

## SUSTAINABILITY AS A PRIORITY OF SOCIO-ECONOMIC DEVELOPMENT OF UKRAINE

Larysa G. Bogush<sup>1</sup>

*The article identifies the problems, substantiates the prospects for accelerating the socio-economic development of Ukraine, taking into account the main criteria for improving its balance and sustainability in order to maximize the effects of improving the level and quality of life of the population as the main results and incentives for the competitiveness of the national economy, individual territorial communities, producers and workers. In general, a sustainable socio-economic system should be characterized by awareness (in particular, normalization) of processes, diversity (variability of functioning mechanisms), the ability to self-regulate (including through the use of integration mechanisms, adaptability and updating of current priorities), which provide the potential to withstand the spectrum of challenges and crises by making certain changes without compromising the basic values of society, its institutions and spheres of life. Increasing the sustainability of the economy and society as a whole will be ensured by capitalizing on: the advantages of Ukraine's economic, geographical and geopolitical position; the preserved parameters of competitiveness and innovative potential of the workforce, as well as social institutions for their reproduction; production potential of regional specialization sectors (industrial, agro-processing, social and cultural), including in the formation and activation of cross-border business, logistics and transit systems.*

**Keywords:** socio-economic development, priorities, resilience, competitiveness, strategy, state policy, Ukraine's prospects.

**JEL Classification:** E61, F29, H54, H56, O20

**Introduction.** Excessive raw material and semi-finished (with a small degree of processing of raw materials) export orientation of the national economy, which has been increasingly strengthening for almost three decades, in particular, covering extractive industries, agriculture and agri-processing, energy transit, was quite profitable for individual entrepreneurs, state and regional budgets. Therefore, there was no need to focus on the rapid decline in production, the destruction of its closed cycles in mechanical engineering, instrumentation, light and partly food industry. At the same time, there was a weakening of attention to the implementation of strategic priorities of innovative development and knowledge-intensive diversification of the economy, forecasting and implementation of programs for their staffing, motivation of innovative activities of entrepreneurs, employees and self-employed persons.

These trends justify a fundamental revision of approaches to the priorities, guidelines, levers of development of the economy and society as a whole for both the short and long term, taking into account the cross-cutting guidelines for its acceleration, balanced diversification, as well as strengthening the social orientation, which are the criteria for ensuring an appropriate level of sustainability.

**Brief literature review.** Studying a set of problems of sustainability in the economies of the world, individual regions and countries at different stages of their functioning (growth, stagnation, crises, intersystem and intra-system contradictions), experts have developed appropriate recommendations:

– the content of this concept, methodology and methodology of such research in the spectrum of economic sciences (L. Briguglio, G. Cordina, N. Farrugia, S. Vella, 2005; J. Simmie, R. Martin, 2010; Ye. Bozhok, S. Pyrozhev, N. Khamitov, 2021) [1–3];

– approaches to considering the concept of sustainability in the context of leadership strategies, leadership positions and competitiveness of individual entities (individuals, organizations) (J. Ledesma, 2014; J. Rodin, 2014; F. S. Southwick, B. L. Martini, D. S. Charney, S. M. Southwick, 2017; N. I. Kholiavko, 2019) [4–7];

– methodology and techniques for applying the concept of sustainability in the management of the state and organizations; organizational and economic mechanisms for increasing their sustainability and viability in the face of certain time challenges (Yu. V. Kasperovych, 2019; M. N. Belinskaia, O. L. Korolchuk, 2018, 2021; H. Shvindina, Yu. Petrusenko, I. Balahurovska, 2022; T. Beker, B. Aikhenhrin, Yu. Horodnichenko, S. Huriev, S. Dzhonson, T. Mylovanov, K. Rohoff, B. Veder di Mauro, 2022) [8–12];

– approaches and ways to increase the resilience of economic systems of individual countries and regions in conditions of periodic economic crises, different stages of their escalation and development (J. Simmie, R. Martin, 2010; V. Filipchuk, A. Oktysiuk, V. Povoroznyk, Ye. Yaroshenko, 2016; Yu. V. Kasperovych, 2019; N.I. Kholiavko, 2019; O.L. Korolchuk, 2021; H. Shvindina, Yu. Petrusenko, I. Balahurovska, 2022;

<sup>1</sup>Larