation (regular monitoring and evaluation of the impact of budget decisions on social inclusion are important tools for ensuring the effectiveness of budgeting); citizen participation (involving citizens in the budgeting process will help to take into account their needs and interests, which in turn contributes to the creation of a budget focused on social inclusion) [²⁷⁰].

3. Creating accessible infrastructure. The state plays a crucial role in creating accessible infrastructure and regulating construction and urban planning to ensure the accessibility of urban infrastructure for all citizens, including those with low mobility.

4. Education and support for creating an inclusive city. The state plays a crucial role in developing education and support programs for various

²⁷⁰ Lobodina Z., Lopushniak H., Kizyma T., Lyvdar M. Інклюзивно орієнтоване бюджетування: теоретичні аспекти, передумови та необхідність запровадження в Україні. Financial and Credit Activity Problems of Theory and Practice. 2021. Vol. 2(33). pp. 463–472. URL: <https://doi.org/10.18371/fcaptp.v2i33.207201>

population groups, particularly for children with special needs, foreigners, and the elderly, which contributes to the creation of an inclusive city where every citizen feels included in social life and is involved. State support in this segment is key to creating inclusive cities. Through regulation, financing, and the development of appropriate programs, governments ensure that all citizens, regardless of their age, gender, ethnicity, or special needs, have equal access to education and state support.

5. Ensuring equal opportunities in the workplace. Equal opportunities in the workplace are an important aspect of social policy that contributes to the creation of a fair and inclusive labor market.

6. Promoting public participation. Public participation is an essential element of democratic governance and inclusive urban development, which is ensured by the active involvement of citizens in the decision-making process that affects their lives, and consequently, in the creation of inclusive cities.

Inclusive cities are therefore created through the joint efforts of the state, civil society, communities and other stakeholders. The government plays a crucial role in promoting social inclusion by developing and implementing effective policies. Policies that promote affordable housing, equal opportunities in employment and anti-discrimination measures contribute significantly to the formation of an inclusive city.

For example, if certain groups lack access to quality housing or essential infrastructure (such as transportation, parks, healthcare facilities, educational institutions, etc.), this can lead to segregation and inequality. Planning for social inclusion involves creating affordable housing and infrastructure for all who need them. Social exclusion in education and the labour market, in turn, can lead to persistent poverty or a "poverty trap" and inequality. Strategies for social inclusion involve providing access to quality education and employment opportunities for all groups of the population, as well as reducing discrimination, which will enable people to develop and break the cycle of poverty. In the case of excluding certain social groups from the decision-making process, this can lead to feelings of alienation and dissatisfaction. Strategies for social inclusion involve the active involvement of all population groups in the decision-making process, which in turn contributes to a more realistic scenario of inclusive urban planning.

Creating inclusive cities and local governments that promote inclusion is fundamental to ensuring equitable and sustainable urban development. Such cities ensure that all people, regardless of socio-economic status, race, age or gender, have equal access to opportunities and resources. Since inclusive cities are characterised by the availability of infrastructure and services that meet the needs of different population groups, urban planning

and policies aim to promote diversity, social cohesion and equal participation in social, economic and political life, and local government plays a crucial role in this process by implementing policies that promote inclusion. In particular, the opportunity to participate in decision-making processes makes city development more democratic and responsive to the needs of all its inhabitants. Inclusive urbanization is therefore a crucial aspect of enhancing the quality of life and fostering harmony in cities, making a significant contribution to achieving the Sustainable Development Goals.

4.2. Analysis of Modern Urban Development Strategies: "Sustainable City", "Smart City", "Creative City", "Elastic City"

Globally, urbanization presents significant challenges, including the rapid growth of urban populations and the corresponding need for inclusive cities. Despite its significant contribution to global economic development, urbanization poses governance challenges, the consequences of which are evident in high levels of poverty, inequality, and exclusion in urban environments.

Russia's war against Ukraine has proven to be a significant test for Ukrainian cities and local communities in terms of their ability to cope with the current crisis: refugee flows, the accommodation of internally displaced persons (IDPs), the fuel crisis, destroyed and stolen rolling stock (transport units), damaged and/or destroyed infrastructure, the constant increase in the number of people with reduced mobility and people with disabilities due to military operations, as well as attempts to achieve energy security [271] and overcome the environmental consequences of the war. The National Strategy for Creating a Barrier-Free Space in Ukraine for the Period Until 2030, in Combination with the Fundamentals of Sustainable Urban Mobility, Can Become One of the Key Documents for the Inclusive Development of Ukraine Through:

²⁷¹ Стала мобільність у громадах: рекомендації щодо відновлення. URL: [https://decentralization.gov.ua/uploads/library/file/839/%D0%9F%D0%BE%D1%81%D1%96%D0%B1%D0%BD%D0%B8%D0%BA_%D0%A1%D1%82%D0%B0%D0%BB%D0%BC%D0%BD%D1%96%D1%81%D1%82%D1%8C_%D1%83_%D1%82%D0%B5%D1%80%D0%B8%D1%82%D0%BE%D1%80%D1%96%D0%B0%D0%BB%D1%8C%D0%BD%D0%B8%D1%85.pdf](https://decentralization.gov.ua/uploads/library/file/839/%D0%9F%D0%BE%D1%81%D1%96%D0%B1%D0%BD%D0%B8%D0%BA_%D0%A1%D1%82%D0%B0%D0%BB%D0%BC%D0%BD%D1%96%D1%81%D1%82%D1%8C_%D1%83_%D1%82%D0%B5%D1%80%D0%B8%D1%82%D0%BE%D1%80%D1%96%D0%B0%D0%BB%D1%8C%D0%BD%D0%B8%D1%85_%D0%B3%D1%80%D0%BE%D0%BC%D0%B0%D0%B4%D0%BB%D1%85.pdf)

- promoting accessibility (the strategy provides for the implementation of accessibility standards in all areas of public life, which will facilitate the integration of people with disabilities and other low-mobility population groups);

- protecting human rights (the strategy aims to protect the rights and freedoms of people with disabilities, which is an important aspect of inclusive development);

- economic development (creating a barrier-free space opens up new opportunities for economic development, including jobs and additional markets);

- social integration (a barrier-free environment promotes social integration, providing equal opportunities for participation in public life);

- encouraging environmental sustainability (promoting the design of cities that are not only accessible and inclusive, but also environmentally friendly);

- creating a positive image (the implementation of the strategy can improve the international image of Ukraine as a country that adheres to the principles of inclusivity and equality).

The Inclusive City Strategy is an approach designed to create an urban environment that is accessible to all. It can be implemented in Ukrainian cities, based on the principles of the National Strategy for Creating a Barrier-Free Space of Ukraine and the principles of sustainable urban mobility. It is worth noting that the implementation of this strategy may encounter several challenges, including limited resources, a lack of political will, and limited public awareness; however, these challenges also present great opportunities for improving the quality of life of citizens, creating a more just society, and achieving the Sustainable Development Goals.

In Ukraine, as in many other countries, the importance of creating inclusive cities is continually increasing. Several key reasons can justify this:

- population diversity: Ukraine is home to people of different age groups, with different physical, psychological, and other characteristics, who have equal rights to access city services and comfortable living;

- social justice: the creation of inclusive cities is an important step towards achieving social justice, which contributes to increasing the well-being of the population;

- legislative requirements: Ukraine has adopted several legislative documents that oblige the creation of an accessible environment for all citizens;

- economic benefits: inclusive cities provide opportunities for all citizens to contribute to the economic development of the city and the country as a whole;

- the consequences of Russia's war against Ukraine: restoring infrastructure and creating appropriate conditions for comfortable living and movement, assisting in the physical and psychological adaptation of persons affected by military actions, and ensuring the integration of veterans into social life.

Thus, the need to create inclusive cities in Ukraine is highly relevant and justified from various perspectives, emphasizing the importance of ensuring comprehensive inclusion in all aspects of citizens' lives.

There are many types of models for creating city strategies, but they are all based on three main blocks: analysis, planning, and implementation [28]. We have already noted that creating an "Inclusive City" strategy requires a comprehensive and systematic approach. In our opinion, the following stages can be included here:

1. Needs analysis - the first stage of creating an inclusive city strategy should include an assessment of the needs of the local population, in particular vulnerable groups, such as people with disabilities, the elderly, children, low-income groups, etc.

2. Defining a vision and development scenarios - an optimistic vision of the future development of the territory underlies the tasks that will be performed in accordance with the local strategy. Defining a vision and development scenarios for the city can focus on inclusive development by taking into account the needs, interests, and opportunities of all population groups. "The strategic vision should be realistic, specific, sufficiently ambitious and desirable for the territorial community" [272]: it is necessary to take into account the real constraints and opportunities that the community may face (e.g., physical barriers, social and economic constraints, "feasibility" for the entire community, including vulnerable groups of the population).

3. Development of an inclusive city strategy - based on the results of the needs analysis and defined development scenarios, a strategy is developed that includes specific goals, SWOT analysis, tasks, and mechanisms for achieving them. An important component of this stage is the involvement of stakeholders (involvement of all interested parties, including representatives of the government, the public, business, and other organizations).

²⁷² Стратегічне планування місцевого розвитку. Практичний посібник / [Берданова О., Вакуленко В.]; Швейцарсько-український проект «Підтримка децентралізації в Україні – DESPRO. К. : ТОВ «Софія-А». 2012. 88 с. URL:http://despro.org.ua/media/articles/04_book_berdanova_vakulenko_ctrateg_chne_planuvann.pdf

4. Strategy implementation - after the strategy is approved, the implementation stage begins, which may include the development of inclusive infrastructure, the provision of services, the organization of educational programs, etc.

5. Monitoring and evaluation - constant monitoring and phased assessment of the results of the strategy implementation are critical, which allows for timely identification and elimination of problems and shortcomings.

6. Correction according to the assessment - at the stage of implementation of short-term and medium-term strategy plans, it is often relevant to make changes to mitigate or eliminate the identified shortcomings.

In conclusion, it is worth noting that in Ukraine, the need to create inclusive cities is becoming increasingly urgent - cities that are accessible and comfortable for all citizens, regardless of their age, physical, or psychological characteristics. The creation of such cities involves not only architectural and infrastructural changes, but also the implementation of social innovations, the development of public space, as well as the formation of a culture of inclusion and mutual assistance in local communities. The mechanisms for creating inclusive cities include the development and implementation of relevant regulatory and legal acts, the implementation of local projects aimed at ensuring the accessibility of the urban environment, and the implementation of educational and informational programs aimed at fostering an inclusive culture in society.

Architectural adaptations play a significant role in creating an inclusive environment. This includes making buildings accessible to people in wheelchairs through ramps or elevators, installing tactile surfaces for individuals with visual impairments, or designing public spaces that cater to diverse needs, such as shaded recreation areas for the elderly or parents with young children. However, inclusion goes beyond simple physical modifications; it is important to consider various aspects, including providing equal opportunities for people with disabilities or special needs to fully participate in community life by removing barriers that prevent their full integration into society. This requires a comprehensive approach that takes into account not only infrastructure changes, but also a tolerant attitude of society towards diversity. Comprehensive strategies and mechanisms are needed to create inclusive cities in Ukraine.

Social innovation initiatives as an approach to promoting inclusion

One approach to promoting inclusion is the implementation of social innovation initiatives, which are developed to address various aspects, such as education, employment, healthcare, and accessible public spaces.

“Social innovation is a broad concept that encompasses both natural and historical changes that break tradition and open the way to something new, new ideas that restructure society, and project activities of management entities that create new goals and structures. Social innovation is one of the main generators of socially driven development” [273]. Social innovations encompass new strategies, concepts, ideas, and organizations that address social needs and foster new social relationships or cooperation. In the context of creating an inclusive city, social innovations can include the following elements:

- Shared public space: a public space is an open place for the community that does not have commercial restrictions. It has unique spatial, historical, natural, and social characteristics.

The characteristics of public space in the context of inclusion are: human-centered, creating conditions for use by different social groups, preventing their separation by physical barriers such as fences, etc.; safe and friendly to vulnerable groups; “adaptive for activity at different times of the year/days of the week/time of day” [274].

Shared spaces, such as communal gardens or public squares, serve as places for communication and play, promoting the inclusion of different groups within the population. They create a space for interaction between people with different needs, promoting understanding and mutual acceptance, as well as sharing experiences.

- Social entrepreneurship. Social entrepreneurship is an entrepreneurial activity that seeks to address social problems and fulfill societal needs. It combines a social mission with commercial activity, providing services and selling goods [275]. Social entrepreneurship involves the creation of enterprises that employ people with disabilities or other socially disadvantaged groups who are often ignored in the traditional labour market, thereby contributing to their economic self-determination, social integration, and financial independence (to the extent possible in each specific case). Employment opportunities play a significant role in promoting inclusion. The creation of accessible and inclusive jobs for people from marginalised groups can help reduce inequalities and promote social inclusion. This includes the implementation of affirmative action policies (measures aimed at ensuring equal opportunities for groups that are under-

²⁷³ Набатова О.О. Соціальні інновації: поняття, види, суб'єкти. URL: <http://econtlaw.nlu.edu.ua/wp-content/uploads/2016/02/3-58-66.pdf>

²⁷⁴ Як створити громадський простір: практичні рекомендації для громад. URL: https://decentralization.gov.ua/uploads/library/file/776/ULEAD_public.pdf

²⁷⁵ Соціальне підприємництво як відповідь суспільства на соціальні потреби. URL: https://biz.ligazakon.net/interview/205014_sotsalne-pdprimnitstvo-yak-vdpovd-susplstva-nasotsaln-potrebi

represented in some regions of society [276], such as quotas or priority in hiring) or the provision of vocational training programmes (the provision of specialised training and skills development, career guidance and support, and initiatives aimed at creating professional networks and communities) targeting under-represented groups.

- Educational programs. “The specific features of innovative learning are its openness to the future, its ability to foresee based on a constant reassessment of values, and its willingness to act constructively in changing situations” [277]. Innovative educational programs include training for teachers and students, focusing on the importance of inclusion, as well as the development of skills necessary for coexistence with diverse groups within the population. Education plays a crucial role in creating an inclusive society. It is important to ensure that educational institutions are equipped with the necessary resources and facilities to accommodate students with different needs. This includes providing support systems for students with disabilities or special needs, as well as implementing inclusive teaching methods that respond to different learning styles. Educational programs are a key component in promoting inclusion and creating an inclusive society.

By incorporating these innovative educational programs into the curriculum with a focus on inclusion, educational institutions can help create an environment where every student feels valued and supported. Teachers gain a deeper understanding of how to create inclusive classrooms, and students develop empathy and learn to appreciate diversity, which helps overcome societal barriers by raising awareness of inclusion from an early age and contributing to the creation of a more tolerant community.

- Technological innovations are “new technologies for producing traditional, improved or fundamentally new products, implementing information systems, new energy sources” [278]. Technological innovations play a crucial role in creating an inclusive city by providing people with disabilities with access to information and services. They include new technologies or applications that facilitate access for people with disabilities. One such example is text-to-speech software, which allows visually

²⁷⁶ Positive discrimination. Oxford Dictionaries. Oxford University Press. URL: <http://www.oxforddictionaries.com/definition/english/positive-discrimination?q=positive+discrimination>

²⁷⁷ Дубасенюк О.А. Інновації в сучасній освіті. Інновації в освіті: інтеграція науки і практики: збірник науково-методичних праць / за заг. ред. О.А. Дубасенюк. Житомир: Вид-во ЖДУ ім. І. Франка, 2014. С. 12-28. URL: <http://eprints.zu.edu.ua/13704/1/%D0%94%D1%83%D0%B1%D0%B0%D1%81%D0%B5%D0%BD%D1%8E%D0%BA%20%D0%9E.pdf>

²⁷⁸ Шевлюга О.Г., Олефіренко О.М. Дослідження впливу технологічних інновацій на ринок технологій і розвиток підприємства. Маркетинг і менеджмент інновацій. 2011. № 4(1). С. 38-44. URL: [http://nbuv.gov.ua/UJRN/Mimi_2011_4\(1\).6](http://nbuv.gov.ua/UJRN/Mimi_2011_4(1).6)

impaired individuals to have written content read aloud to them. Additionally, adaptive technologies play a crucial role in ensuring inclusion by tailoring devices and interfaces to meet the specific needs of users with disabilities. For example [²⁷⁹], specialized keyboards or touch screens can be designed for people who have difficulty using traditional input methods.

The implementation of these technological advances in the city's infrastructure will provide an opportunity to bridge the digital divide between non-disabled people and people with disabilities. This will not only enhance their ability to access information but also expand their opportunities, including the ability to work, thereby increasing their independence and autonomy.

Furthermore, innovative solutions extend beyond technology itself; they also encompass the development of user-friendly interfaces that cater to diverse user needs (UX) [²⁸⁰] by working closely with developers and engineers to create intuitive interfaces that are easy to navigate for all users, regardless of their physical or cognitive limitations.

By investing in accessible technology solutions, cities can ensure that no one is left behind by the barriers created by disability.

- Cooperatives are “self-governing associations of persons who voluntarily cooperate for their mutual social, economic and cultural development.” Cooperatives are founded on the values of self-help, personal responsibility, democracy, equality, equity and solidarity. Their members also adhere to ethical principles such as honesty, openness, social responsibility and caring for others [²⁸¹]. Cooperatives foster democratic and fair working conditions, promoting economic inclusion and social solidarity.

Health services. Health services must be adapted to the specific needs of diverse communities, which means not only providing access to health facilities and services, but also ensuring that these facilities are staffed with qualified professionals who have a deep understanding of cultural nuances. By doing so, we can help mitigate negative health outcomes for different populations. When people from different backgrounds seek healthcare, they may face unique challenges due to cultural differences (for example, restrictions on specific medical procedures resulting from the patient's religious beliefs) or language barriers. Healthcare providers must consider these factors and strive to create an inclusive environment where everyone feels comfortable seeking care. This will positively impact patient-doctor

²⁷⁹ Спеціальні можливості Microsoft 365. URL: <https://support.microsoft.com/uk-ua/accessibility>

²⁸⁰ Все про професію UI/UX дизайнера. URL: <https://dan-it.com.ua/uk/blog/vse-pro-profesiju-ui-ux-dizajnera/>

²⁸¹ Що таке Кооператив. URL: <https://www.coop-academy.com.ua/shcho-take-kooperatyv/>

communication, fostering an environment of trust that leads to collaboration, more accurate diagnoses, and more effective treatment plans.

It is worth noting that an inclusive approach to health care goes beyond simply addressing immediate health problems; it also plays a significant role in preventive care. When people feel trusted by health care providers, they are more likely to participate in regular check-ups and screenings that can identify potential health problems at an early stage. In this regard, creating an inclusive society encompasses much more than simply providing quality health care. It involves creating an environment where people from all walks of life feel respected, valued, and needed.

Social innovation, in its various forms, will promote inclusion by offering new strategies and approaches to address current and future social challenges. By integrating innovative solutions into urban planning, cities can become more inclusive by ensuring equal access to resources and services for all.

By promoting diversity in our communities and considering different perspectives and experiences, we open the door to innovation in various sectors, including education, employment opportunities, infrastructure, and social integration.

A strong, inclusive society accepts the differences of each person and helps them adapt in society, regardless of their origin or abilities.

In Ukraine, the Inclusive City strategy focuses on creating conditions for a whole life and the development of the entire population. The state has identified key priorities and goals in this direction, which include: ensuring equal access to education, work, culture, entertainment, health; creating affordable housing; supporting an inclusive culture, tolerance and eradicating discrimination [²⁸², ²⁸³]. However, in today's realities, this is a challenge for all Ukrainians.

In conditions of war, public administration faces significant challenges in implementing the Inclusive City strategy. As has been repeatedly noted, it involves creating conditions that enable all citizens, regardless of their physical, social, or economic limitations, to participate in the life of the city.

In connection with military operations, implementing the strategy may be complicated. Therefore, public administration must be flexible, adaptive, and open to innovation.

²⁸² Про засади запобігання та протидії дискримінації в Україні: Закон України від 06.09.2012 р. № 5207-VI. URL: https://ips.ligazakon.net/document/view/T125207?ga=2.29772351.1244639213.1701969463-120756672.1692723207#gl=1*926392*gcl_au*MTkzNDc0MzM1NS4xNzAxMTk0NDUz

²⁸³ Про освіту: Закон України від від 05.09.2017 р. № 2145-VIII. URL: <https://zakon.rada.gov.ua/laws/show/2145-19#Text>

Legislative regulation plays a crucial role in ensuring the effective implementation of the principles and goals defined by the Inclusive City strategy. This involves the development and adoption of laws that promote inclusiveness and create a legal framework for addressing the various problems faced by marginalized groups in urban areas.

Financial support is one of the important mechanisms for implementing an inclusive city strategy. Adequate funding should be allocated to support initiatives aimed at improving living conditions for all residents, including providing resources for infrastructure development projects that enhance access to public spaces and transportation. Additionally, financial assistance can be provided to individuals or organizations that work to make housing more accessible through renovations or modifications tailored to meet specific needs.

Organizational measures play a crucial role in coordinating efforts among different government departments and institutions responsible for implementing inclusive policies at the local level. This includes the creation of special committees or working groups comprising representatives from relevant sectors, such as urban planning authorities, social welfare agencies, education boards, and health service providers.

The war in Ukraine is bringing significant changes to the socio-economic structure of cities, including an increase in the number of people with disabilities and significant destruction of infrastructure. This requires flexibility in adapting existing urban development strategies to new realities, developing innovative solutions, and revisiting priorities. The primary task is to create inclusive cities that ensure proper participation and accessibility for all citizens, regardless of their physical abilities and other characteristics. This includes developing new strategies for the reconstruction and restoration of infrastructure aimed at ensuring maximum accessibility and comfort for people with disabilities. Additionally, it is essential to engage the community in the adaptation, planning, and implementation of these strategies. Thus, citizens, especially those who feel the direct impact of the war, should play a role in shaping the future of their city. The implementation of this approach contributes to enhancing social participation and strengthening democracy at the local level.

It is worth understanding that the city's needs change under the influence of the war, and as a result, the priorities in planning and creating strategies for development also shift. That is why public administration must be flexible and adaptive in order to respond to changing circumstances in accordance with the current situation. Moreover, cooperation with international organizations (technical, consulting and financial support, assistance in project management, development of new strategies,

conducting research and training of personnel), non-governmental organizations (assistance to persons with disabilities, assistance to IDPs, reconstruction of damaged infrastructure, provision of services and necessary resources at the local level), exchange of best practices, resources and ideas through partnerships and networks of cities, will become a source of experience, innovation, financial and technical support in a difficult time for our country and will help adapt to new realities.

As urban mobility becomes an increasingly critical element in the social and economic development of cities, it is essential to ensure that all citizens have equal access to transportation services and infrastructure.

The "National Strategy for the Creation of Barrier-Free Space in Ukraine until 2030" is a key tool for achieving this goal. Assessing the effectiveness and directions of implementation of this strategy provides valuable information for political decisions that will contribute to sustainable urban mobility. The study helps identify the problems that people with disabilities or other vulnerable groups face when trying to access urban transport services, as well as possible ways to address them. The "National Strategy for the Creation of Barrier-Free Space in Ukraine until 2030" was considered in various contexts by domestic scientists such as G.V. Leshchuk, S.S. Sydorenko, and R.S. Mokhnyuk, among others. Sustainable urban mobility, its role in sustainable development, and the creation of a barrier-free environment were studied by I. Prokopchuk, V. Gladkikh, Y. Zhuk, I. Bukhta, N. Margita, R. Voronina, R. Hackenheimer, F. Road, Einhoa Serna, and others.

According to the Constitution of Ukraine **[Error! Bookmark not defined.]**, "a person, his life and health, honor and dignity, inviolability and security are recognized as the highest social value in Ukraine". However, many citizens face barriers in accessing public services, fully participating in public life, and securing employment. Prolonged military operations have led to an increase in the number of Ukrainian citizens who have suffered physical and psychological trauma from Russian military aggression. As a result, there is an increase in the number of people with disabilities and chronic health conditions that require constant care and support. A certain number of veterans who were active participants in hostilities have returned with significant physical and psychological trauma, including PTSD. These people have made a significant contribution to the defense of their country, but now require specialized support to adapt to civilian life. Considering, among other things, these requirements, the government should prioritize the creation of an inclusive society that meets the needs of all citizens. Sergienko L.V. notes that "the main initiatives for building an inclusive city include: developing and implementing a management system that promotes

accessibility and universal design; improving access to urban areas, access to housing and transport; improving mobility; safe public places and social integration programs" [284].

The "National Strategy for Creating a Barrier-Free Space in Ukraine for the Period Until 2030" [285] (hereinafter referred to as the National Strategy) is designed to address these challenges. The National Strategy focuses on developing policies that will contribute to ensuring equal opportunities for all citizens, regardless of their health status. It provides for strengthening measures to improve the accessibility of various sectors, based on six key areas:

- 1) Physical accessibility;
- 2) Information accessibility;
- 3) Digital accessibility;
- 4) Social and civic accessibility;
- 5) Educational accessibility;
- 6) Economic accessibility.

The National Strategy [285] is based on key documents on the formation of a barrier-free environment, including the Convention on the Rights of Persons with Disabilities, ratified by the Law of Ukraine dated December 16, 2009 No. 1767-VI, the Revised European Social Charter, ratified by the Law of Ukraine dated September 14, 2006 No. 137-V, the UN Convention on the Elimination of All Forms of Discrimination against Women, and the international initiative "Biarritz Partnership". The best global practices in the formation of an inclusive space, such as countries such as Canada, Japan, Singapore, the European Union, the United Kingdom and the United States, were also studied and previously developed strategic documents on the development of Ukraine were taken into account, including the creation of an accessible environment for persons with disabilities, youth development, protection of human rights and overcoming inequalities, including gender. However, the lack of sufficient statistical information makes it difficult to determine the exact number of people who face various obstacles every day. Which, in turn, affects the complexity of forming and implementing state policy aimed at eliminating these obstacles.

Let us consider the "National Strategy for Creating a Barrier-Free Space in Ukraine for the Period Until 2030" through the lens of ensuring Goal 11, "Sustainable Development of Cities and Communities," of the

²⁸⁴ Сергієнко Л.В. Державна політика гарантування безпеки урбанізованих територій: монографія. Житомир: ТОВ «Видавничий дім “Бук- Друк”», 2022. 432 с.

²⁸⁵ Національна стратегія із створення безбар'єрного простору в Україні на період до 2030 року. URL: <https://zakon.rada.gov.ua/laws/show/366-2021-%D1%80/conv#Text>

National Report “Sustainable Development Goals: Ukraine 2030” [286]. It is worth noting: this report defines the directions of Ukraine’s development until 2030 and is the result of an inclusive process of adapting the SDGs for our country.

Table 4.3. analyzes the “National Strategy for Creating a Barrier-Free Space in Ukraine for the Period Until 2030” in the context of the National Report “Sustainable Development Goals: Ukraine 2030” and shows the importance of inclusion for each task of this Goal.

Table 4.3.

Analysis of the “National Strategy for Creating a Barrier-Free Space in Ukraine for the Period Until 2030” in the Context of Ensuring Goal 11 of the National Report “Sustainable Development Goals: Ukraine 2030” with an Emphasis on the Importance of Inclusion

| Objectives Goals 11 | Measures of the National Strategy for Barrier-Free Access to Ensure the SDGs of Ukraine and Methods of Their Implementation* | The meaning of inclusion (defined by the author) |
|---|---|--|
| 1 | 2 | 3 |
| Objective 11.1. Ensure affordable housing | <p><i>Accessibility.</i> Focus on promoting accessibility of all types of buildings and structures, including housing, achieved through the implementation of universal design principles and accessibility standards.</p> <p><i>Legal protection.</i> Measures and legislative initiatives to protect the rights of persons with disabilities and other groups with reduced mobility, including the right to affordable and comfortable housing.</p> <p><i>Public-private partnership.</i> Encourage the development of public-private partnerships to improve housing accessibility (increasing the supply of physically and materially affordable housing, involving the private sector in creating barrier-free housing).</p> <p>Capacity development (skills, capabilities) and awareness raising. Implementation of measures to develop capacity and increase awareness among target groups and stakeholders, including architects, builders and service providers (training and raising awareness among architects, builders on the importance of creating barrier-free space, promoting a culture of inclusion and accessibility in the housing sector)</p> | ensuring that all segments of the population have access to affordable and adequate housing, including low-income groups, people with disabilities and other vulnerable groups |

²⁸⁶ Національна доповідь: Цілі Стального Розвитку: Україна 2030. URL: <https://www.kmu.gov.ua/storage/app/sites/1/natsionalna-dopovid-csr-Ukrainy.pdf>

Continuation of the table 4.3

| 1 | 2 | 3 |
|---|--|--|
| Objective 11.2. Ensure the development of settlements and territories exclusively on the basis of integrated planning and management with public participation | <p><i>Public participation.</i> Emphasizing the importance of public involvement in planning and management decisions through:</p> <ul style="list-style-type: none"> - regular public consultations; - representation in decision-making bodies. <p><i>Planning and management.</i> Emphasizing the need for careful planning and management of the development of settlements and territories, including:</p> <ul style="list-style-type: none"> - needs assessment; - prioritization of accessibility; - monitoring and evaluation. | involving all stakeholders in the process of managing the development of settlements and territories, which helps ensure the participation of all population groups in determining priorities and creating a sustainable and inclusive environment for all residents |
| Objective 11.3. Ensure the preservation of cultural and natural heritage with the involvement of the private sector | <p><i>Involvement of the private sector.</i> In order to preserve cultural and natural heritage, the National Strategy emphasizes the involvement of the private sector through:</p> <ul style="list-style-type: none"> - partnerships between the state and private sector entities; - encouraging the private sector to participate in ensuring the preservation of cultural and natural heritage. <p><i>Preservation of cultural and natural heritage.</i> Emphasis on the importance of preserving cultural and natural heritage through the following measures:</p> <ul style="list-style-type: none"> - protection policies; - educational programs; - sustainable practices aimed at conserving resources, in order to reduce negative impacts on the environment and ensure sustainable development | inclusion of the private sector in the process of preserving cultural and natural heritage, which involves the joint participation of the public, government agencies and private companies in the development and implementation of heritage protection strategies. An inclusive approach allows for wider participation in decision-making and the consideration of diverse views and interests for the preservation of valuable aspects of cultural and natural heritage |
| Objective 11.4. Ensure timely notification of the population about emergencies using innovative technologies | <p><i>Use of innovative technologies.</i> Support the use of innovative technologies to improve the communication of emergency information, including:</p> <ul style="list-style-type: none"> - digital platforms; - notification systems (SMS notifications, emergency voice systems or smartphone notifications). <p><i>Ensuring timely notifications.</i> Emphasis on the need for timely notifications of hazards through:</p> <ul style="list-style-type: none"> - emergency response protocols ("how?", "when?" and "in which cases?" should notifications be sent); - training and advanced training of those responsible for sending notifications; - regular testing of notification systems. | taking into account the needs of different population groups when developing and implementing emergency notification systems, which includes the use of various innovative technologies that provide access to information for people with different needs and capabilities. An inclusive approach ensures that emergency information is accessible and understandable to all population groups, including people with disabilities, the elderly and other vulnerable groups |

Continuation of the table 4.3

| 1 | 2 | 3 |
|---|--|---|
| <p>Objective 11.5. Reduce the negative impact of pollutants, including on the urban environment, through the use of innovative technologies</p> | <p>The national strategy emphasizes the need to increase investment in environmentally friendly technologies (sustainable mobility), which will help reduce the negative impact of pollutants, increase the availability of environmentally friendly transport, and stimulate economic development through the creation of new jobs and the promotion of innovation.</p> | <p>taking into account the needs and interests of all segments of the population, in particular vulnerable groups, when implementing innovative technologies to reduce the negative impact of pollution on the urban environment, which means developing and implementing environmentally friendly initiatives that not only reduce pollution, but also provide access to a clean and healthy environment for all urban residents, regardless of their capabilities and needs</p> |
| <p>Objective 11.6. Ensure the development and implementation of local development strategies aimed at economic growth, job creation, the development of tourism, recreation, local culture and the production of local products</p> | <p><i>Local development strategies.</i> Encourage the development and implementation of local development strategies through:</p> <ul style="list-style-type: none"> - capacity building (development of educational programs and provision of resources for local management structures, as well as stakeholders, which would contribute to a professional approach to the development and implementation of effective local development strategies); - participatory planning. <p>Economic growth and job creation. Promote economic growth and job creation through:</p> <ul style="list-style-type: none"> - investment in infrastructure; - support for SMEs. <p>Development of tourism, recreation, local culture and local products. Support the development of tourism, recreation, local culture and local products through:</p> <ul style="list-style-type: none"> - promotion of cultural and natural heritage (including ensuring access to cultural heritage sites for people with disabilities and groups with reduced mobility) and ensuring the preservation of monuments; - support for local producers; - development of recreational spaces and cultural centers | <p>involving all citizens and stakeholders in the process of developing and implementing local development strategies, which means taking into account the needs and opinions of different population groups, in particular vulnerable ones, when planning economic growth, jobs, tourism, cultural and productive activities. An inclusive approach contributes to ensuring equal opportunities for all residents of the region and ensures their active participation in defining and implementing development strategies</p> |

* According to [285] / Compiled by the author based on [286]

It should be noted that the term "barrier-free" in the National Strategy for Creating a Barrier-Free Space [285] is used in the following meaning: "barrier-free is a general approach to the formation and implementation of state policy to ensure unhindered access of all population groups to various spheres of life".

Therefore, the "National Strategy for Creating a Barrier-Free Space in Ukraine for the Period up to 2030" is a key tool in achieving Sustainable Development Goal (SDG) 11, "Sustainable Development of Cities and Communities," which aims to make cities and settlements inclusive, safe, resilient, and sustainable.

It is worth noting the expediency of considering the "National Strategy for Creating a Barrier-Free Space in Ukraine for the Period Until 2030" in the context of ensuring the achievement of Strategic Goal 4. "Ensuring public health, well-being and quality education in safe and viable settlements", defined in the "Strategy for Sustainable Development of Ukraine until 2030" [287], which directly intersects with the concept of inclusive development of cities and settlements. Let us note the leading indicators for ensuring the Strategic Goal:

1. Ensuring accessible and quality public health services through:

- accessibility (by protecting barrier-free spaces, the National Strategy ensures that all citizens, including persons with disabilities and groups with reduced mobility, have access to health facilities and services);
- emergency preparedness (timely notification of emergencies using innovative technologies can help reduce health risks associated with such situations);

2. Well-being and quality education.

Increasing well-being and providing quality education through:

- ensuring accessibility and inclusion by promoting the general well-being of citizens (access to quality education, health care, adequate nutrition and safe housing, creating policies and programs that promote economic stability, job creation), allowing them to participate in social activities fully.;

- ensuring accessibility of educational institutions and learning opportunities for all (not only physical access to educational institutions, but also access to appropriate educational resources and materials for all), thus contributing to quality education.

²⁸⁷ Стратегія сталого розвитку України до 2030 року. URL: <https://www.undp.org/uk/ukraine/publications/%D1%81%D1%82%D1%80%D0%B0>

3. Safe and viable settlements.

Promoting the development of safe and viable settlements by ensuring:

- safety (promoting barrier-free design to ensure the creation of safe and inclusive cities and settlements for all citizens, including people with reduced mobility).

- liveability (promoting resilience and sustainability of urban planning to create viable settlements that can effectively adapt to challenges and change without negative consequences of changes/damage to infrastructure, the economy, or the quality of life of residents).

Although specific details and implementation programs may vary, the key elements of the National Strategy include improving infrastructure, access to services, participation in public life, and raising awareness, which requires efforts at all levels - from local authorities to the national government, from the private sector to civil society organizations. It is also a series of initiatives and policy decisions aimed at ensuring accessibility and participation for all people, regardless of their physical abilities, age, gender or social status, and is an important step towards creating an inclusive society in Ukraine to ensure that every person has the opportunity to fully participate in public life, access services and resources and feel part of society.

According to the research conducted on the “National Strategy for Creating a Barrier-Free Space in Ukraine for the Period up to 2030” in the context of inclusion, it is worth noting that urban mobility was identified as a crucial element in implementing the strategy.

Urban mobility is not just an element, but a critical factor that can significantly influence the implementation of an inclusive strategy. The importance of efficient, accessible, and sustainable urban transport systems in the modern urban environment cannot be overestimated, especially in the context of the National Strategy aimed at improving accessibility.

The study highlights the need for further study of this topic and the development of a comprehensive set of measures for its implementation. Thus, within the framework of the “National Strategy for Creating a Barrier-Free Space in Ukraine for the Period up to 2030”, sustainable urban mobility plays a key role in creating an inclusive city. This requires focusing on additional research and implementing several initiatives aimed at improving urban mobility in Ukraine, which may include developing new policies, introducing new technologies, conducting awareness-raising campaigns, and initiating partnerships with key stakeholders.

In the modern world, the process of urbanization and sustainable urban mobility are becoming key factors that determine the shape and functioning of our cities. Urbanization is the process by which more people move from rural to urban areas, leading to an increase in demand for efficient transportation systems. On the other hand, “sustainable mobility is the provision of services and infrastructure for the movement of people and goods”; it is a process that contributes to the economic and social progress of current and future generations, ensuring safety, physical and economic accessibility, efficiency, and resilience to change. With an emphasis on minimizing carbon and other emissions, as well as reducing negative environmental impacts [271].

Inclusive urbanization and sustainable urban mobility

These concepts are closely interconnected and play an important role in shaping the inclusive city of the future. Let us examine how these two processes interact and influence one another.

1. The impact of urbanization on urban mobility. The growth of cities requires more reliable methods of movement and efficient transport systems, which include the development of public transport, the promotion of cycling and walking, as well as the implementation of intelligent transport systems. For example, engineers, often working on the development of transport systems, do not pay sufficient attention to the needs of pedestrians regarding the possibility of their comfortable and safe movement, thus reducing the overall "attractiveness" of walking. In the context of war and the restoration of damaged areas, the need to take into account the needs of all infrastructure users is constantly growing, especially given the increasing number of veterans and civilians with injuries and wounds in urban and rural areas. Pedestrian infrastructure plays a crucial role in the mobility of people with disabilities, enabling them to access shops, healthcare facilities, and public transportation, and is an integral part of the concept of an inclusive city. The lack of proper pedestrian infrastructure can lock thousands of veterans and civilians in their homes, depriving them of the opportunity to adapt and live a whole life [271].

2. Impact of urban mobility on urbanization. Efficient transport systems contribute to the development of urban areas by enhancing access to jobs, education, and other essential services and amenities, leading to increased employment and economic growth, which in turn improves the quality of life for residents and promotes their social and cultural integration, ultimately fostering urban development.

3. Sustainable urban mobility as a solution to the problems of inclusive urbanization. The use of sustainable transport contributes to the reduction of problems associated with urbanization, such as air pollution (use of sustainable transport such as electric vehicles, bicycles, which reduce carbon emissions), noise, congestion (reducing congestion through the development of alternative forms of transport), reduced quality of life (reducing pollution, noise and stress associated with congestion can improve citizens' health) and exclusion (enhancing accessibility and mobility can help ensure equal opportunities for all citizens, regardless of their physical capabilities, age or social status). It is important to involve the public in the decision-making process to ensure that urban mobility strategies meet the needs of citizens (for example, proposals for the creation of bicycle lanes, pedestrian zones, and other means to support non-motorized transport).

Sustainable urban mobility is therefore a powerful tool for addressing the challenges of inclusive urbanization, contributing to the creation of healthy, equitable, and resilient cities.

Sustainable urban mobility is a concept that involves creating and maintaining a transport system that balances economic progress, social justice, comfort, and environmental protection, thereby addressing the specific problems associated with inclusive urbanization.

Inclusive urbanization involves the process of creating an inclusive city "that, without prejudice to economic status, gender, race, ethnicity or religion, provides equal access to social, economic and political opportunities for a wide range of urban residents. It is also a place where city residents have the opportunity to participate in the growth and prosperity of the city, avoiding marginalization in terms of access to basic city services, social participation, and participation in political life" [288]. However, the process of becoming an inclusive city is often accompanied by a number of the following problems.

²⁸⁸ Elias P. Inclusive City, Perspectives, Challenges, and Pathways. In: Leal Filho, W., Marisa Azul, A., Brandli, L., Gökçin Özuyar, P., Wall, T. (eds) Sustainable Cities and Communities. Encyclopedia of the UN Sustainable Development Goals. Springer, Cham. 2020. URL: https://doi.org/10.1007/978-3-319-95717-3_32

Table 4.4

Challenges of inclusive urbanization and their solutions through sustainable urban mobility

| Problem | Possible solutions |
|--|--|
| Overpopulation and overloading of transport systems/inaccessibility of transport | Creating efficient and accessible transport systems ensures access to essential city services and opportunities for all citizens, helping to reduce congestion |
| Deterioration of environmental quality | Prioritizing public transport, bicycles, pedestrians and other environmentally friendly modes of transport reduces emissions and improves environmental quality |
| Uneven distribution of resources | An efficient transport system ensures an even distribution of resources, ensuring access to services and opportunities for all areas of the city |
| Energy inefficiency | The use of energy-efficient technologies can reduce energy consumption and, accordingly, reduce emissions of harmful substances |
| Inadequate infrastructure for real needs | Sustainable urban mobility contributes to the improvement and optimization of existing transport infrastructure, which, in turn, will improve accessibility and comfort of movement for all citizens |
| Social inequality | Sustainable mobility development can provide more accessible and inclusive transport, contributing to social justice by ensuring equal access to transport for all groups in society through improved public transport, development of infrastructure for pedestrians and cyclists, use of technologies such as car sharing (car rental) or mobile applications for renting transport |
| | Sustainable urban mobility has the potential to reduce the risks of road accidents through the introduction of safe technologies and to increase the culture of road safety through the introduction of safe technologies such as autonomous vehicles, driver assistants, collision avoidance systems and intelligent traffic management systems; education of drivers, pedestrians and cyclists on the culture of road safety, development and compliance with traffic rules, promotion of responsible behavior on the road |

Determined by the author based on [271]

Sustainable urban mobility plays a critical role in urbanization, making cities more accessible, equitable, sustainable, and safe for all residents. It is a key element in creating an inclusive city. For example, access to reliable transport is a fundamental element of residents' mobility. It provides access to work, education, healthcare, and other key resources. The development of walking and cycling infrastructure will significantly enhance residents' mobility, particularly in densely populated areas, which also contributes to sustainable development by reducing dependence on cars and minimizing harmful environmental impacts. The integration of different modes of transport will provide flexibility and choice for residents, combining buses, trams, metro, bicycles, and other forms of transportation into a coherent, interconnected

network. Mobile applications and other digital technologies provide important information on timetables, routes, and other aspects of urban transport, making mobility easier for all citizens, especially those with disabilities.

Thus, sustainable urban mobility not only improves accessibility and quality of life for residents but also plays a crucial role in creating equal conditions for all citizens, regardless of their physical abilities, age, or socio-economic status. It is crucial to address the challenges associated with inclusive urbanization and create cities that are accessible, fair, sustainable, and safe for all. Public administration, in turn, plays a central role in supporting sustainable urban mobility and inclusive urbanization, as it is responsible for formulating and implementing policies that promote the development of these areas, regulating and monitoring them, and providing resources for the implementation of such initiatives.

4.3. Public management toolkit for ensuring inclusive and sustainable urban development

Given the relevance of implementing the concept of an “Inclusive City” in modern conditions, as well as ensuring accessibility, comfort, equality and avoiding discrimination for all city residents, there is a need to review public management approaches to the formation and implementation of public policy for the development of inclusive cities, which in turn necessitates the search for appropriate mechanisms and tools aimed at promoting equality and accessibility in cities.

One of the key mechanisms is the development of a comprehensive policy that prioritizes inclusion at all levels. This involves close cooperation between government agencies, civil society organizations, and stakeholders to identify the specific needs and problems faced by various marginalized groups in the city. Understanding the unique circumstances of each specific case, policymakers can adapt strategies to eliminate obstacles such as limited access to education, disparities in healthcare, non-inclusive public transport options, or discriminatory practices.

Another important aspect is promoting social cohesion through community participation initiatives. Building strong relationships between diverse communities fosters a sense of belonging, promoting mutual respect and understanding among residents.

Infrastructure plays a crucial role in creating an inclusive urban environment. Implementing universal design principles ensures that buildings are accessible to people with disabilities or mobility issues. Improving sidewalks and public spaces ensures safe travel for all, and enhancing public transportation systems promotes equal access to employment opportunities throughout the city, which in turn contributes to reducing poverty among the population.

It is worth noting that the system of socio-economic indicators enables an objective assessment of the improvement in living conditions within a territorial community. On the other hand, subjective assessment is based on the personal feeling of comfort of each member in the community [289].

It is essential to consider both objective and subjective factors when developing an inclusive city strategy. Objective assessment factors involve quantitative statistical data that can measure progress in areas such as education, employment opportunities, access to healthcare, and infrastructure development. These indicators help identify gaps and areas that require targeted intervention.

However, it is equally important to consider the subjective experiences and perceptions of individuals in the community. This includes factors such as feelings of safety, comfort, belonging, and overall satisfaction with the quality of life. Subjective assessment factors capture nuances that cannot be captured by numerical data alone.

By combining both objective and subjective assessment factors in developing an inclusive city strategy, public decision-makers can ensure a complete understanding of the needs and aspirations of all community members. This holistic approach enables systemic problems to be addressed, while also fostering a sense of well-being and inclusion among residents.

In addition, gathering information from a variety of stakeholders through consultations, surveys, or focus groups can provide valuable insights into identifying specific areas for improvement or potential barriers faced by marginalized groups in society. By actively involving diverse

²⁸⁹ Кейс-стадії Розробка стратегій розвитку міст в Україні: інструкція та огляд практик. URL: https://decentralization.gov.ua/uploads/library/file/530/PLEDDG_strategic_planning.pdf

voices in urban planning decision-making processes or resource allocation initiatives, cities can empower communities to shape policies that truly reflect their needs.

Although urban planning in Ukraine is not a new phenomenon, until 1998 it was primarily short-term and focused on a limited area. Since 1998, with international technical assistance (Canada, the United States, EU countries, UNDP, and the Council of Europe), projects have been implemented in Ukraine to promote strategic urban planning. This has increased community interest and participation in the planning process and has encouraged the search for resources to enhance shared well-being. Strategic planning of regional development in Ukraine has become particularly relevant in the context of decentralization of power and public administration reforms. These changes facilitate the transfer of powers and financial resources for the development of territories from the central to the local level, which necessitates the improvement of strategic planning methodologies and tools, both at the national and local levels [289]. According to the World Bank's strategy for creating and developing Inclusive Cities [290], innovative and multifaceted measures need to be developed to create inclusive cities (Table 4.5).

Table 4.5

Directions of the strategy for creating and developing Inclusive Cities [290]

| Direction | Characteristic |
|---|---|
| <i>1</i> | <i>2</i> |
| Adopting multi-sectoral solutions to a multi-dimensional problem | Integrates spatial, social and economic strategies. This includes access to land, infrastructure and housing, social inclusion of marginalized groups, socially-oriented development, crime prevention, job creation, educational and economic opportunities for the poor and access to finance such as credit. |
| Need to combine "preventive" approaches to forecast future growth with "curative" solutions | For example, upgrading existing housing stock |
| Clear consistency, prioritization and increased investment | Despite the recommended multi-faceted integrated approach to creating an inclusive environment, consistent interventions and scaling are also needed according to context and priorities |
| Using the potential of communities as a catalyst for inclusion | Local communities are ideally placed to plan and set priorities according to their needs. Given the success of community-based approaches, community participation in planning, intervention and support for urban development is considered a key success factor |

²⁹⁰ Інклюзивні міста. URL: <https://www.worldbank.org/en/topic/inclusive-cities#2>

Continuation of the table 4.5

| 1 | 2 |
|--------------------------------|---|
| Strengthening local capacities | Building inclusive cities depends on the effectiveness of local authorities, supported by higher levels of government and international organizations. It is necessary to provide local authorities with political support, delegated powers, necessary tools and sufficient resources to implement inclusion in cities |
| Development of partnerships | The World Bank promotes the interaction of experts from different sectors. For example, interaction with the International Finance Corporation (The International Finance Corporation) and the private sector complements government initiatives. Partnerships with organizations that work with local communities allow us to better understand the needs of these communities and ensure that cooperation will be effective and productive, taking into account the specifics of a particular request |

Taking into account the World Bank recommendations on the formation of a strategy for the creation and development of Inclusive Cities, it is advisable to form a list of measures that will contribute to the implementation of these recommendations and will become the basis for the formation and implementation of public policy on the development of inclusive cities (Table 4.6).

Thus, by implementing these recommendations, public management and administration entities, in general, and local authorities, in particular, will be able to support the development of inclusive cities in Ukraine more effectively.

Creating inclusive cities is a challenge in the modern world, especially for developing countries, and requires the development of innovative and multifaceted measures. This includes not only the physical reconstruction of the urban environment, but also the development of new strategies and approaches to city management that emphasize the importance of including all population groups in social life.

Modern cities face numerous challenges, including inequality, segregation, and the exclusion of specific population groups. To address these challenges, new approaches are needed that focus on creating more inclusive, accessible, and sustainable communities. One way to achieve this is to use data and evidence-based methods in planning and implementing urban development strategies. For example, the World Bank provides guidance and resources that help local governments and stakeholders better understand the factors influencing inclusion in their communities and develop effective interventions to address them.

Table 4.6

A comprehensive mechanism for public management of sustainable development of an inclusive city

| <p>1. Adopting multi-sectoral solutions to a multi-dimensional problem <i>designing such an event for the development of inclusive cities in Ukraine will require taking into account specific local conditions and challenges</i></p> | | | | | | | | |
|--|--|---|--|--|--|--|--|--|
| <p>Options: <i>should be adapted to the specific conditions of each settlement in Ukraine, taking into account their unique challenges and opportunities</i></p> | | | | | | | | |
| 1. Spatial strategies | 2. Social integration | 3. Economic strategies | 4. Crime Prevention | 5. Collaboration with local organizations | | | | |
| development of spatial plans that provide for inclusion, taking into account the needs of marginalized groups such as the creation of affordable housing and infrastructure | implementation of programs aimed at involving marginalized groups in public life, in particular through education and ensuring equal opportunities | to create jobs and provide economic opportunities for the poor, including access to credit to support small and medium-sized businesses | implementing a program of preventive measures to reduce crime and improve community safety | establish partnerships with local organizations to provide support and additional resources needed to implement inclusive initiatives. | | | | |
| <p>2. The need to combine “preventive” approaches to forecast future growth with “curative” solutions</p> | | | | | | | | |
| <p>Options: <i>should be integrated into an overall urban development strategy that includes the participation of local communities, the private sector and government organizations</i></p> | | | | | | | | |
| 1. Preventive approaches: | 2. Treatment solutions: | | | | | | | |
| Developing urban planning that anticipates the needs of different population groups. This includes forecasting the needs for housing, infrastructure, jobs and social services, according to current and future needs | assessing the condition of existing housing stock and infrastructure with the aim of modernizing them, which includes repairing and reconstructing old buildings, improving utilitarian (practical) infrastructure, and creating more efficient transportation systems | | | | | | | |
| <p>3. Clear consistency, prioritization and increased investment</p> | | | | | | | | |
| <p>Implementation stages: <i>should be taken into account in the planning and implementation of any strategy aimed at developing inclusive cities in Ukraine</i></p> | | | | | | | | |
| 1. Prioritization: | 2. Planning sequential interventions: | 3. Resource mobilization: | 4. Scaling: | | | | | |
| identifying the city's key needs and challenges that require urgent solutions, such as access to housing, education, health, and jobs | Developing an action plan that outlines interventions that take into account the priorities and specificities of the city | increasing investment levels by attracting additional resources from government, the private sector and international donors | The need to scale interventions based on their effectiveness and the changing context | | | | | |

Continuation of the table 4.6

| 4. Harnessing the potential of communities as a catalyst for inclusion | | |
|--|--|---|
| Stages: <i>planning and organizing the use of the potential of communities as a catalyst for inclusion in Ukraine</i> | | |
| 1. Community organization: | | |
| Local communities should be oriented towards planning and prioritizing according to their needs. This can be achieved through regular discussions where each community member has the opportunity to express their views and needs | After identifying the community's needs, the next step is to develop an action plan. This plan should include specific steps that the community needs to take to achieve its goals. | the community should be able to intervene in urban development processes and receive the necessary support from local authorities |
| 5. Strengthening local capacities | | |
| Options: | | |
| 1. Political support: | 2. Delegation of authority: | 3. Providing tools and resources: |
| One of the first steps is to secure political support for local authorities, which includes support from central government and international organizations. | To create and effectively manage inclusive cities, local authorities need to have sufficient authority: the right to make decisions and implement policies that meet the needs of local residents. | Local authorities should have access to the necessary tools and resources to implement inclusion in cities, including financial resources, technology, education, etc. |
| 6. Development of partnerships | | |
| Options: | | |
| 1. Multifaceted approach | 2. Cooperation with International Financial Institutions and the Private Sector | 3. Partnership with organizations working with local communities |
| collaboration of multiple internal and external partners, including government, private sector, non-profit organizations, research institutions, and the public | Cooperation with the International Finance Corporation and the private sector can complement government initiatives, including joint projects, investments or training programs | Collaboration with entities that actively cooperate with local communities will allow to identify the needs of citizens and areas for community initiatives, which includes interaction with non-profit organizations, educational institutions, religious groups, etc. |

With the help of these tools and resources, it is possible to develop mechanisms that take into account various aspects of city life, from physical infrastructure to social services. This, in turn, will help create more inclusive cities that meet the needs of all their residents.

Thus, creating an inclusive city of the future requires us not only to utilize new technologies and innovations, but also to apply a deep, scientifically based understanding of the community's needs and the dynamics of urban life.

Public management of sustainable development in an inclusive city is multi-level and multi-dimensional, requiring special justification. Given the above-defined approaches to developing inclusion in Ukraine and the world, it is necessary to develop and implement appropriate strategies at the central state level or within meaningful segments of sectoral strategies (Table 4.7).

Table 4.7

Formalization of state policy directions for the development of inclusive cities at the central level

| Development of inclusive cities in Ukraine due to the following reasons: | | | | |
|---|-------------------------------|---|-----------------------------|--|
| <i>population diversity</i> | <i>social justice</i> | <i>legislative requirements</i> | <i>economic benefits</i> | <i>consequences of war</i> |
| DIRECTIONS OF STATE POLICY FOR THE DEVELOPMENT OF INCLUSIVE CITIES | | | | |
| <i>Inclusive City – Inclusive Society:</i> | | | | |
| <i>1. Inclusive economy</i> | <i>2. Inclusive education</i> | <i>3. Inclusive urbanisation</i> | <i>4. Inclusive housing</i> | <i>5. Inclusive investment</i> |
| <i>6. Inclusive infrastructure</i> | | <i>7. Inclusive decision-making</i> | | |
| Formalization through regulatory documents that require making changes | | | | |
| National Economic Strategy for the Period Until 2030 | | Strategies for the development of higher education in Ukraine for 2022-2032 | | Urbanization Strategies of Ukraine for 2024-2034 |
| State Strategy for Regional Development for 2021-2027 | | Strategies for the reform of public administration in Ukraine for 2022-2025 | | Strategies for Sustainable Development of Ukraine until 2030 |

These steps should be associated with the addition of: “National Economic Strategy for the Period Until 2030” [291], “Strategy for the Development of Higher Education in Ukraine for 2022-2032” [292], “State Strategy for Regional Development for 2021-2027” [293], “Strategy for the Reform of Public Administration of Ukraine for 2022-2025” [294], as well as the development of the “Urbanization Strategy of Ukraine for 2024-2034” and the “Strategy for Sustainable Development of Ukraine until 2030”. Their

²⁹¹ Про затвердження Національної економічної стратегії на період до 2030 року: Постанова Кабінету Міністрів України від 3 березня 2021 року №179. URL: <https://zakon.rada.gov.ua/laws/show/179-2021-п#Text>

²⁹² Про схвалення Стратегії розвитку вищої освіти в Україні на 2022-2032 роки: Розпорядження Кабінету Міністрів України від 23 лютого 2022 року №286- р. URL: <https://zakon.rada.gov.ua/laws/show/286-2022-п#Text>

²⁹³ Про затвердження Державної стратегії регіонального розвитку на 2021-2027 роки: Постанова Кабінету Міністрів України від 5 серпня 2020 року №695. URL: <https://zakon.rada.gov.ua/laws/show/695-2020-п#Text>

²⁹⁴ Про схвалення Стратегії реформування державного управління України на 2022-2025 роки: Розпорядження Кабінету Міністрів України від 21 липня 2021 року №831-р. URL: <https://zakon.rada.gov.ua/laws/show/831-2021-п#Text>

implementation will enable achieving the highest efficiency and effectiveness in the public management of sustainable, inclusive cities in Ukraine.

To ensure the implementation of the proposed comprehensive mechanism of public management for the sustainable development of an inclusive city, it is necessary to strengthen the relevant legislation, in particular:

- amendments to state building standards relating to: a) barrier-free access to educational institutions, health care institutions and other institutions that implement administrative services and social policy; b) strengthening the requirements for the accessibility of institutions engaged in the trade of goods and the implementation of various types of services; c) strengthening the standards for the construction of new apartment buildings to ensure barrier-free access;

- amendments to state licensing requirements for higher and pre-higher education institutions that will relate to the implementation of educational programs for a variety of people with disabilities. When approving the Conditions of Admission, provide requirements for higher and pre-higher education institutions that relate to the list of educational programs, indicating the possibility of their implementation for people with special needs.

- provide state support for scientific research on the development of inclusive cities, as well as the possibility of joint funding from both state and city budgets and external sources, in particular international grants, funds from legal entities and individuals;

- provide grant support for cities that implement inclusive city strategies;

- provide state support for the implementation of cultural and educational events, in particular: the release of feature and documentary films, fiction and popular science literature, etc.;

- Implement a set of organizational measures related to supporting the development of inclusiveness in cities.

Thus, based on the research conducted, the components of a comprehensive mechanism for public management of sustainable development of inclusive cities are substantiated, which includes: first, the adoption of multi-sectoral solutions for a multidimensional problem; second, a set of preventive and curative measures to forecast future growth; third, tools for setting priorities and increasing the volume of investments; fourth, using the potential of communities as a catalyst for inclusion; fifth,

strengthening local capabilities; sixth, developing partnerships. The procedure for formalizing the directions of state policy for the development of inclusive cities at the central level and the directions for the development of modern strategies are proposed. A set of measures to improve public management of sustainable development of an inclusive city is determined.

Conclusions to Chapter 4

The fourth section develops the conceptual foundations of post-war urbanization in Ukraine, based on the principles of inclusiveness and sustainability. The essence of social inclusion is revealed as a process of ensuring equal opportunities for all citizens to participate in the life of society, regardless of their physical, social, or economic characteristics. At the same time, the phenomenon of social exclusion, which arises from poverty, discrimination, or insufficient access to resources, is analyzed, and its destructive impact on urban development is assessed. It is proven that overcoming social exclusion is a key condition for the formation of a harmonious and safe urban environment. An important result of the study was the analysis of modern urban development strategies, such as "Sustainable City", "Smart City", "Creative City", and "Elastic City". It was established that in the conditions of post-war reconstruction of Ukraine, the "Inclusive City" strategy should become a priority, which provides not only physical barrier-freeness, but also the creation of conditions for the full self-realization of all residents. It is substantiated that inclusive urbanization is closely related to sustainable urban mobility, which provides equal access to transport services and infrastructure, contributing to the reduction of social inequality.

Particular attention is paid to the public administration tools necessary to ensure inclusive and sustainable development. It is determined that the effective implementation of this policy requires an integrated approach, which includes the adoption of multi-sectoral decisions, the combination of preventive and curative measures in planning, clear prioritization of investments, and the active utilization of community potential. Specific mechanisms for improving state policy are proposed, particularly through the integration of inclusion principles into national strategies, the development of social innovations, and the strengthening of partnerships between authorities, businesses, and civil society. Such an approach will allow transforming Ukrainian cities into safe, comfortable, and viable spaces focused on human needs.

CHAPTER 5. PRACTICAL MECHANISMS FOR THE RENOVATION AND DEVELOPMENT OF URBANIZED TERRITORIES OF UKRAINE

5.1. Classification of urbanized territories of Ukraine by level of damage due to military actions

The issue of transforming the public administration system is particularly relevant in today's conditions, both for Ukraine and the world as a whole, which requires a new rethinking that takes into account modern challenges and threats associated, among other things, with the urbanization and globalization of the world. Although the issues of individual elements of the public administration system of urbanized territories have been raised among scientists, it should be noted that the dynamism and peculiarities of the impact of urbanization processes, which form new tasks and challenges for the public administration system in ensuring the economic development of urbanized territories, are of particular importance. The relevance of the study lies in the need to align the goals, objectives, and principles of public administration in urbanized territories with the requirements of martial law and post-war reconstruction.

"City management should be considered as a set of principles, methods, means, and forms that are developed and applied to increase the efficiency of the functioning of the city as a socio-economic system and to generate profit to ensure the self-sufficiency of its own development. In other words, it is a set of actions aimed at the effective organization, analysis, and forecasting of various types of human activity in urban areas with the rational use of human, material, and technical, natural resource potential, ensuring environmental protection and increasing the well-being of the population" [²⁹⁵].

To improve the system of public management for the economic development of urbanized areas, we consider it necessary to identify and characterize the goal. Table 5.1 illustrates the approaches scientists use to determine the goal of territorial management.

²⁹⁵ Стеценко Т. О., Тищенко О. П. Управління регіональною економікою : навч. посіб. ДВНЗ "Київ. нац. екон. ун-т ім. В. Гетьмана". К. : КНЕУ, 2009. 471 с.

Table 5.1
Approaches of scientists to determining the goal of public management of urbanized territories (city, region)

| Author, source | Approach | |
|---|--|----------|
| | 1 | 2 |
| The purpose of urban area management | | |
| Vakulenko V.M. [296] | to ensure rational management of all urban settlements in order to expand their opportunities for improving the living conditions of the population. | |
| Yaroshchuk V.I. [297] | to promote their development as centers of growth, with the aim of: increasing the well-being and quality of life of the population; ensuring sustainable rates of economic growth; strengthening the impact on ensuring Ukraine's competitive positions in the world. | |
| Karlova O. A. [298, c. 95] | to improve the quality of life of the urban community, which is implemented through maximum satisfaction of citizens' needs (personal and public consumption); the possibility of citizens carrying out economic activities (favorable business environment, jobs); high quality of the urban environment (ecology, landscaping, cultural environment, etc.) | |
| Marchenko O. V. [299] | to satisfy the needs of residents is considered the main goal of city management and includes a significant number of sub-goals, which have been grouped and combined into three areas, namely: satisfying material needs, satisfying the needs for life safety and health care, as well as satisfying cultural needs. | |
| Illarionov O. Yu. [300, c. 15] | ...creating a comfortable environment for living in the city, its functioning in the system of settlements of the state. | |
| Bezverkhnyuk T.M. [301] | The mission of state policy on the development of highly urbanized territories should be to promote their development as centers of growth, with the aim of: increasing the well-being and quality of life of the population; ensuring sustainable rates of economic growth; strengthening the impact on ensuring the competitive positions of Ukraine in the world. | |
| Prokhorova M.S. [302] | creating favorable living conditions for the population, necessary for the transition from crisis to a sustainable improvement in the quality of life that meets the requirements of the new millennium | |

²⁹⁶ Вакуленко В.М., Гринчук Н.М., Ярошук В.І. Зростаюче значення крупних міст та мегаполісів: Дилеми та досвід прийняття політичних рішень. Управління сучасним містом, 2009. № 1-12 (33-36). С.202-213.

²⁹⁷ Ярошук В. І. Формування державної політики розвитку високоурбанізованих територій. Державне управління: удосконалення та розвиток, 2012. № 4. URL: <http://www.dy.nauka.com.ua/?op=1&z=406>

²⁹⁸ Карлова О. А. Управління містом, орієнтоване на потреби майбутнього розвитку. Економіка та право, 2015. № 3(42). С. 94–99.

²⁹⁹ Марченко О. В. Соціально-економічний розвиток міста як об'єкт управлінської діяльності. Бізнес Інформ. 2014. №5. С. 80–85

³⁰⁰ Ілларіонов О. Ю., Склярук І. С. Державно-приватне партнерство у вугільній галузі України: господарсько-правовий аспект. Вісник ІЕПД НАН України, 2011. № 1. С.104–111.

³⁰¹ Безверхнюк Т.М. Ресурсне забезпечення регіонального управління: теоретико-методологічні засади : монографія. Одеса: ОРІДУ НАДУ, 2009. 318 с.

³⁰² Прохорова М.С. Пошук оптимальної моделі управління містом: вітчизняний та зарубіжний досвід. Ефективність державного управління в контексті європейської інтеграції: Матеріали наук.-практ. конф. за міжнар. участю. Львів: ЛРІДУ НАДУ, 2004. С. 67—71.

Continuation of the table 5.1

| <i>I</i> | <i>2</i> |
|---------------------------------|---|
| Mattingly M. [³⁰³] | achieving common goals, benefiting from the coordination of costs and human actions, focusing resources on high-priority goals, and organizing and initiating important tasks that remain unfulfilled due to competition, confusion, inertia, or neglect. Urban management can save and effectively use scarce resources, significantly expanding the resources available for the needs of urban life. In the case of urban management, the object is a city or village, and only indirectly is management connected with the institutions that are trying to manage. Urban management is not local government management. It is also not just about resource management or development, or public services, or urban growth, or any other partial city issues. |

The data presented in Table 5.1 indicate a divergence of opinions among scientists regarding the definition of the purpose of urbanized areas management. On the other hand, the above statements do not fully characterize the sphere of public management of urbanized areas, since they focus more on improving the quality and living conditions of the population, which limits the content and goals of public management. We believe that the purpose of public management in urbanized areas is to support the system of life support for the population through the formation and implementation of an effective state policy by public authorities, aimed at the economic, environmental, and social development of the urbanized area and the improvement of the population's well-being. The purpose of public management of the economic development of urbanized territories is to create and ensure appropriate conditions for the economic development of such territories by forming and implementing effective state policy that takes into account modern standards, requests and needs of society, aimed at protecting economic rights, freedoms of society and economic entities, and also aimed at continuous improvement and development of the economic system, sustainable functioning of urbanized territories and ensuring public consensus.

In accordance with the defined purpose of public management in the economic development of urbanized territories, and in the context of the need to transform the public management system in response to urbanization, it is necessary to identify specific tasks. The tasks of public management of urbanized territories, in general, and their economic development, in particular, include a set of measures aimed at achieving this goal. To identify the tasks of public management of urbanized territories, it is advisable to study the approaches of scientists. Table 5.2 illustrates the approaches scientists use to define the tasks of urbanized areas management.

³⁰³ Mattingly, M, 1994, "The Meaning of Urban Management", Cities, Vol 11, No 3, Oxford.

The approaches of scientists to defining the tasks of territory management presented below indicate that most scientists believe the main tasks are to support and develop the ecological, social, and economic components. However, the current state of development of urbanized areas necessitates the clarification and addition of tasks facing public authorities.

Table 5.2
Approaches of scientists to defining the tasks of public management of urbanized territories (city, region)

| Author, source | Urbanized area management tasks | |
|---------------------------------|---------------------------------|---|
| | Approach | 2 |
| <i>I</i> | | |
| Babaev V. M. [³⁰⁴] | | <ul style="list-style-type: none"> - minimizing anthropogenic impact on the environment by regulating emissions, transitioning to sustainable models of production and consumption, using alternative energy sources, etc.; - modernization and development of infrastructure to meet the needs of public transport, educational services, health care services, etc.; - providing affordable housing, which allows solving a number of negative consequences caused by the expansion of slums, the spread of infection, uncontrolled social processes, and the increase in crime due to the need to meet security needs; - building social infrastructure that provides a safe, accessible, environmentally friendly and high-quality public space that is conducive to the development of social communication and interaction, as well as contributing to social cohesion and in identifying and meeting the needs of vulnerable segments of the population; - developing state-business-society interaction in order to combine efforts and resources to improve urban space, meet needs, and overcome the consequences of urbanization; - development of participation in order to ensure the participation of citizens in making important public management decisions, involvement in the process of forming and implementing public policy and focusing on the real needs of community residents; - overcoming poverty, economic and social inequality in order to minimize other cascading effects of urbanization, for example, reducing the crime rate, expanding access to housing and other property values, expanding opportunities for savings, realizing one's goals, etc. |

³⁰⁴ Бабаєв В. М. Практика муніципального управління: навч. посіб. Харків: ХДАМГ, 2002.

Continuation of the table 5.2

| 1 | 2 |
|---|---|
| Yaroschuk V.I. [³⁰⁵] | <ul style="list-style-type: none"> - ensuring increased competitiveness of territories and Ukraine as a whole; - development of human capital, increased spatial and qualification mobility of the population; - improvement of the environmental situation; - formation of modules of the National Innovation System and clusters in highly urbanized territories; - improvement of the quality of public administration, primarily at the local level, increasing the efficiency of the use of budgetary resources |
| Chuvikina N. [³⁰⁶] | <ul style="list-style-type: none"> - increasing the level of efficiency of management entities based on the organizational and economically rational distribution of their functions, modernization of the city management system and its adaptation to the conditions of the urban economic environment |
| Kuybida V. [³⁰⁷] | <ul style="list-style-type: none"> - creating conditions for residents to participate in resolving issues of local importance within the framework of the Constitution and laws of Ukraine; - meeting the social, cultural, household and other needs of residents by assisting in providing them with appropriate services; - participating in the implementation of programs for the socio-economic and cultural development of the relevant territory, other local programs |
| Bobrovska O. Yu., Krushelnytska T. A., Latynin M. A. [³⁰⁸] | accumulation of resources of development potential, formation and reproduction of resource potential of the territories of the region (simple and expanded), transformation of resources into a new quality, acquisition of new opportunities, rational consumption of resources, creation of new sources and types of resources, systematic organization and management of development processes |
| Tkachuk L. M., Kalugaryanu T. K. [³⁰⁹] | creation and strengthening of a single economic space and provision of economic, social, legal and organizational foundations of statehood; relative equalization of conditions of socio-economic development; effective use of the potential of regions; comprehensive environmental protection |
| Chukhno I. A. [³¹⁰] | <ul style="list-style-type: none"> - finding a compromise on the issues of economic freedom of regions; - implementing the principle of expanding interregional economic interaction; - introducing mechanisms to overcome the asymmetry of regional development and support depressed territories; - stimulating innovative and investment development based on the effective use of the potential of regions; - strengthening the material base of territorial communities by transitioning to the relationship of the state budget directly with the budgets of local governments; - activating the development of cross-border cooperation in the economic sphere |

³⁰⁵ Ярошук В. І. Формування державної політики розвитку високоурбанізованих територій. Державне управління: уdosконалення та розвиток, 2012. № 4. URL: <http://www.dy.nayka.com.ua/?op=1&z=406>.

³⁰⁶ Чувікіна Н. Організаційний підхід у міському управлінні. Схід. 2014, № 1. С. 108-113

³⁰⁷ Куйбіда В. Муніципальне управління. Аспект інформатизації. К.: Знання, 2004. 360 с.

³⁰⁸ Потенціал розвитку територій: методологічні засади формування і нарощення : монографія. О. Ю. Бобровська, Т. А. Крушельницька, М. А. Латинін [та ін.]; за заг. ред. д. держ. упр., проф. О. Ю. Бобровської. – Дніпро : ДРІДУ НАДУ, 2017. 362 с

³⁰⁹ Ткачук Л. М., Калугаряну Т. К. Організаційно-правові аспекти державного управління регіональним розвитком. Ефективна економіка № 12, 2012. URL: <http://www.economy.nayka.com.ua/?op=1&z=1664>.

³¹⁰ Чухно І. А. Основні напрями державного управління регіональним розвитком на засадах сталості. Інвестиції: практика та досвід : журнал, 2015. № 6. С. 136-140. URL: http://nbuv.gov.ua/UJRN/ipd_2015_6_30.

We agree with the approaches of Tkachuk L. M., Kalugarianu T. K., and Chukhno I. A. regarding the development of urbanized territories. We believe that the main tasks in the field of public administration of urbanized territories should be:

- promoting effective planning, land resources management, construction, and development of infrastructure of urbanized territories;
- ensuring the consistency of the interests of the state and urbanized territories;
- increasing environmental sustainability and promoting the ecological development of urbanized territories;
- effective use of available resources and potential of urbanized territories;
- effective management of migration processes;
- promoting the comprehensive socio-economic development of urbanized territories;
- reducing disparities between urbanized territories;
- ensuring the security of urbanized territories.

In the context of economic development, we believe that the main tasks in the field of public administration of urbanized territories, in conditions of martial law and post-war reconstruction, should be:

1. The task of reducing economic disparities between urbanized territories is achieved by creating conditions for the development of sectors of the economy and the formation of centers of economic growth in urbanized territories, taking into account the competitive advantages of each of them.
2. The task of increasing the efficiency of the use of available resources and the potential of urbanized territories.
3. The task of ensuring effective planning, management of land resources, the construction sector, as well as ensuring the development of the infrastructure of urbanized territories in accordance with standards, public requests, and needs.
4. The task of increasing economic sustainability and ensuring the security of urbanized territories.
5. The task of increasing the efficiency of management of migration processes, based on constant monitoring of the state and prospects for their development.

The specified tasks of public management for the economic development of urbanized territories are implemented through the execution of specific actions, the application of methods and tools, which collectively constitute the process of forming and implementing public policy to achieve the outlined goal.

The process of achieving the goal and implementing the tasks of public management of urbanized territories is divided into appropriate stages. The main stages include:

- collection of information on the state of development of the urbanized territory;
- analysis of information on the state of development of the urbanized territory;
- development of a public management decision, which involves planning and forecasting the development of urbanized territories;
- implementation of a public management decision;
- control over the implementation of a public management decision and analysis of its consequences for urbanized territories.

Effective management of urbanized areas, taking into account the relevant goals and objectives, is possible only if the principles of its implementation are observed and inextricably linked to them. That is why we consider it necessary to analyze the approaches of scientists to identifying the principles of public management of urbanized areas.

Lesechko M. D. and Blashchuk L. V. note that "the formation of the management mechanism must be carried out on scientifically sound principles that are applied to systems of this type. The main principles:

- 1) the principle of purposefulness;
- 2) the principle of continuity and reliability;
- 3) the principle of planning;
- 4) the principle of dynamism;
- 5) The principle of consistency with the laws of management.

As a result of applying the generalization method, the following principles of forming the concept of city management were identified: the rule of law and the rule of law; maintaining a balance of economic interests of the individual, family, society, the responsibility of the individual, family, society, and the state in the field of urbanization; "timeliness and adequacy of measures related to the averting of threats and the protection of national economic interests; priority of contractual (peaceful) measures in resolving both internal and external conflicts of an economic nature; integration of national economic security with international economic security; priority of human rights; clear demarcation of state authorities; adequacy of measures to protect national interests against real and potential threats" [³¹¹].

³¹¹ Лесечко М.Д., Блашчук Л.В. Механізм управління великими містами в Україні. Інвестиції: практика та досвід, 2011. № 22. С. 121-125. URL: http://nbuv.gov.ua/UJRN/ipd_2011_22_33.

Lukin S.Yu. identifies the following principles of management: openness and transparency, objectivity, democracy in city management, comfort, environmental friendliness, safety, education development, technological advancement, economic efficiency, mobility, and cultural studies [³¹²].

Astashenko K.O. highlights similar principles and notes that "the essence of the principles, territorial development, is:

- legality – compliance of regulatory legal acts adopted by local bodies of state executive power and local self-government bodies with the norms of current legislation;

- unity of interests – taking into account, when implementing management activities in each territory, national, local, and departmental interests, public opinion, proposals submitted in accordance with the established procedure by business entities and their associations;

- subsidiarity – implementation of management functions at a level as close as possible to citizens – direct recipients of administrative services;

- corporatism – perception of the territory as a holistic entity, the effectiveness of the functioning of which is determined by synergy based on the consolidation of efforts and the pooling of resources of participants in local development to achieve a common goal;

- transparency – openness of actions of local authorities and management at all stages of making and implementing management decisions for citizens, business entities, and their associations, constant informing of the public about the implementation of management activities;

- adequacy – compliance of management methods and mechanisms with the needs of the territorial community in solving issues of local importance, as well as the tasks of territorial management bodies with the resources they have for their implementation;

- responsibility – readiness of management bodies and officials to perform functions and tasks, find ways to solve emerging problems, and assume responsibility for decisions made;

- innovation – creation of innovative management potential: use of the latest management and information technologies, stimulation of initiatives, experiments, pilot projects aimed at achieving the best results" [³¹³].

³¹² Лукін С.Ю. Публічний простір: структура та складові, їх ознаки та принципи. Теорія та практика державного управління: зб. наук. пр. Х. : Вид- во ХарПІ НАДУ «Марістр», 2020. Вип. 1(68). С.33-42.

³¹³ Асташенко К. О. Управління сучасним містом: принципи та механізми. Харківський національний університет міського господарства імені О. М. Бекетова, Україна. С. 139.

Prokhorova M.S. defines the principle of "focused" development, the principle of "preference for reforms", synchronization of actions ("principle of synergy"), subsidiarity, coordination, unity, partnership, openness, responsibility [³¹⁴].

Lazor O.D. identifies the following principles:

- 1) adequacy;
- 2) reasonable sufficiency;
- 3) consistency and gradualness;
- 4) flexibility;
- 5) openness [³¹⁵].

Panukhnyk O. identifies the following principles of urban territory management:

– constitutionality and legality - compliance with the Constitution of Ukraine and the laws of Ukraine, international treaties, the consent to which is binding has been given by the Verkhovna Rada of Ukraine;

– cooperation - coordination of goals, priorities, tasks, measures, and actions of central and local executive bodies, the Verkhovna Rada of the Autonomous Republic of Crimea, executive bodies of the Autonomous Republic of Crimea, local self-government bodies, ensuring interaction between them during the formation and implementation of state regional policy;

– parity - ensuring equal opportunities for access to objects of state regional policy to resources of state financial support for regional development;

– openness - transparency, predictability, consistency of activities of state authorities, the Verkhovna Rada of the Autonomous Republic of Crimea, executive bodies of the Autonomous Republic of Crimea, and local self-government bodies during the formation and implementation of state regional policy;

– subsidiarity - decentralization of power, its transfer to other bodies at the lowest level of management, which can implement it most effectively;

– coordination - interconnection and coherence of long-term strategies, plans, and development programs at the state, regional, and local levels;

³¹⁴ Прохорова М.С. Актуальні аспекти муніципального менеджменту. Регіональні перспективи, 2003. № 2-3. С. 9-10.

³¹⁵ Лазор О.Д. Великі міста України: теорія та практика. Ефективність державного управління: Збірник наукових праць. Львів: ЛРІДУ НАДУ, 2004. Вип. 5. С. 381-388.

- unity - reduction of socio-economic disparities between individual regions, ensuring spatial, political, economic, social, and humanitarian integrity of Ukraine;
- historical continuity - taking into account and preserving the positive experience of regional development;
- sustainable development - ensuring the non-exhaustive, economical and practical use of energy, material, natural and other resources to meet the needs of the current generation, taking into account the interests of future generations" [³¹⁶].

Littig B. suggests that cities focus on infrastructure, planning, and jobs, outlining four principles for effective city management:

1. Obtain sufficient funding to finance ongoing costs and new infrastructure. Suggestions: monetize land assets, levy taxes.
2. Develop accountable governance. "Many large, successful cities, including London and New York, have elected empowered mayors with long tenures and clear accountability."
3. Support long-term planning schemes that cover up to a 40-year horizon.
4. Develop specific policies in critical areas, such as affordable housing [³¹⁷].

Chuvikina N. notes that in relation to urban governance in the territorial aspect, the main principles should be considered:

- the principle of organic combination by the institution of local self-government in the city, of the powers delegated by the state and the powers granted by members of the relevant territorial community of the city;
- the principle of managerial and economic expediency in the creation of intra-city (local) management systems;
- the principle of taking into account the effect of local concentration of managerial actions, or the so-called managerial concentration.

In the case when the city is considered as a social system, the key ones are:

- the principle of eliminating unnecessary managerial links in the provision of urban (social) services and the associated maximum approximation of management bodies to the final consumer of services (citizens), as well as the principle of balanced influence of self-regulation mechanisms and managerial actions of the city authorities on the functioning and development of social processes in the city [³¹⁸].

³¹⁶ Панухник О. Мале місто в системі регіональних відносин: теоретико-методологічні підходи до дослідження. Управління сучасним містом. К., 2005. № 1 (2/1). С. 28-36.

³¹⁷ Littig B. Social sustainability: a catchword between political pragmatism and social theory. International Journal of Sustainable Development, 2005.

³¹⁸ Чувікіна Н. Організаційний підхід у міському управлінні. Схід. 2014, № 1. С. 108-113.

Having analyzed the approaches of scientists to the principles of territorial management, it was found that most of them highlight the following principles: legality, openness and transparency, comprehensiveness, subsidiarity, and meeting the needs of the population. However, it should be noted that scientists in their works almost did not focus on such important principles of management as ensuring environmental safety, social justice and accessibility. Public management of the economic development of urbanized territories should be carried out in accordance with the principles specified and characterized in Table 5.3.

Table 5.3

Principles of public management of economic development of urbanized areas

| Principle name | The essence of the principle |
|---------------------------------------|--|
| Science | The management of urbanized territories should be carried out by applying a scientific approach and focusing on modern methods and technologies |
| Integrity and comprehensiveness | The urbanized territory should be considered as a single whole, management should be carried out covering all components of the territorial complex |
| Openness and transparency | The management of urbanized territories should be carried out in an open form for citizens at all stages of making and implementing management decisions |
| Balance and efficiency | The consumption and distribution of territorial resources of urbanized territories should be balanced, and their use effective |
| Completeness of territorial coverage | The urbanized territory should not contain zones that are not subject to the powers of public authorities |
| Functionality of territories | The management of urbanized territories should be carried out taking into account its functional purpose |
| Safety and comfort of the environment | The management of urbanized territories should be aimed at protecting people from any negative impacts and aimed at ensuring the achievement of comfortable living conditions |
| Social justice and accessibility | The management of urbanized territories should be aimed at ensuring equal opportunities and accessibility for all in use all goods and services of the territory |
| Economics | Management should be aimed at preventing the deterioration of the economic condition of the urbanized territory and aimed at its improvement, while the planned effect should be achieved at minimal costs and effective use of all available resources of the urbanized territory |
| Environmental friendliness | Management of urbanized territories should be aimed at preventing ecological disasters, preventing the deterioration of the natural environment and aimed at its improvement |

Source: developed by the author.

Thus, we have identified ten principles: scientificity, integrity and comprehensiveness, openness and transparency, balance and efficiency, completeness of territorial coverage, functionality of territories, safety and comfort of the environment, social justice and accessibility, economy, environmental friendliness, based on which it is necessary to form a system of public management of the economic development of urbanized territories.

The generalization of the above allowed us to formulate the initial provisions for the public management of economic development in urbanized territories, as shown in Fig. 5.1.

As a result of the study, it was found that the approaches of scientists to the essence of individual elements of the system of public management of the economic development of urbanized territories differ and do not take into account the challenges of modernity, in particular, the conditions of martial law and the prospects for post-war recovery. We have improved the initial provisions of public management of the economic development of urbanized territories by clarifying the goal, which is to create appropriate conditions for the economic development of such territories by forming and implementing effective state policy that takes into account modern standards, requests and needs of society, aimed at protecting economic rights, freedoms of society and economic entities, and also aimed at the constant improvement and development of the economic system, the sustainable functioning of urbanized territories and ensuring public consensus; tasks that include:

1. Promoting the reduction of economic disparities between urbanized territories by creating conditions for the development of sectors of the economy and the formation of centers of economic growth in urbanized territories, taking into account the competitive advantages of each of them;
2. promoting the effective use of available resources and the potential of urbanized areas;
3. promoting effective planning, land management, construction, and development of infrastructure of urbanized areas, in accordance with standards, public demands, and needs;
4. increasing economic sustainability and ensuring the security of urbanized areas;
5. Promoting effective management of migration processes, based on constant monitoring of the state and prospects of their development; and the principles of: scientificity, integrity and comprehensiveness, balance, openness and transparency, functionality, completeness of territorial coverage, social justice and accessibility, safety and comfort of the environment, economy, environmental friendliness.

Thus, the developed initial provisions for public management of the economic development of urbanized territories, by clarifying the goal, objectives, stages of implementation, and principles, will become the basis for the formation and implementation of a comprehensive mechanism for public management of the economic development of urbanized territories.

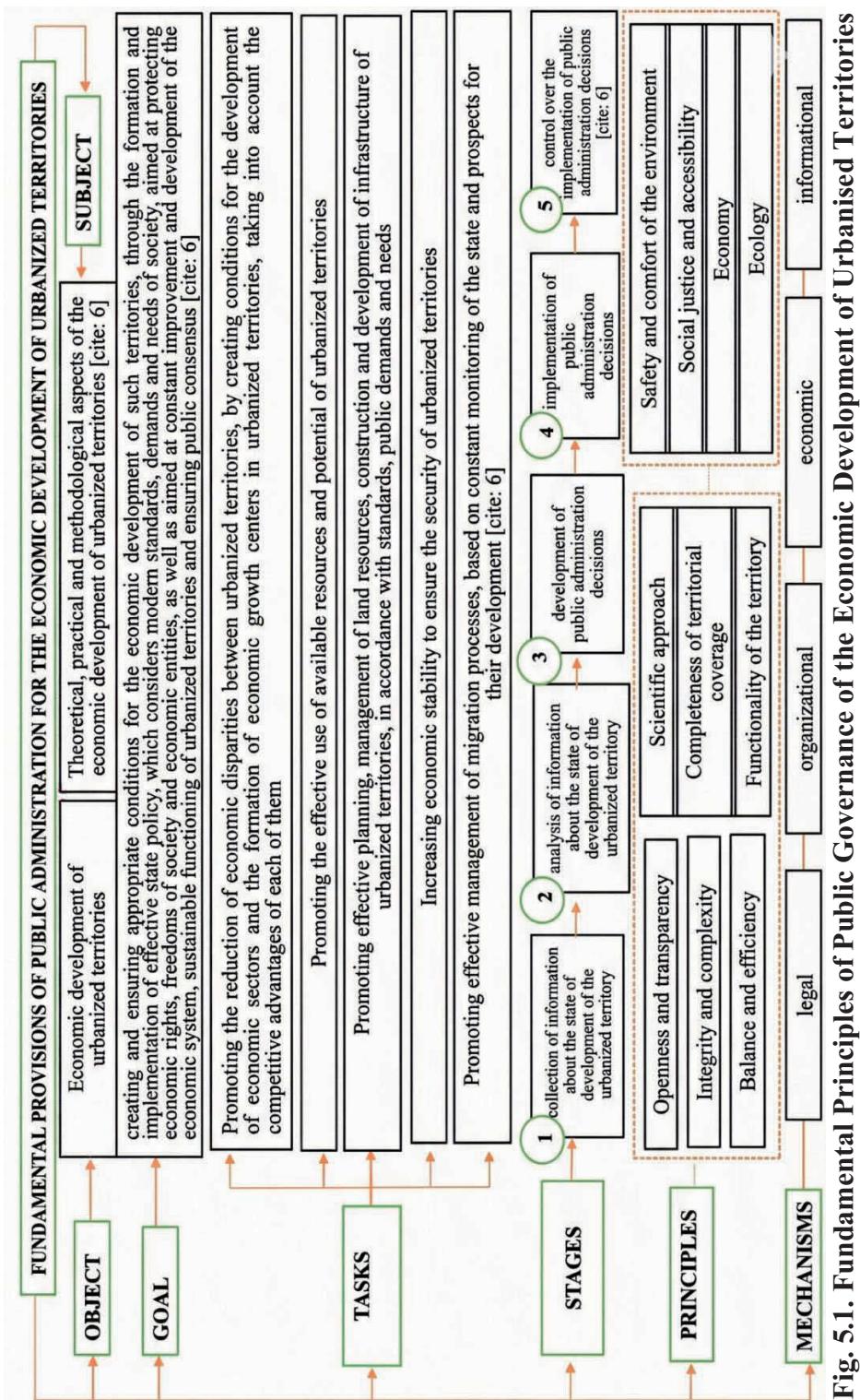


Fig. 5.1. Fundamental Principles of Public Governance of the Economic Development of Urbanised Territories

Source: developed by the author

5.2. Economic potential of urbanized areas strategic public management

In modern conditions, sustainable development is actively promoted by urbanization processes, the potential of which can be leveraged to ensure environmental efficiency, economic well-being, and social consensus, provided that practical public management tools and high-quality public management decisions are employed. Although the level of urbanization in Ukraine is relatively high, domestic urbanized territories do not correspond to the level of economic development of territories in developed countries worldwide. In addition, the situation regarding the development of urbanized territories is significantly worsened by the consequences of the Russian-Ukrainian war and the full-scale invasion of the Russian Federation into the territory of Ukraine. This necessitates the search for directions and mechanisms to improve the public management of economic development in urbanized territories. The search for directions for the restoration and development of territories, improving regulatory and legal support, coordinating the functions and tasks of management entities, developing an adequate information space, and introducing effective economic instruments remains a pressing issue.

“The mechanism of public administration is a set of relevant state bodies organized into a system to fulfill the goals (tasks) of public administration in accordance with their legal status, as well as a set of legal norms that regulate the organizational principles and the process of implementation by these bodies of their functional purpose.

The constituent elements of the specified mechanism are:

- 1) the system of authorities;
- 2) the set of legal norms ” [³¹⁹].

Gabrel M.M. notes that "mechanisms for regulating urbanization processes can be divided into: political, organizational and administrative, regulatory and legal, economic and business, technical and technological, etc." [³²⁰].

Statsenko T.O., Tyshchenko O.P. believe that “the mechanism of city management consists of two elements, these are organizational and economic mechanisms. The organizational mechanism includes regulatory and legal regulation (distribution of powers and functions, delimitation of

³¹⁹ Авер’янов В. Б. Державне управління в Україні : навч. посіб. Київ, 1999. 266 с.

³²⁰ Габрель М.М. Містобудівні механізми регулювання процесів урбанізації в гірських ландшафтах Карпат. Науковий вісник НЛТУ України, 2011. №21.16. С. 28–35.

spheres of responsibility, establishment of vertical and horizontal relations within the organizational structure of city management); determination of the conditions for all types of activities in the city; coordination measures that ensure consistency of actions, synchronization of management decisions to obtain an effect, and means of regulating the system of relations between management entities. Since a modern city is a spatial-economic system that has significant economic potential and can attract capital from outside, while simultaneously increasing its own potential in order to reproduce public goods, it is advisable to consider the economic mechanism not only from the point of view of a sectoral approach in accordance with the types of economic activity and spheres of life support of the urban system, but also from the point of view of the goals of city development and the expected result - a strategic approach. A strategic approach to forming an economic mechanism for city management will contribute to both optimizing the management structure and generating innovative ideas in management. Based on this, the economic mechanism for city management includes: a set of management methods and tools for resource provision of urban development; measures to support, motivate, and stimulate economic activity; means of forming intercity and intrasystem competition aimed at supporting and increasing the competitiveness of the city; and planning and forecasting its socio-economic development [³²¹].

Vyshyvanyuk M.V. notes that "state mechanisms for managing regional development are legal, organizational, and economic means by which state influence is exercised on the socio-economic development of regions. The main such mechanisms include:

General: legislative and regulatory; budget regulation; organizational and personnel support; forecasting and programming of regional development.

Special (targeted): stimulating the development of various forms of territorial organization of productive forces - the creation of special economic zones, clusters, technology parks, etc." [³²²].

The analysis of scientists' approaches to the mechanism of territorial management reveals a lack of unity in their approaches. For the most part, scientists, in their research, raise the issue of studying organizational and economic mechanisms. As for the complex mechanism of public

³²¹ Степенко Т. О., Тищенко О. П. Управління регіональною економікою : навч. посіб. ДВНЗ "Київ. нац. екон. ун-т ім. В. Гетьмана". К. : КНЕУ, 2009. 471 с.

³²² Вишиванюк М. В. Механізми державного управління сталим розвитком регіонів. Державне управління: удосконалення та розвиток, 2011. № 3. URL: <http://www.dy.nayka.com.ua/?op=1&z=473>.

administration, Fedorchak O.V. believes that it can consist of the following types of mechanisms: economic (mechanisms of state administration in banking, monetary, investment, innovation, credit, tax, insurance activities, etc.); motivational (a set of command-administrative and socio-economic incentives that encourage civil servants to work highly efficiently); organizational (objects, subjects of state administration, their goals, objectives, functions, management methods and organizational structures, as well as the results of their functioning); political (mechanisms of forming economic, social, financial, industrial policy, etc.); legal (normative and legal support: laws and resolutions of the Verkhovna Rada of Ukraine, decrees of the President, resolutions and orders of the Cabinet of Ministers of Ukraine, as well as methodological recommendations and instructions, etc.) [³²³].

A comprehensive mechanism for public management of urbanized territories is a system of interconnected elements, including methods, means, levers, and tools, that are utilized in the process of managing an urbanized territory.

The comprehensive mechanism for public management of the economic development of urbanized territories includes:

- 1) a legal mechanism, which should be understood as a set of regulatory legal acts regulating the management of urbanized territories;
- 2) an organizational mechanism, which includes a set of entities, their powers and tasks, as well as the procedure and forms of interaction of entities in the context of managing urbanized territories;
- 3) an economic mechanism, which is understood as a set of methods that influence the economic development of urbanized territories through financial support and economic incentives;
- 4) an information mechanism, which includes a set of methods and tools that contribute to the creation of an information space for effective management of the economic development of urbanized territories.

The comprehensive mechanism will ensure the effective management of economic development in urbanized territories. The purpose, measures, and tools that aim to improve the components of the comprehensive mechanism for public management of urban economic development are presented in Table 5.4.

³²³ Федорчак О.В. Класифікація механізмів державного управління. Демократичне врядування. 2008. № 1. URL: http://www.nbuu.gov.ua/e-journals/DeVr/2008-01/O_Fedorchak.pdf

Table 5.4

Improving the components of a comprehensive mechanism for public management of the economic development of urbanized territories

| Components of a complex mechanism | Objective, measures | Instruments |
|-----------------------------------|--|---|
| Legal mechanism | Improvement of regulatory and legal support for the management of the economic development of urbanized territories, by reforming existing legislation, adopting new regulatory and legal acts, etc. | laws, resolutions, regulations, orders, other regulatory and legal acts |
| Organizational mechanism | Building an effective system of public management of the economic development of urbanized territories, by distributing functions, responsibilities and powers of public administration entities, creating new management entities, etc. | laws, resolutions, orders, instructions, regulations, statutes, regulations, other regulatory and legal acts |
| Economic mechanism | Building an effective system of management of resource provision and economic and production potential of urbanized territories | budgetary and tax, monetary and credit measures, national projects, state target programs, subventions, grants, subsidies, tax benefits, licensing, quotas, "green" tariff, price and tariff regulation, etc. |
| Information mechanism | Building an effective information space and a system of centralized information resources that are able to provide operational access to information for various groups of stakeholders | accounting, polling, informing, monitoring, etc. |

It is necessary to consider each component of the complex mechanism in more detail to identify areas for improvement.

Legal mechanism

The regulatory and legal regulation of urbanization processes in Ukraine consists of a significant number of legislative documents and regulatory and legal acts, is an extensive system, which is due to the complexity and peculiarities of the manifestation of urbanization processes at different levels of social relations, as well as the characteristics of urbanized territories in particular. However, it should be noted that some legislative documents, regulatory acts, and legal acts are outdated and require cancellation or amendment due to the presence of contradictory norms. In modern economic and political conditions, there is a need to review and monitor and, if necessary, improve legislation in the field of managing urbanization processes in general and public management of the economic development of urbanized territories in particular, by bringing it into line with the requirements of martial law, post-war reconstruction and international standards.

In the current state of global development, it is crucial to establish regulations for urbanization processes at the legislative level. Today, Ukraine lacks a comprehensive system of legal regulation, which leads to the problem of inadequate legal support for the public management of economic development in urbanized territories. On the one hand, this results in insufficient legal support for these processes, while on the other hand, it poses risks and threats to the overall development of urbanized territories. It should be noted that at the legislative level in Ukraine, definitions of several categories related to urbanization processes are not fixed, including the absence of a definition for the concept of "urbanized territory". The classification of urbanized territories is also not approved in the regulatory and legal sphere. In addition, one of the main problems remains the lack of regulatory and legal support for the creation and management of agglomerations as important centers of economic development. A crucial task that requires immediate attention is the improvement of urban planning documentation. The issue of the need to approve the Urban Planning Code of Ukraine, which would become the main regulatory legal act regulating urban development activities and harmonize all urban development legislation, in particular the provisions of the laws "On the Fundamentals of Urban Development", "On Architectural Activities", "On Regulation of Urban Development Activities", "On the General Scheme of Territorial Planning of Ukraine", etc., has been repeatedly raised.

A particularly relevant issue in wartime regulatory and legal regulation is that most regulatory and legal acts require changes due to martial law, particularly in terms of urban reconstruction and the management of deoccupied territories. For example, the State Strategy for Regional Development and local development strategies require updating. In particular, it is necessary to develop rapid recovery programs for territories that have been significantly damaged.

The above necessitates the development of a legal mechanism for public management of the economic development of urbanized territories, which is presented in Table 5.5.

Table 5.5

**Legal mechanism of public governance
of the economic development of urbanised territories**

| | | | | | |
|---|--|---|---|---|--|
| GOAL | effective regulatory and legal support for public management of economic development of urbanized areas | | | | |
| TASK | | | | | |
| <i>1. improving the regulatory and legal support of public management of the economic development of urbanized territories</i> | | <i>2. improving the regulatory and legal support of public management of the economic development of urbanized territories under martial law</i> | <i>3. building the regulatory and legal support of public management of the economic development of urbanized territories under post-war reconstruction</i> | | |
| REGULATORY AND LEGAL STRUCTURE | | | | | |
| 1. Constitution of Ukraine | 2. Laws of Ukraine | 3. International treaties and agreements ratified and implemented by Ukraine | 4. Presidential Decrees | 5. Resolutions, orders of the Government and Parliament | 6. Orders, statutes, regulations, standards, instructions, recommendations |
| EVENTS | | | | | |
| 1. Establishment in the regulatory and legal sphere of the conceptual and categorical apparatus of public management of the economic development of urbanized territories | 2. Establishment in the regulatory and legal sphere of the classifier of public administration | 3. Harmonization and alignment with international standards and new conditions of the existing regulatory and legal support for the economic development of urbanized territories | | | |
| 4. Coordination of regulatory and legal support for economic development, reconstruction of system of public administration of territories, management of the economic development of affected territories, etc. in conditions of martial law and post-war recovery | 5. Construction of regulatory and legal support for the institutional system of public administration of urbanized territories | 6. Construction of regulatory and legal support for the information space of public management of the economic development of urbanized territories | | | |
| TOOLS | | | | | |
| 1. Laws | 2. Resolutions | 3. Orders | 4. Decrees | 5. Regulations | 6. Orders |
| 7. Statutes | 8. Regulations | 9. Instructions | 10. Recommendations | 11. Decisions | 12. Other |
| EXPECTED RESULTS | | | | | |
| 1. Consistency of regulatory legal acts, state programs, state-wide development strategies, development strategies of urbanized territories (regions, cities, territorial communities) on issues of their economic support and development | | | | | |
| 2. Regulatory and legal support on issues of economic development of urbanized territories is brought to the requirements of martial law and post-war reconstruction | | | | | |
| 3. Regulatory and legal support in the field of public management of economic development of urbanized territories is harmonized with international standards and adapted to the requirements of EU legislation | | | | | |
| 4. Regulatory and legal support on issues of economic development of urbanized territories provides an effective system of coordination and cooperation of public authorities, the public, business entities, public associations and international organizations | | | | | |
| 5. Regulatory and legal support forms an effective information space of public management of economic development of urbanized territories | | | | | |
| 6. Regulatory and legal support forms an effective system of financial and economic support public management of urbanized areas | | | | | |

Source: developed by the author

Thus, the legal mechanism is one of the primary mechanisms of public administration, as it ensures the functioning of organizational, economic, informational, and other mechanisms that support the economic development of urbanized territories.

The purpose of the legal mechanism is practical regulatory and legal support for public administration of the economic development of urbanized territories, which is possible by fulfilling the following tasks: improving the regulatory and legal support for public administration of the economic development of urbanized territories, including under martial law conditions, and building regulatory and legal support for public administration of the economic development of urbanized territories in the conditions of post-war reconstruction.

To solve the above tasks, it is necessary: to establish in the regulatory and legal sphere the conceptual and categorical apparatus of public administration of the economic development of urbanized territories and the classifier of urbanized territories for public administration; harmonization and alignment with international standards and new conditions of the existing regulatory and legal support for the economic development of urbanized territories, in particular its adaptation to the requirements of EU legislation; harmonization of regulatory and legal support for economic development, reconstruction of territories, management of affected territories, etc. in conditions of martial law and post-war recovery; construction of regulatory and legal support for the institutional system and information space of public management of the economic development of urbanized territories.

Thus, the expected results from implementing the proposed measures will be as follows. First, this will facilitate the harmonization of regulatory and legal acts, state programs, national development strategies, and development strategies for urbanized territories (regions, cities, and territorial communities) on issues related to their economic development. Secondly, to align the regulatory and legal support for the economic development of urbanized territories with the requirements of martial law and post-war reconstruction, as well as to harmonize the regulatory and legal framework in the area under study with international standards and adapt it to the requirements of EU legislation. Thirdly, the above measures and the outlined legal mechanism in general will ensure an effective system of coordination and cooperation among public authorities, the public, business entities,

public associations, and international organizations for the economic development of urbanized territories. Moreover, the application of the legal mechanism will enable the formation of an adequate information space for the public management of the economic development of urbanized territories and an effective system of its financial and economic support.

Organizational mechanism

The next important mechanism of public management, including the economic development of urbanized territories, is the organizational mechanism. From the standpoint of improving the organizational mechanism for public management of urbanized territories, it is necessary to identify the management objects. Thus, Lesechko M. notes that "the problem of choosing objects of urbanization management is in a fairly wide range of real settlement systems that do not always correspond to existing institutional management structures. This discrepancy is the subject of constant discussions about how systems should be managed and whether they should be managed at all" [³²⁴].

The objects of management of urbanization processes are: urbanized territories (depending on the classification feature); land plots (regardless of ownership); buildings and structures; territorial-industrial, urban-planning and landscape complexes; recreational, nature conservation and industrial zones, water areas; architectural and urban-planning, archaeological monuments and their protection zones; territories of engineering and transport communications. Kovalchuk V.G. encompasses various political, economic, and social phenomena and processes occurring in administrative-territorial formations, including economic districts, regions, and urban agglomerations [³²⁵].

In the context of public management of the economic development of urbanized territories, taking into account the consequences of the Russian-Ukrainian war and the full-scale invasion of the Russian Federation into the territory of Ukraine, we believe that the objects are: reconstruction and economic development of territories that have suffered severe damage; reconstruction and economic development of territories that have suffered minor damage; economic development of reconstructed territories and economic development of territories that have not suffered damage.

³²⁴ Лесечко М. Управління великими містами в Україні. Науковий вісник, 2009. Вип. 3. «Демократичне самоврядування». URL: <http://www.nbuu.gov.ua>.

³²⁵ Ковалчук В. Г. Удосконалення механізму державного управління сталим розвитком регіону. Публічне адміністрування: теорія та практика, 2013. Вип. 1. URL: http://nbuv.gov.ua/UJRN/Pathp_2013_1_31.

Lesechko M.D. and Blashchuk L.V. note that "in Ukraine, as a rule, a multi-level structure of city management is being formed, which includes:

- 1) structures that are directly part of the city management apparatus and are financed from the budget;
- 2) self-supporting organizations that ensure the vital activity of the city and are independent legal entities;
- 3) organizations and institutions of dual subordination that function as regional divisions of state administrative structures;
- 4) institutions whose activities are coordinated by the city authorities" [324].

Kovalchuk V.G. includes state administration bodies, local self-government bodies, large industrial corporations, interregional associations, and other entities as subjects [325].

Each of the management entities has its own role and performs the corresponding functions in managing an urbanized territory.

The subjects of managing urbanization processes include state authorities and local self-government bodies, public associations, business entities (enterprises, institutions, organizations, and legal entities), as well as individuals, including foreign ones. Effective development of urbanized territories is only possible through the interaction of all management entities.

State authorities influence urbanization processes. Direct state management in the field of urbanized territory management is carried out by the Cabinet of Ministers of Ukraine, as well as relevant ministries and departments.

The role of state authorities, as well as local self-government bodies in the management of urbanized territories is the most responsible, as it consists in the formation and implementation of public policy, the development of programs and strategies for the development of territories; stimulating the development and use of labor, scientific, technical and intellectual potential of the territory; support and development of social and production infrastructure. Their functions also include filling the budget and ensuring its practical use, as well as creating conditions for comfortable living and business development.

State authorities and management bodies, local executive bodies, and local self-government perform an administrative function, which consists of developing and adopting new regulatory legal acts, including those aimed at promoting urbanization processes.

The economic function consists of forming state and local budgets and managing the economic sphere of urban social life, among other responsibilities. The political function of state authorities consists of developing and adopting regulatory legal acts on the management of urbanized territories, as well as granting local self-government bodies the rights to adopt certain regulatory and executive acts valid within the territories under their jurisdiction. The social function is carried out by regulating the labor market, ensuring social needs, observing the rights of the population, and ensuring the functioning of social infrastructure facilities. Environmental functions consist of the formation of a favorable ecological situation in the city by state authorities and local self-government bodies. The information function contributes to providing the population with comprehensive and reliable information and ensures the publicity and transparency of government activities. The control function consists of monitoring the standard of living of the population and the level of development of urbanized territories, as well as the processes of public management of these territories through monitoring compliance with legislation. The cultural and educational functions are also manifested in the exercise of control over education and upbringing, as well as in the sphere of culture, etc.

Public associations are a crucial subject of management, as they have a direct impact on the development of urban territory management. They include: public organizations, trade unions, and political parties. Their task is to ensure the development of the territory by disseminating information to the population, developing projects, and providing assistance to all residents of the relevant territory, without exception. Public associations also perform several functions, the main of which are opposition, protection, education, and personnel management. The opposition function is one of the main ones; it involves preventing excessive centralization, contributes to the development of civil society (support or disagreement with state decisions, putting forward alternative programs, appeals to public opinion, control, etc.). The social function is designed to satisfy and protect the interests and needs of the organization's members. Public organizations contribute to the development of territories, ensuring good working and living conditions, among other things. They can also exert pressure on local authorities through strikes, rallies, and other means. The educational function contributes to the formation of citizens' moral, political, managerial, and legal culture. Business entities perform economic and

social functions. The economic function involves optimizing the employment of the city's population and financing projects that contribute to the development of urbanized territories. The social function involves ensuring a safe life for the population, rationally utilizing the natural resource potential of the territories, and preventing environmental pollution. This is achieved by using treatment facilities, ensuring waste management and treatment, and promoting their utilization and recycling. The functions of urbanized territories have been expanded based on the functions of inclusive city management, as defined in our work "Public city management in the context of inclusive development" [326].

The functional and organizational model of public management of urbanized territories is presented in Figure 5.2.

Thus, state authorities and local governments ensure the development of urbanized territories by developing laws that promote urban development; developing and implementing state, regional, and local policies in the field of urban territory management; supporting and developing urban infrastructure; and planning spatial development. In turn, business entities contribute to the development of urbanized territories by optimizing employment and financing projects that promote territorial development. Public associations are engaged in disseminating information to the population, developing various projects, and providing assistance to all individuals regardless of age, health status, or gender.

In connection with the Russian military aggression and in order to effectively rebuild the affected territories of Ukraine, as well as ensure their economic development, it is important to improve the institutional mechanism. Thus, on April 21, 2022, an advisory and consultative body under the President of Ukraine was created - the National Council for the Recovery of Ukraine from the Consequences of the War.

³²⁶ Сергієнко І. Г., Ксендзук В.В., Войціцька К. М., Орел В. Р. Публічне управління містом в контексті інклюзивного розвитку. Державне управління: удосконалення та розвиток. 2019. № 12. URL: <http://www.dy.nayka.com.ua/?op=1&z=1554>

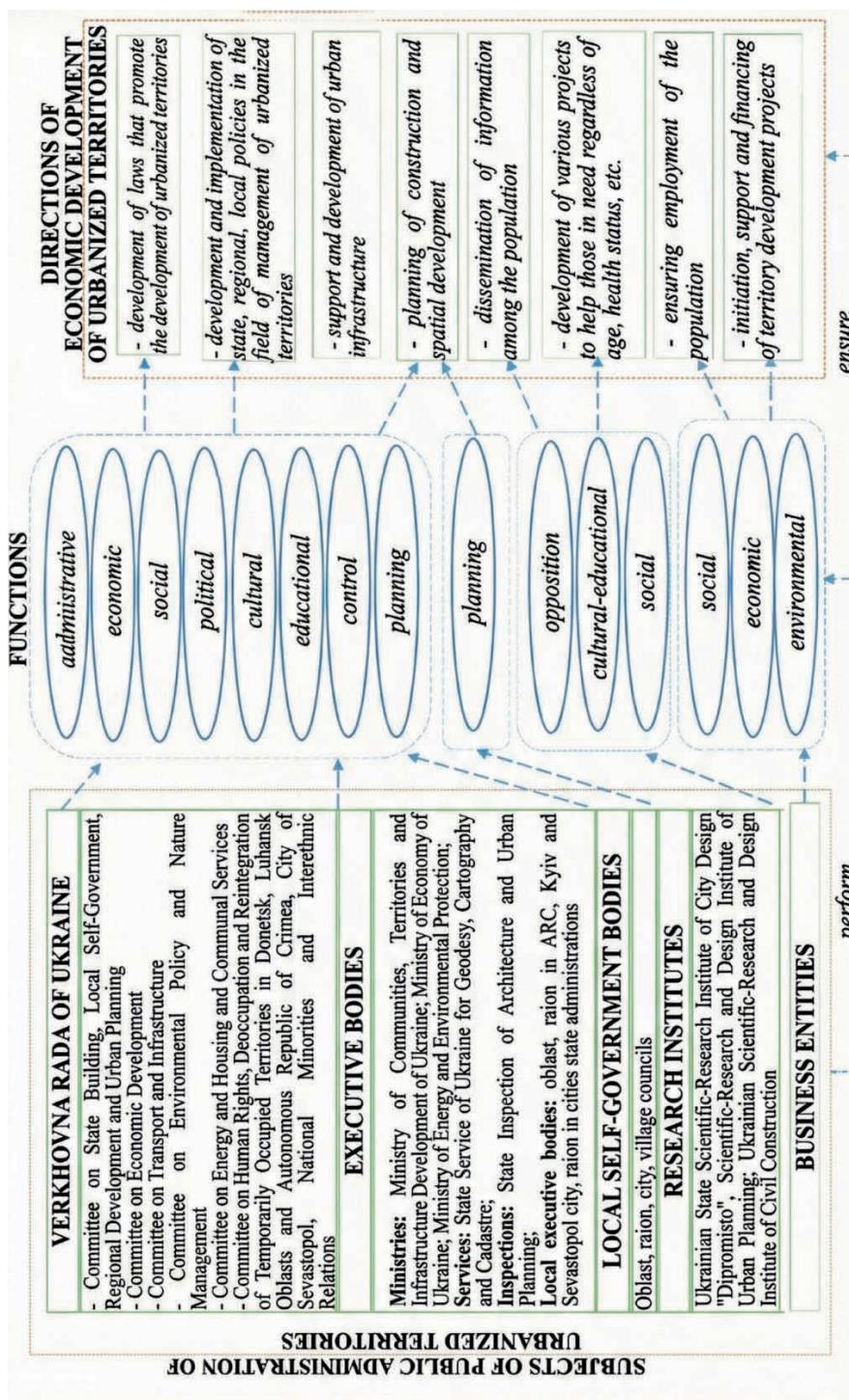


Fig. 5.2. Functional and Organisational Model of Public Governance of Urbanised Territories

Source: developed by the author

Today, the issue of creating a separate executive body that would deal with the issues of Ukraine's recovery - the Agency for the Recovery of Ukraine, is being actively raised, because the National Council for the Recovery of Ukraine from the Consequences of the War functions as an advisory and consultative body and does not have sufficient powers, in particular, to issue instructions to government bodies and monitor their implementation. It is advisable to establish the Agency for the Recovery and Development of Territories of Ukraine as an executive body, whose activities are directed and coordinated by the Ministry of Development of Communities, Territories and Infrastructure of Ukraine. The main tasks of the Agency should be the following:

- implementation of state policy in the field of recovery and development of territories of Ukraine, including urbanized territories;
- submission to the Minister of Development of Communities, Territories and Infrastructure of Ukraine of proposals to ensure the formation of state policy in the field of recovery and development of territories of Ukraine;

The Agency for the Recovery and Development of Territories of Ukraine, in accordance with the tasks assigned to it, should carry out:

- implementation of the plan for the recovery and development of territories of Ukraine;
- proposing the plan for the restoration and development of the territories of Ukraine;
- recording and calculating the losses caused as a result of the war;
- taking the necessary measures to restore and support the damaged infrastructure and housing stock;
- taking the necessary measures to create housing units for the temporary accommodation of internally displaced persons;
- working with foreign partners on issues of restoration and development of territories, as well as managing international assistance;
- ensuring the construction and functioning of an information space on issues of restoration and development of territories.

In order to effectively use finances and prevent corruption schemes, it is necessary to create a supervisory board with the involvement of foreign partners and independent experts (representatives of business, the public) to ensure a more transparent algorithm for the use of funds.

According to the resolution of the Cabinet of Ministers of Ukraine “Some issues of optimizing the system of central executive bodies” dated January 13, 2023, No. 29 [³²⁷] The State Agency of Roads of Ukraine was renamed the State Agency for Infrastructure Restoration and Development of Ukraine, and the State Agency for Infrastructure Projects was reorganized by merging with the State Agency for Infrastructure Restoration and Development of Ukraine. The Regulations on the State Agency for Infrastructure Restoration and Development of Ukraine have not yet been published; however, it is known that the agency will be responsible for implementing projects to rebuild the country.

The study of the functions and powers of public authorities in managing urbanized territories has revealed that the existing institutional system does not fully regulate all issues related to the economic development and restoration of urbanized areas. This, in turn, necessitates updating the current system and establishing a promising institutional model.

Thus, in the process of studying the organizational mechanism of public management of the economic development of urbanized territories, directions for its improvement were identified, which allowed forming an institutional model of management of urbanized territories under martial law and post-war recovery (Fig. 5.3).

Thus, in the context of improving the institutional model for public management of economic development in urbanized territories under martial law and post-war reconstruction, it has been established that the President of Ukraine, who ensures national security in these territories, is a key subject. In addition, an important role in overcoming the consequences of the Russian-Ukrainian war is played by the advisory and advisory body under the President of Ukraine - the National Council for the Restoration of Ukraine from the Consequences of the War, which develops a plan of measures for the restoration of the territories of Ukraine, accepts proposals from other public authorities, as well as the public and international partners, and submits proposals on restoration issues to the President of Ukraine. The Verkhovna Rada of Ukraine establishes the legislative framework for managing urbanized territories. In order to improve the institutional model, it is proposed to reorganize the Committee on the Organization of State Power, Local Self-Government, Regional Development and Urban Planning into the Committee on the Organization

³²⁷ Деякі питання оптимізації системи центральних органів виконавчої влади: Постанова КМУ від 13 січня 2023 р. № 29.

of State Power and Local Self-Government and the Committee on the Development of Territories, Urban Development and Urban Infrastructure, and to establish a subcommittee on the development and restoration of deoccupied and affected territories.

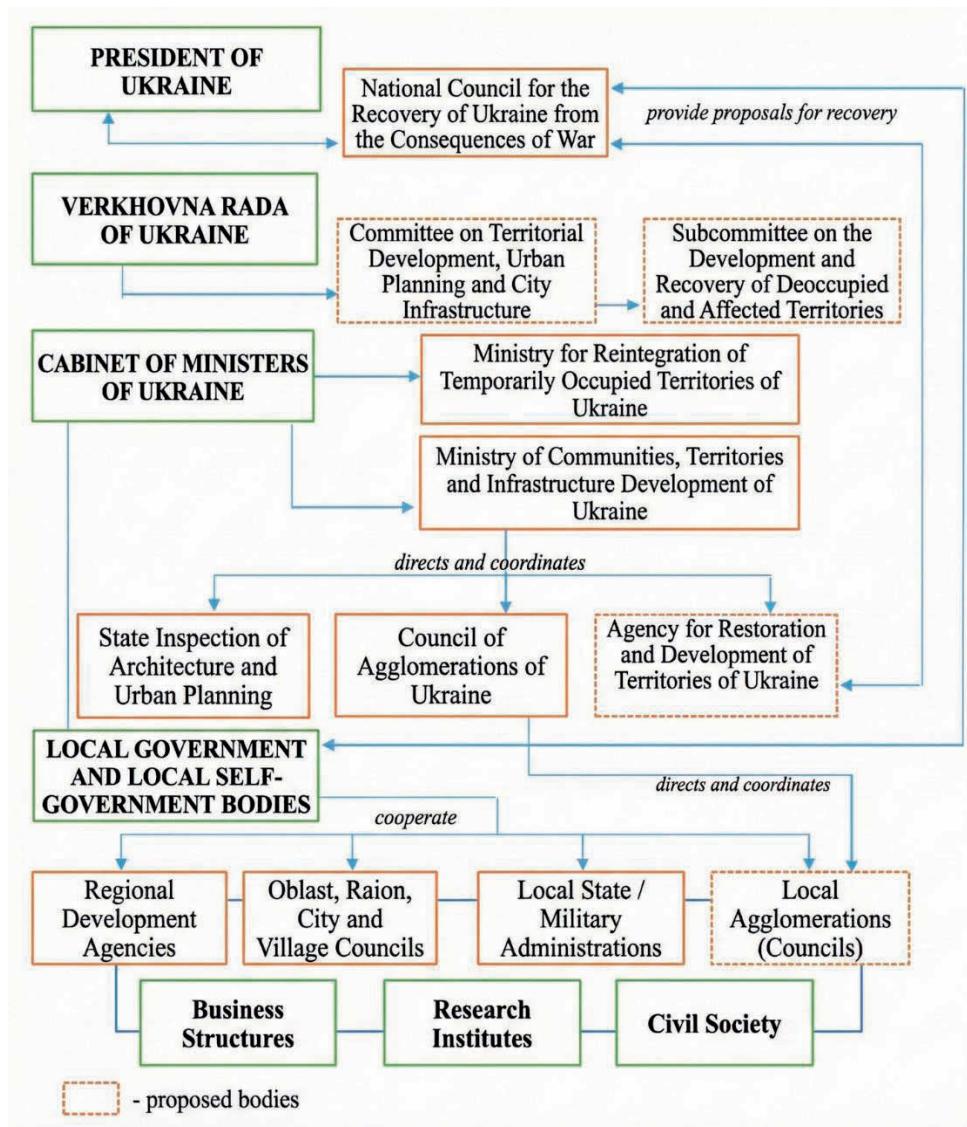


Fig. 5.3. Proposed Institutional Model of the Organisational Mechanism of Public Governance of the Economic Development of Urbanised Territories under Martial Law and in the Context of Post-war Recovery

Source: developed by the author

The executive branch develops and implements a policy aimed at the economic development of urbanized territories. An important role in the management of urbanized territories belongs to the Ministry of Development of Communities, Territories and Infrastructure of Ukraine, which is responsible for the State Inspectorate of Architecture and Urban Planning. The State Inspectorate implements the state policy on state architectural and construction control and supervision. In conditions of martial law, the Ministry for the Reintegration of Temporarily Occupied Territories of Ukraine plays a crucial role, carrying out the reintegration of temporarily occupied territories and directing its activities towards overcoming the consequences of the Russian-Ukrainian war. However, given the scale of damage inflicted on the territories of Ukraine as a result of Russian military aggression, we see the expediency of creating a central executive body - the Agency for the Restoration and Development of Territories of Ukraine, which will implement state policy in the field of restoration and development of the territories of Ukraine, including urbanized territories. In the context of improving the institutional model of public management of the economic development of urbanized territories, it is proposed to create a consultative and advisory body - the Council of Agglomerations of Ukraine under the Ministry of Development of Communities, Territories and Infrastructure of Ukraine, in order to resolve the issue of the creation and management of agglomerations.

At the local level, urbanized areas are managed by local executive authorities and local self-government bodies. An important role is assigned to regional development agencies. To improve the institutional model, it is proposed to establish Local Agglomerations (Councils), which, in collaboration with the Council of Agglomerations of Ukraine, should plan and develop the territories under their jurisdiction.

The above analysis enabled us to develop an organizational mechanism for the public management of economic development in urbanized areas, as presented in Table 5.6.

Table 5.6

Organizational mechanism of public management of economic development of urbanized territories

| | | | | | | |
|---|---|-----------------|---------------------|----------------|---------------------------------|--|
| GOAL | coordination of actions of entities and regulation of the functioning of organizational structures involved in public management of the economic development of urbanized territories | | | | | |
| | INSTITUTIONAL STRUCTURE | | | | | |
| | State level | | | | | |
| <i>Specialized entities:</i> National Council for the Recovery of Ukraine from the Consequences of War, Ministry of Development of Communities, Territories and Infrastructure of Ukraine, State Inspectorate of Architecture and Urban Planning of Ukraine | <i>Subjects of general competence: President:</i> Verkhovna Rada of Ukraine; Cabinet of Ministers of Ukraine; Ministry of Finance of Ukraine; Ministry of Economy of Ukraine; Ministry for Reintegration of Temporarily Occupied Territories; Ministry for Strategic Industries of Ukraine; Ministry for Digital Transformation of Ukraine; State Agency for Energy Efficiency and Energy Saving of Ukraine and others | | | | | |
| | Local level | | | | | |
| | Local executive authorities, local military administrations, local self-government bodies, regional development agencies | | | | | |
| | FACILITIES | | | | | |
| 1. Reconstruction and economic development of heavily damaged areas | 2. Reconstruction and economic development of territories that have suffered minor damage | | | | | |
| 3. Economic development of reconstructed areas | 4. Economic development of territories that have not suffered damage | | | | | |
| | TASK | | | | | |
| 1. <i>Ensure effective coordination of actions of subjects and regulation of functioning of organizational structures regarding the restoration and economic development of urbanized territories under martial law</i> | <i>2. Ensure effective coordination of actions of subjects and regulation of functioning of organizational structures regarding the restoration and economic development of urbanized territories in the conditions of post-war reconstruction</i> | | | | | |
| | EVENTS | | | | | |
| 1. Creation of new management entities whose tasks will be to restore and economically develop urbanized areas | 2. Distribution of functions, tasks to and powers between existing public authorities | | | | | |
| | 3. Improving cooperation mechanisms between public authorities | | | | | |
| | TOOLS | | | | | |
| 1. Laws | 2. Resolutions | 3. Orders | 4. Orders | 5. Regulations | 6. Decrees | |
| 7. Statutes | 8. Regulations | 9. Instructions | 10. Recommendations | 11. Decisions | 12. Other regulatory legal acts | |
| | EXPECTED RESULTS | | | | | |
| Effective functioning of the organizational structure of public management of the economic development of urbanized territories, which takes into account the rational distribution of forces and means to support the functioning of urbanized territories, their restoration and economic development | | | | | | |

Source: developed by the author.

Thus, the purpose of the organizational mechanism for public management of economic development in urbanized territories, developed by us, is to coordinate the actions of subjects and regulate the functioning of organizational structures involved in public management, thereby

contributing to the restoration and economic development of urbanized territories under martial law and post-war reconstruction. To achieve the above goal, various measures have been proposed, including the creation of new management entities whose tasks will be to restore and economically develop urbanized territories, the distribution of functions, tasks, and powers between existing public authorities, and the improvement of mechanisms for cooperation between public authorities. Thus, the definition and declaration of strategic goals and objectives for the development of urbanized territories is an important basis for effective public management decisions in this area. Such goals and objectives should be implemented in conjunction with all stakeholders of urbanized territory management. All stakeholders should actively participate in management, which involves developing and implementing specific management solutions that contribute to the earliest possible restoration of the urbanized territory and ensure its further economic development in accordance with modern requirements. The proposed organizational mechanism will ensure the effective functioning of the public management structure for the economic development of urbanized territories, taking into account the rational distribution of forces and resources to support the functioning of urbanized territories, their restoration, and economic development.

5.3. A Comprehensive Mechanism for Public Management of Urban Renewal

The economic development of urbanized territories is a crucial and complex aspect of public administration. Ineffective regulation of urbanization processes leads to significant territorial problems and hinders the economic development of urbanized territories and the country as a whole. Today, in order to overcome the consequences of the Russian-Ukrainian war, an important issue is to determine the directions of economic development of urbanized territories, which will be relevant in the conditions of martial law and post-war recovery and will form the basis of a comprehensive mechanism of public management of the economic development of urbanized territories, by using successful foreign experience and modern management tools. In scientific research by domestic and foreign scientists, individual issues are raised that

address the problems of public management in the economic development of urbanized territories, necessitating the development of a comprehensive mechanism aimed at finding optimal directions for the recovery and development of these territories.

In recent years, the issue of determining priority areas for economic development of territories, as well as the formation of urban policies, has been frequently raised among domestic and foreign scientists studying the relevant problems. Thus, Oleshko A.A. and Pavlenko A.O. note that "the main priorities for European countries regarding national urban policy are:

- 1) ensuring a balanced policy of national and regional development with restraint (in some cases) of the growth processes of large cities;
- 2) promoting sustainable urban development;
- 3) implementing urban renewal strategies;
- 4) forming cities as drivers of economic competitiveness and productivity" [328].

In addition, Oleshko A.A. notes that "state management of urbanization processes in Ukraine should be carried out in the following areas:

- development of long-term national and regional strategies for urban development, taking into account decentralization and the policy of unification of territorial communities;
- application of stimulating legal methods of state regulation of the development of cities and agglomerations;
- planning of urban areas and their growth limits, planning the location of industry and industrial parks;
- scientific forecasting of urban development and socio-economic development of cities, taking into account global trends;
- implementation of a proactive structural policy aimed at increasing the share of high-tech industries with high added value, as well as Industry 4.0;
- implementation of the Smart-city concept;
- state financing of infrastructure development, social programs, and environmental protection programs in urban areas;
- regulation of migration flows and formation of productive employment of internal migrants to large cities;

³²⁸ Олешко А.А., Павленко А.О. Стратегічні напрями державної урбанізаційної політики України. URL: <https://er.knudt.edu.ua/bitstream/123456789/17142/3/Part-2-Conference-Results-2020-pages-176-177.pdf>

- ensuring equal access of urban and rural population to educational, medical, administrative, digital, information, and other services;
- stimulating the efficient distribution of economic resources between urban areas and peripheral areas" [³²⁹].

Dzyubanowsky P. notes that "today, EU policy objectives are aimed at improving regions through improving their cities and the competitiveness of cities in the global economy. The policy objectives encompass a wide range of strategic proposals, recommendations, methodologies, and key policies. These include general economic development strategies (e.g., emphasizing competitiveness based on the knowledge economy), spatial models (e.g., polycentrism), priority territorial elements and actions (e.g., cities as engines of growth). The key direction is that economic growth and development will spread from megacities and urban regions to small and medium-sized cities, and then to rural and lagging regions. In this process, large cities should be encouraged to network and cooperate with smaller cities and their adjacent territories in order to spread positive economic development territorially downwards" [³³⁰].

Yarovenko T.S., Don O.D., Fedorov G.A. believe that "for sustainable economic development of the region and the country as a whole, the main principles of urban development, which are relevant and strategically important for the development of cities in Ukraine, should be:

- elimination of poverty in all its forms and manifestations;
- ensuring equal rights and opportunities, socio-economic and cultural diversity, and integration in urban space;
- improving the comfort of life, education, food security and nutrition, health and well-being, including by eliminating epidemics, AIDS, tuberculosis, and malaria;
- promoting security and eliminating discrimination and all forms of violence;
- ensuring public participation;
- providing equal access for all to physical and social infrastructure, basic services, adequate and affordable housing;

³²⁹ Олешко А. А. Трансформація державної урбанізаційної політики України. Стратегія розвитку України. 2020. №1. С. 18 – 23.

³³⁰ Дзюбановський П. Стратегічні напрямки розвитку периферійних територій країн ЄС: досвід для України. Збірник тез доповідей Міжнародної науково-практичної конференції студентів та молодих вчених (11 квітня, 2022 р.) Тернопіль, 2022. 182 с.

- building a sustainable and inclusive urban economy by harnessing agglomeration: high productivity, competitiveness, and innovation;
- promoting full and productive employment and decent work for all;
- ensuring decent jobs and equal access for all to economic and productive resources and opportunities;
- preventing land speculation, promoting secure land tenure rights, and managing urban depopulation, where appropriate;
- ensuring environmental sustainability by promoting clean energy and sustainable use of land and resources in urban development;
- protecting ecosystems and biodiversity, including healthy lifestyle choices in harmony with nature;
- promoting sustainable consumption and production patterns;
- strengthening urban resilience;
- reducing disaster risk and mitigating and adapting to climate change" [³³¹].

Ilchenko V. notes that the primary goal of implementing the concept of sustainable development at the regional and local levels is:

- 1) improving the socio-economic base and its more effective use;
- 2) increasing the level and quality of life of citizens;
- 3) increasing the production of high-quality competitive products;
- 4) creating new jobs and regenerating labor resources;
- 5) rational use of natural resources, creating conditions for their restoration;
- 6) guaranteed housing for socially vulnerable segments of the population;
- 7) improving the ecological condition of settlements and creating safe conditions for the life of their residents [³³², c. 388].

Yaroshchuk V. I. identified the following areas for improving the state policy for the development of urbanized territories:

- when adopting the basic Law "On the Fundamentals of State Regional Policy", clearly formulate the principles of state regional policy, develop criteria for the typology of regions, establish development priorities for each type of region, define the role of highly urbanized territories, and provide a legal definition for agglomerations;

³³¹ Яровенко Т.С., Дон О.Д., Федоров Г.А. Урбанізація та агломерація як сучасні світові процеси економічного розвитку. Східна Європа: економіка, бізнес та управління, 2022. Випуск 1 (24). С. 38-45.

³³² Ільченко В. М., Горященко Ю. Г. Удосконалення підходів до стратегування та маркетингового планування сталого розвитку регіону. Східна Європа: економіка, бізнес та управління, 2019. Випуск 4 (21). С. 381-389

- when improving the General Scheme of Planning for the Territory of Ukraine, identify a set of highly urbanized territories with a definition of their functions, as well as national development objectives;
- when preparing state target programs, take into account the priorities and features of the development of highly urbanized territories;
- develop and adopt the Law of Ukraine "On Priority Development Territories", which regulates the procedure for determining, legal and economic foundations of the status and functioning of the priority development territory, the implementation of a special regime of investment activity in this territory; determine general rules for regulating relations between economic entities in such territories;
- initiate the development and implementation of the National Project "Development of Large Cities and Economic Centers";
- create a holistic system of strategic planning and forecasting of the development of the state, regions, and administrative-territorial units based on ensuring a unified approach, procedures for their development and implementation at all levels, taking into account the priorities and components that determine the specifics of their development;
- continue the formation of an effective and transparent mechanism for financial support for territorial development, the introduction of medium-term planning of local budgets; legislative regulation of the diversification of sources and forms of financing for territorial development: intermunicipal cooperation, public-private partnership, corporate social responsibility, etc [³³³].

The Russian-Ukrainian war has made adjustments to the current state of development of urbanized territories, which have caused significant losses and damage. Currently, domestic scientists are working to determine effective directions for the reconstruction of Ukraine's territories and the restoration of their economy. Thus, Melnychenko O.A. identified the conceptual principles of the strategy for the post-war restoration of Ukraine: the end of the war, preventing the resumption of hostilities on Ukrainian territory, rebuilding the national economy, and ensuring social justice [³³⁴].

³³³ Яроцьку В. І. Формування державної політики розвитку високоурбанізованих територій. Державне управління: удосконалення та розвиток, 2012. № 4. URL: <http://www.dy.nauka.com.ua/?op=1&z=406>.

³³⁴ Мельниченко О.А. Концептуальні засади стратегії післявоєнної відбудови України. URL: <https://repo.knmu.edu.ua/bitstream/123456789/30691/2/%D0%A2%D0%B5%D0%B7%D0%B8%20-%D0%9A%D0%B8%D1%97%D0%B2%20-%D0%BD%D0%BF%D0%BA%20-%2015-28.04.2022%20%3D%20137-40.doc>

Bohdan T. notes that "the restoration of the economy destroyed after the war should take place in the following main areas:

- reconstruction of physical infrastructure and restoration of the natural environment;
- reconstruction of the housing stock;
- rehabilitation of victims, restoration of social infrastructure, and the sphere of social services;
- revival of the industrial sector, creation of new jobs, and support for small and medium-sized enterprises;
- creation of production capacities and formation of state orders to strengthen the country's defense capabilities;
- improvement of the quality of public administration and strengthening of market economy institutions" [³³⁵].

The analysis of the components of the mechanism of public management of the economic development of urbanized territories allowed us to identify areas for its improvement, which take into account the conditions of martial law and post-war recovery, and consist of the following:

- development of the economic potential and competitive advantages of urbanized territories, by:
 - creation of economic development centers by forming agglomerations, creating clusters, technopolises, technoparks, and business incubators;
 - development of digital technologies and innovations in urbanized territories;
 - creation of new jobs through the development of small and medium-sized businesses;
 - development of the processing industry: transition from trade in raw materials to trade in goods with high added value;
 - identification of priority industries that should be developed in accordance with the potential of urbanized territories: construction, agriculture, metallurgy, electrotechnical, and military-industrial.
- reconstruction and development of infrastructure that meets the requirements of environmental friendliness and energy efficiency, focused on inclusiveness and innovation, through:

³³⁵ Богдан Т. Післявоєнна відбудова: уроки з досвіду Балкан. Бізнес Цензор. URL: https://biz.censor.net/columns/3330248/pislyavoyenna_vidbudova_uroky_z_dosvi_du_balkan

- restoration of critical infrastructure, in particular energy facilities, electricity, water, and gas supply;

- development of logistics support, in particular restoration of roads, bridges, airports, and railway infrastructure;

- reconstruction and development of social facilities, in particular educational institutions, healthcare institutions, and cultural institutions.

- development of the sphere of urban development, reconstruction and development of housing stock with provision of engineering, transport, and social infrastructure, through:

- improvement of planning and development of territories;

- renewal of emergency and dilapidated housing stock;

- provision of temporary housing for IDPs;

- reconstruction of damaged areas as a result of military aggression and construction of new residential buildings.

At the same time, important in the context of these areas are:

- improving the regulatory framework for the economic development of urbanized territories, by improving and developing adequate and effective legal instruments:

- harmonizing existing regulatory documents regulating the development of urbanized territories and bringing them into line with international standards;

- developing new regulatory acts on the development of urbanized territories;

- bringing legislation into line with the requirements of martial law and post-war reconstruction.

- creating an effective system of financial support and economic stimulation of public management of the economic development of urbanized territories, by applying adequate and effective economic instruments:

- improving mechanisms for financing the reconstruction and economic development of urbanized territories;

- developing economic instruments to support the functioning and stimulation of the reconstruction and economic development of urbanized territories.

- building an effective institutional model, coordinating the actions of entities and regulating the functioning of organizational structures involved in public management of the economic development of urbanized territories:

- preventing duplication of powers, defining clear tasks and functions for entities managing urbanized territories in terms of economic development and reconstruction;

- creating new entities of management, the tasks of which will be to restore and economically develop urbanized territories;

- improving mechanisms for cooperation between public authorities;

- organizing urbanized territories.

- building a practical and accessible (in accordance with the procedure established by law) information space for public management of the economic development of urbanized territories, by:

- building a system of centralized information resources that accumulate and transmit information on the restoration and economic development of urbanized territories for various groups of stakeholders;

- information stimulation of economic awareness of business, population, and officials of public authorities regarding the reconstruction and economic development of urbanized territories;

- image creation; monitoring; promotion of the urbanized territory.

Fig. 5.4 presents the directions of development of a comprehensive mechanism of public management of the economic development of urbanized territories in the context of legal, organizational, economic, and information components.

Having identified the directions of economic development for urbanized territories, we consider it necessary to develop a comprehensive mechanism that defines specific measures for each direction in terms of legal, organizational, economic, and information mechanisms.

One of the directions that will contribute to economic development is the development of the economic potential and competitive advantages of urbanized territories, which includes a set of tasks:

- formation of centers of economic development;

- development of digital technologies and innovations;

- development of small and medium-sized businesses;

- development of priority sectors of the economy and the processing industry in accordance with the potential of urbanized territories.

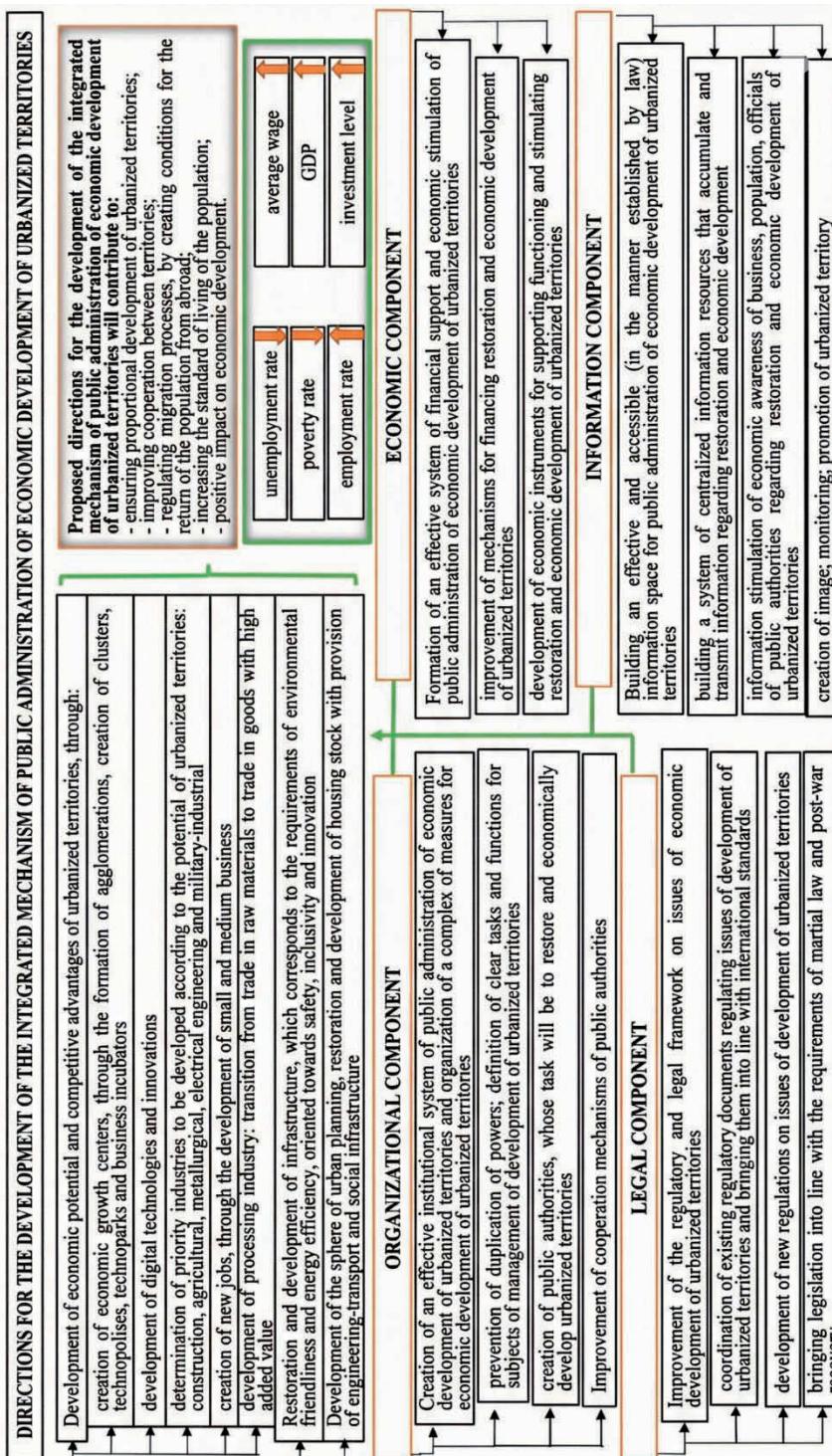


Fig. 5.4. Directions for the development of a comprehensive mechanism for public management of the economic development of urbanized territories

Source: developed by the author.

Rapid recovery and economic development of urbanized territories can be ensured through the development of economic growth centers, known as agglomerations. Babets I. G. notes that “the formation of agglomerations creates a basis for strengthening the economic security of urbanized areas, which consists of the following aspects: a larger territory for investment placement; a wider sales market; a greater capacity of the labor and financial resources market; a better level of development of all types of infrastructure; the ability to save on scale, avoid duplication, and therefore have higher efficiency; more chances of finding partners, extending the value-added chain and creating viable clusters, the presence of scientific and research institutions; the effect of synergy” [³³⁶].

Today, in Ukraine, there is no common understanding of existing agglomerations, particularly regarding their number, the territories they encompass, and the system of management for such centers of economic development has not been established. An important task today is:

- fixing at the legislative level the issue of formation and management of agglomerations;
- development of schemes of territorial planning of agglomerations and plans of their economic development, which should take into account the potential of each corresponding urbanized territory;
- development of mechanisms of state support of agglomerations, in particular through inter-budgetary transfers for the development of agglomeration infrastructure, employment support, formation of clusters, business parks, etc.

Businesses require exceptional support during wartime conditions. Several relevant state programs have been created, in particular:

- compensation for employment of IDPs for UAH 6,500 for each employed person is provided;
- business relocation program;
- government grant program for business "eWork";
- exporter financing programs [³³⁷].

A rather important step for the development of the economy in wartime conditions was the introduction of a platform for assistance in the relocation of businesses to safe regions [³³⁸] and the introduction of a program that helps with finding premises, resettling workers, and starting work in a new place. Benefits for renting state-owned premises were also

³³⁶ Бабець І. Г. Удосконалення методики оцінки економічної безпеки на регіональному рівні. Науковий вісник Львівського державного університету внутрішніх справ. Серія економічна: збірник наукових праць; головний ред. Р. І. Тринько. Львів: ЛьвДУВС, 2012. Вип. 1. 292 с.

³³⁷ Підтримка бізнесу в умовах війни. URL: <https://business.diia.gov.ua/wartime>

³³⁸ Платформа по релокації бізнесу в безпечні регіони. URL: https://prozorro.sale/marketplace_landing-page

introduced. According to the National Institute for Strategic Studies [³³⁹] the largest number of businesses moved to Lviv, Zakarpattia, and Chernivtsi regions.

In our opinion, in order to reduce disparities in the development of urbanized areas, it is necessary to develop mechanisms to facilitate the relocation of businesses from areas located in the combat zone to low- and medium-economically developed areas by providing benefits for businesses in the event of their relocation to the relevant regions, in particular, providing benefits for rent, providing a fixed amount to support business operations in a new location, etc. At the same time, the Ministry of Economy, together with the Ministry of Development of Communities, Territories and Infrastructure of Ukraine (Council of Agglomerations), when considering companies' applications, can provide recommendations on relocation to those regions in which these companies can best realize themselves, which, in turn, will contribute to the creation of technoparks, clusters of territories and their economic development. For example, the creation of construction clusters near areas that have suffered significant damage and require restoration should be promoted, particularly in the eastern part of Ukraine (Dnipropetrovsk, Zaporizhia, and Kirovohrad regions). The creation of agricultural clusters will be particularly relevant, given Ukraine's abundant resource potential. The creation of electrical, metallurgical, and military-industrial clusters is particularly relevant in today's conditions. Therefore, an important task in the context of creating clusters is the approval of regulatory acts that will govern their activities, as well as the development of programs to promote the creation and development of clusters by fostering inter-territorial ties. At the same time, the Agglomeration Council should play a key role in their creation and development.

Additionally, special attention should be paid during reconstruction to the development of small and medium-sized enterprises, which will contribute to the creation of new jobs and the repopulation of Ukraine. In particular, it is necessary to develop and implement several measures that will contribute to the restoration of entrepreneurship in the conditions of martial law and post-war recovery, using the following tools:

- introduction of a simplified procedure for creating and registering an enterprise;
- provision of preferential loans for small and medium-sized businesses;

³³⁹ Національний інститут стратегічних досліджень. URL: <https://niss.gov.ua/news/komentari-ekspertiv/ohlyad-realizatsiyi-prohramy-relokatsiyi-pidpryyemstv-v-ukrayini>

- providing tax benefits, in particular during the first year of operation, as well as in the case of locating an enterprise in underdeveloped urbanized territories and those territories that have suffered severe damage as a result of war or territories with a high and medium level of threat;

- Promoting logistical support and attracting investments for the development of small and medium-sized businesses, through the creation of clusters, technology parks, and business incubators.

Therefore, in the context of improving the legal framework, we see a need to develop a practical legal framework that contributes to the development of the economic potential and competitive advantages of urbanized territories. One of the pressing issues is the need to regulate the creation, operation, and management of agglomerations. Thus, it is necessary to adopt the law "On Agglomerations", develop territorial planning schemes for agglomerations, and develop plans for the economic development of agglomerations. Additionally, in the context of forming economic development centers, it is necessary to regulate the issues of creating and managing clusters, technology parks, and business incubators. Also, in order to improve this mechanism, it is necessary to bring the legislation into line with the requirements of post-war reconstruction, in particular, it is proposed: to amend the legislation to simplify the conduct of economic activities; to amend the law "On the Development and State Support of Small and Medium-Sized Entrepreneurship in Ukraine" to facilitate doing business in underdeveloped, medium-developed and severely damaged territories.

One of the areas of improvement of the legal mechanism is the development of new strategies and programs, in particular, we see the need for: developing a state program aimed at the digital and innovative development of urbanized territories; developing programs aimed at the digital and innovative development of urbanized territories, and smart-city concepts at the local level; developing a strategy and programs for the development of small and medium-sized businesses; developing a strategy and programs for the development of priority sectors of the economy.

The organizational mechanism facilitates the improvement of the institutional system and the development of a set of measures aimed at enhancing the economic potential and competitive advantages of urbanized territories. In terms of improving the institutional system, the following are proposed: creating a consultative and advisory body under the Ministry of Development of Communities, Territories and Infrastructure of Ukraine - the Council of Agglomerations of Ukraine; promoting the processes of creating urban agglomerations as forms of interterritorial cooperation; distribution of functions and powers between different entities in terms of

creating and managing agglomerations, clusters, technology parks and business incubators; creation of management entities at different levels for the purpose of developing digital technologies and innovations in urbanized areas and developing small and medium-sized businesses, or as an alternative - distribution of relevant functions between existing management entities.

One of the components of the organizational mechanism is the formation of a set of measures aimed at improving the economic potential and competitive advantages of urbanized areas:

1. Relocation of business and production facilities in order to form centers of economic development and development of priority sectors of the economy in accordance with the potential of urbanized areas;

2. Implementation of measures to simplify business activities for priority sectors of the economy and support small and medium-sized businesses;

3. Holding various courses, seminars, and trainings.

In the context of improving the economic mechanism, sources of financing have been identified for each area of economic development and the competitive advantages of urbanized territories. Economic instruments have been proposed, including inter-budgetary transfers, tax and credit benefits, preferential rental rates, and customs benefits. In particular, the introduction of special taxes, customs, and other regimes for underdeveloped urbanized territories and those that have suffered severe damage, as well as special economic zones, is intended to promote their economic development.

Improving the information mechanism for the development of economic potential and competitive advantages of urbanized territories consists in the need to: create and develop automated information systems about the current state, economic potential of urbanized territories; establish communication between business, authorities and the public; ensure monitoring of economic development centers, small and medium-sized businesses, digital technologies and innovations of urbanized territories; promote the promotion of the economic potential of the urbanized territory; creation of a state platform for conducting various courses, seminars and trainings; creation and development of automated information systems for various types of notifications in urbanized areas, in particular, development of mobile information applications for urbanized areas.

The next direction that will contribute to the economic development of urbanized areas is the development of territorial infrastructure that meets the requirements of environmental friendliness and energy efficiency, focused on inclusiveness and innovation, which includes a set of tasks:

- restoration and development of critical infrastructure, in particular energy facilities, electricity, water, and gas supply;

- development of logistics support, in particular the restoration of roads, bridges, airports, and railway infrastructure;

- reconstruction and development of social facilities, in particular educational institutions, healthcare institutions, and cultural institutions.

The reconstruction and development of infrastructure should be aimed at:

- ensuring transport connections between urbanized areas, centers of economic development, settlements of agglomerations, etc., which, in turn, will ensure labor migration and the movement of goods;

- uniform development of the housing and communal services sector;

- uniform development of the social sphere.

At the same time, when rebuilding the infrastructure, it is essential to consider the actual needs for relevant facilities in each urbanized area.

Improving the legal mechanism requires developing programs to stimulate the use of renewable energy sources at various levels, supporting and developing "green" infrastructure, devising effective heat supply schemes for urbanized territories, and implementing programs for the integrated development of infrastructure facilities.

In the context of the organizational mechanism, it is proposed: the creation of management entities at different levels for the purpose of developing territorial infrastructure (to create through reorganization the Committee on Territorial Development, Urban Planning and Urban Infrastructure of the Verkhovna Rada of Ukraine and the Agency for the Restoration and Development of Territories of Ukraine), or as an alternative - the distribution of relevant functions between existing management entities.

One of the components of the organizational mechanism is the formation of a set of measures that will be aimed at the reconstruction and development of the territorial infrastructure of urbanized territories, in particular, these include: the introduction of modern technologies to increase energy efficiency; decentralization of critical infrastructure with an orientation towards combining various energy sources; ensuring transport links between centers of economic growth; development of an individual heat supply system; development of projects aimed at the development and restoration of infrastructure facilities.

In terms of the economic mechanism, the sources of financing are identified, including state and local budgets, trust funds, investments (both external and internal), international technical assistance, and reparations. The use of the following economic instruments is proposed: a "green" tariff, tax and customs benefits, and benefits and loans for infrastructure projects.

In the context of improving the information mechanism, we see the need to ensure monitoring of the condition of infrastructure facilities by forming a methodology for collecting, processing and disseminating information; creating and developing automated information systems regarding territorial infrastructure; creating and developing automated information systems regarding damaged or destroyed infrastructure (including in monetary form); establishing communication between business, authorities and the public in the process of restoring and developing territorial infrastructure.

The next direction, which is especially relevant in today's conditions, is the development of the sphere of urban planning, reconstruction, and development of the housing stock, which includes a set of tasks:

- improvement of planning and development of territories;
- renewal of dilapidated and emergency housing stock;
- provision of temporary housing for internally displaced persons;
- Reconstruction of those damaged as a result of military aggression and construction of new residential buildings with the provision of engineering, transport, and social infrastructure.

Regarding the reconstruction, renovation and development of the housing stock, several practical tools have already been created, in particular, the Affordable Mortgage program [³⁴⁰] has been introduced for people who need housing but have special conditions, in particular, military personnel, law enforcement officers, teachers, and doctors, which provides for preferential loans from 3% for 20 years with a down payment of 20% for the purchase of housing. Starting in 2023, it is, planned that a pre be provided to everyone with an interesall individuals at The law "On Amendments to the Tax Code Regarding Taxation of Transactions with Real Estate Objects to be Built in the Future" was also adopted as a basis, which adopted changes to the procedure for taxation of transactions related to the creation and supply of residential real estate.

Priority measures aimed at developing the sphere of urban planning, reconstruction, and development of the housing stock include: the creation of programs that stimulate the development of the construction industry; the introduction of a simplified system for land allocation and construction; the development of social and temporary housing funds; and the creation of various registers.

³⁴⁰ Доступна іпотека для українських захисників, медиків і педагогів стартує в жовтні, – Юлія Свириденко. URL: <https://www.kmu.gov.ua/news/dostupna-ipoteka-dlia-ukrainskykh-zakhysnykiv-medykyiv-i-pedahohiv-startuie-v-zhovtni-iuliia-svyrydenko>

Legal mechanism:

- coordination of regulatory legal acts regulating the sphere of urban development (approval of the Urban Planning Code);
- creation of programs that will stimulate the development of the construction industry;
- development of programs for the comprehensive restoration of urbanized territories;
- creation of spatial development plans.

In the context of the organizational mechanism, it is proposed: the creation of management entities at different levels for the purpose of developing urban development and housing policy (to create an Agency for the Restoration and Development of Territories of Ukraine), or as an alternative, the distribution of relevant functions between existing management entities.

The next direction of improving the organizational mechanism is the development of social and temporary housing funds, as well as the development of mechanisms for resettlement from dilapidated and emergency housing.

In the context of improving the economic mechanism, sources of funding have been identified: from state and local budgets, financial resources of business entities, trust funds, attracting international and donor assistance for the reconstruction of the housing stock, investor funds, reparations, confiscated Russian assets, and several economic instruments have been proposed: compensation, mortgage lending, tax breaks, subsidies for the construction and repair of housing, subsidies for the purchase of housing. In the context of improving the information mechanism, we see the need for: creating and developing automated information systems on the state of urban development and the housing stock; ensuring monitoring by forming a methodology for collecting, processing and disseminating information on housing stock objects, on the use of funds allocated for the restoration of the housing stock; establishing communication between the authorities and the public in the process of developing the sphere of urban development, reconstruction and development of the housing stock; creating several registers, in particular: a register of social and temporary housing; a single register of citizens who lost their homes as a result of the war; register of cultural heritage sites.

Table 5.7

A comprehensive mechanism for public management of the economic development of urbanized areas

| DIRECTION: Development of economic potential and competitive advantages of urbanized areas | | | | |
|--|--|---|--|--|
| TASK | EVENTS | | | |
| <i>-formation of economic development centers</i> | Legal mechanism | Organizational mechanism | Economic mechanism | Information mechanism |
| | adoption of the law "On agglomerations" | creation of a consultative and advisory body under the Ministry of Development of Communities, Territories and Infrastructure of Ukraine - the Council of Agglomerations of Ukraine | Use of sources of financing from state and local budgets, own sources of financing, international technical and financial assistance | creation and development of automated information systems about economic development centers at the local and state levels |
| | adoption of the law on the regulation of the issue of creation and management of clusters, technoparks and business incubators | creation of urban agglomerations as forms of inter-territorial cooperation | Use of economic instruments: inter-budgetary transfers, tax and credit benefits, preferential rental rates, customs benefits. In particular, maintaining special tax, customs and other regimes for underdeveloped urbanized territories and those that have suffered severe damage, special economic zones in order to promote their economic development | establishing a dialogue between business, government and the public in the process of forming and managing economic development centers |
| | development of programs for the development of clusters, technoparks and business incubators | distribution of functions and powers between various entities in terms of creation and management of agglomerations, clusters, technoparks and business incubators | | ensuring monitoring by forming a methodology for collecting, processing and disseminating information about economic development centers |
| | development of territorial planning schemes for agglomerations | | | |
| | development of plans and programs for the economic development of agglomerations | Organizational mechanism | | |

Continuation of Table 5.7

| TASK | EVENTS | | | |
|--|---|---|--|---|
| | Legal mechanism | Organizational mechanism | Economic mechanism | Information mechanism |
| <i>- development of digital technologies and innovations</i> | development of a state program aimed at the digital and innovative development of urbanized territories | creation/determination of management entities at the central level for the development of digital technologies and innovations in urbanized areas | use of sources of financing from state and local budgets, own resources of enterprises, international technical and donor assistance, loans from international financial organizations | ensuring monitoring by forming a methodology for collecting, processing and disseminating information on digital technologies and innovations in urbanized areas |
| | development of programs aimed at the digital and innovative development of urbanized territories at the local level | creation/determination of entities responsible for the development of digital technologies and innovations in urbanized areas at the local level | use of economic instruments: inter-budgetary transfers, tax and credit benefits, preferential rental rates, customs benefits. In particular, the establishment of special economic zones for underdeveloped urbanized territories and those that have suffered severe damage, in order to promote their innovative development | creation and development of automated information systems of various kinds of notifications in urbanized areas. In particular, the development of mobile information applications for urbanized areas |
| | development of smart-city concepts in urbanized territories | Organizational mechanism | creation of a fund for the development of digital technologies | promotion of the innovative potential of urbanized areas |
| | | | creation of a state platform for conducting courses, seminars and trainings on the development of digital technologies and innovations | |

Continuation of Table 5.7

| TASK | EVENTS | | | |
|--|--|--|--|--|
| | Legal mechanism | Organizational mechanism | Economic mechanism | Information mechanism |
| <i>- development of small and medium-sized businesses</i> <i>TASK</i> | Amendments to the Law "On the Development of Small and Medium-sized Entrepreneurship in Ukraine" in terms of facilitating business activities in underdeveloped, moderately developed and severely damaged territories | creation/determination of entities responsible for the development of small and medium-sized businesses at the local level | use of funding sources from state and local budgets, special funds, own resources of enterprises | ensuring monitoring by forming a methodology for collecting, processing and disseminating information on small and medium-sized businesses |
| | Development of a strategy and programs for the development of small and medium-sized businesses | distribution of functions between different management entities | use of economic instruments: the development of preferential rental rates for small and medium-sized businesses at the local level | creation and development of automated information systems on small and medium-sized businesses during the first year of operation, as well as in the case of locating the urbanized areas |
| | Development of a state strategy for the development of priority sectors of the economy | creation/determination of entities responsible for the development of priority sectors of the economy at the central level | use of funding sources from state and local budgets, special funds, own resources of enterprises | in creation of a state platform for conducting courses, seminars and trainings for small and medium-sized businesses |
| <i>- development of small and medium-sized businesses</i> <i>TASK</i> <i>- development of small and medium-sized businesses</i> <i>TASK</i> | Development of programs for the development of priority sectors of the economy at the local level in accordance with the potential of urbanized territories | creation/determination of entities responsible for the development of priority sectors of the economy at the local level | use of economic instruments: the development of preferential rental rates for priority sectors of the economy at the local level | creation and development of automated information systems on the state of for business entities development of operating in priority economic sectors by sectors of the economy, as well as in the case of urbanized areas |
| | Amendments to the legislation in terms of simplifying business activities for priority sectors of the economy | ensuring conditions for the relocation of production facilities and business | implementation of measures to simplify economic activity for priority sectors of the economy | locating them in underdeveloped, de-occupied or heavily damaged territories as a result of the war) |

Continuation of Table 5.7

| DIRECTION: Reconstruction and development of territorial infrastructure that meets the requirements of environmental friendliness and energy efficiency, focused on inclusiveness and innovation | | | | |
|--|--|--|--|---|
| TASK | EVENTS | | | |
| | Legal mechanism | Organizational mechanism | Economic mechanism | Information mechanism |
| <p><i>- development of critical infrastructure, in particular energy facilities, electricity, water and gas supply;</i></p> | development of programs to stimulate the use of renewable energy sources at different levels | creation/determination of entities responsible for the development of territorial infrastructure at the central level creation/determination of entities responsible for the development of territorial infrastructure at the local level | use of funding sources from state and local budgets, trust funds, investments (external and domestic), international technical and donor assistance, reparations, confiscated Russian assets | ensuring monitoring by forming a methodology for collecting, processing and disseminating information about infrastructure facilities; on the use of funds allocated for infrastructure restoration |
| | development of programs for the integrated development of infrastructure facilities | division of functions between different management entities decentralization of critical infrastructure, with an orientation towards the integration of various energy sources | Economic mechanism | creation and development of automated information systems on the state of territorial infrastructure |
| | development of programs to support and develop "green" infrastructure | development of an individual heat supply system | | creation and development of automated information systems on damaged or destroyed infrastructure (including in monetary form) |
| | | ensuring transport connections between centers of economic growth | | establishing communication between business, authorities and the public in the process of restoration and development of territorial infrastructure |
| | | development of projects aimed at the development and restoration of infrastructure facilities | | |
| | | | | |

Continuation of Table 5.7

| DIRECTION: Development of urban planning, reconstruction and development of housing stock | | | | |
|--|---|---|--|---|
| TASKS | EVENTS | | | |
| | Legal mechanism | Organizational mechanism | Economic mechanism | Information mechanism |
| <ul style="list-style-type: none"> - <i>improvement of planning and development of territories;</i> - <i>renewal of dilapidated and emergency housing stock;</i> - <i>provision of temporary housing for internally displaced persons</i> - <i>reconstruction of those damaged as a result of military aggression and construction of new residential buildings with provision of engineering, transport and social infrastructure</i> | <p>harmonization of regulatory legal acts regulating the sphere of urban development (approval of the Urban Planning Code);</p> <p>creation of programs that will stimulate the development of the construction industry</p> <p>development of programs for the comprehensive restoration of urbanized territories</p> <p>update/development of spatial development plans</p> | <p>creation/determination of entities responsible for the development of the sphere of urban planning and reconstruction and development of the housing stock at the central level</p> <p>creation/determination of entities responsible for the development of the sphere of urban planning and reconstruction and development of the housing stock at the local level</p> <p>distribution of functions between different management entities</p> <p>development of mechanisms for resettlement from dilapidated and emergency housing</p> | <p>use of funding sources from state and local budgets, financial resources of business entities, trust funds, attraction of international and donor assistance for the reconstruction of the housing stock, investor funds, reparations, confiscated Russian assets</p> <p>use of economic instruments: compensation, mortgage lending, tax breaks, subsidies for housing construction and renovation, subsidies for the purchase of housing</p> <p>creation of funds to eliminate the consequences of armed Russian aggression</p> | <p>- creation of a number of registers, in particular:</p> <p>-register of social and temporary housing;</p> <p>- a single register of citizens who have lost their homes as a result of the war;</p> <p>- a register of cultural heritage sites.</p> <p>creation and development of automated information systems on the state of urban planning and housing stock</p> |

Source: developed by the author

Thus, as a result of the study of the comprehensive mechanism of public management of the economic development of urbanized territories, directions for the development of urbanized territories were determined, in particular: development of economic potential and competitive advantages of urbanized territories by creating economic development centers, forming agglomerations, creating clusters, technopolises, technoparks and business incubators; development of digital technologies and innovations in urbanized territories; creation of new jobs through the development of small and medium-sized businesses; development of the processing industry: transition from trade in raw materials to trade in goods with high added value; identification of priority industries that should be developed in accordance with the potential of urbanized territories: construction, agricultural, metallurgical, electrical and military-industrial; reconstruction and development of infrastructure that meets the requirements of environmental friendliness and energy efficiency, focused on inclusiveness and innovation; development of the urban planning sector, reconstruction and development of the housing stock. A set of measures is proposed in terms of legal, organizational, economic, and information mechanisms that will be relevant in the conditions of martial law and post-war recovery, and will contribute to the economic development of urbanized territories.

Thus, the proposed directions for the development of a comprehensive mechanism for public management of the economic development of urbanized territories will contribute to: overcoming the consequences of the Russian-Ukrainian war in urbanized territories; ensuring proportional development of urbanized territories; improving cooperation between territories, will have a positive impact on economic development: growth in gross product, creation of new industries, jobs and growth in the level of income of the population; regulating migration processes by creating conditions for the return of the population from abroad.

Conclusions to Chapter 5

The fifth chapter enhances the theoretical and methodological foundations and outlines practical mechanisms for the public management of the restoration and development of urbanized territories in Ukraine. It is determined that the purpose of such management in the conditions of martial law and post-war reconstruction is to create appropriate conditions for the sustainable functioning of territories through the formation of effective state

policy based on the protection of economic rights, security, and public consensus. A set of priority tasks is formulated, among which the key ones include reducing economic disparities between regions, effective utilization of resource potential, ensuring environmental safety, and managing migration processes. It is substantiated that the management system should be based on the principles of scientificity, comprehensiveness, social justice, environmental friendliness, and completeness of territorial coverage.

A significant outcome of the study was the development of a comprehensive mechanism for the public management of economic development in urbanized territories, which integrates legal, organizational, economic, and information components. It has been proven that the legal mechanism requires updating the legislative framework, particularly through the adoption of laws on agglomerations and urban development, as well as the adaptation of regulatory acts to EU requirements. The economic mechanism should be based on diversifying funding sources, including international assistance, reparations, and investor funds, as well as the use of incentive instruments, such as tax breaks for affected territories and special economic zones.

Within the organizational mechanism, an updated institutional management model is proposed that takes into account the challenges of wartime. The feasibility of creating the Agency for the Restoration and Development of Territories of Ukraine as a central executive body to coordinate reconstruction processes, as well as the Council of Agglomerations of Ukraine to ensure practical intermunicipal cooperation, is substantiated. Such a model will eliminate duplication of powers, ensure a clear division of functions between state and local authorities, and increase the transparency of decision-making.

Strategic directions for the restoration of urbanized areas have been identified, including the development of economic potential through the formation of clusters, technology parks, and support for small businesses. Additionally, the reconstruction of critical and social infrastructure is based on energy efficiency, as well as the modernization of the housing stock. It is argued that the implementation of the proposed measures will contribute not only to the physical restoration of cities but also to their structural modernization, thereby increasing competitiveness, creating new jobs, and fostering conditions for the return of forced migrants, which is critically important for the demographic and economic security of the state.

CONCLUSIONS

The monograph presents a comprehensive scientific solution to the important task of establishing theoretical and methodological foundations and developing practical mechanisms for the public management of restoration and development processes in Ukraine under martial law and post-war reconstruction. The generalization of the research results enables us to state that full-scale military aggression has become a catalyst for fundamental transformations in all spheres of public life, necessitating a transition by the state to a new, adaptive model of governance based on the principles of resilience, security, inclusiveness, and European integration.

The defining factor of modern state-building is identified as a cardinal change in the security environment, in which traditional military threats are closely intertwined with hybrid challenges, particularly in the cyber and information domains. It is proven that modern security architecture requires the rejection of static methods of protection in favor of dynamic systems capable of counteracting cognitive influences and cyberattacks on critical infrastructure. At the same time, it was established that ensuring national security is impossible without addressing acute demographic problems and the migration crisis, which significantly undermine the country's human and economic potential. The preservation and development of human capital are identified as a priority task of state policy, which requires the implementation of effective mechanisms for the reintegration of internally displaced persons and the creation of favorable conditions for the return of forcibly displaced migrants from abroad.

A crucial prerequisite for the country's successful recovery is the administrative and legal modernization of its public administration system within the context of European integration. It is substantiated that a systematic and uncompromising anti-corruption policy should accompany efforts to approximate to the standards of the European Union. It should combine strict criminal law measures, such as the inevitability of punishment and deprivation of the right to hold public office, with preventive mechanisms for fostering a culture of integrity in the public service. The proposed changes to criminal legislation and measures to strengthen the institutional capacity of anti-corruption bodies (NACP, NABU, SAP, VAKS) aim to increase transparency in

government and restore trust from society and international partners, which is critically important for attracting investment in reconstruction.

Territorial communities have been identified as the key level of ensuring the viability of the state in turbulent conditions. The study confirmed the need for a conceptual transition from the "stability" model, which focuses on maintaining a stable state, to the dynamic concept of "resilience", implying the ability of communities to adapt to shocks, recover, and develop in conditions of uncertainty. The foundation of such capacity is identified as financial autonomy, the introduction of risk-based budgeting and the activation of inter-municipal cooperation. It is the cooperation of communities that allows for the accumulation of resources to solve common infrastructure, social, and security tasks, creating a synergistic effect in the management of territorial development.

The conceptual basis of post-war urbanization is based on the principles of inclusiveness and sustainability. It has been proven that the restoration of destroyed cities should not be limited to the physical reconstruction of buildings and infrastructure, but should also aim to create a barrier-free, safe, and comfortable environment that provides equal access to opportunities for all social groups. Overcoming social exclusion and implementing "inclusive city" strategies is a necessary condition for harmonizing social relations, reducing social tension, and integrating vulnerable groups in the context of post-war societal transformation.

The practical implementation of the restoration strategy requires the use of a comprehensive public management mechanism that integrates legal, organizational, economic and information tools. The work developed an updated institutional management model that provides for the creation of specialized state institutions, such as the Agency for the Restoration and Development of Territories, as well as strengthening the role of agglomerations, which allows for effective coordination of actions at all levels of government. The strategic directions of economic development have been identified as the formation of innovation clusters, comprehensive support for small and medium-sized businesses, energy-efficient modernization of infrastructure, and diversification of funding sources, which together will contribute to building a competitive, secure, and European state.

Наукове видання

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ПІСЛЯВОЄННЕ ВІДНОВЛЕННЯ ТЕРИТОРІЙ УКРАЇНИ: БЕЗПЕКА, СТАЛИЙ РОЗВИТОК ТА УРБАНІЗАЦІЯ

МОНОГРАФІЯ
Англійською мовою

В авторській редакції

Технічний редактор *В.В. Ксендзук*
Коректор *Д.М. Захаров*

Віддруковано з готових оригінал-макетів

Підписано до друку 18.11.2025 р.
Папір офсетний. Формат 70x100 1/16
Гарнітура “Таймс”. Друк офсетний. Ум. др. арк. 21,13
Наклад 300 прим. Зам. № 0003

ТОВ «Наукове видавництво “Нова думка”»
м. Київ, вул. Мрії, 19-Є, кв. 1.
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Свідоцтво серія ДК № 8458 від 22.09.2025 р.

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*Свідоцтво про внесення суб'єкта видавничої справи
до Державного реєстру видавців, виготовників
і розповсюджувачів видавничої продукції України
серія ДК №3544 від 05.08.2009 р.*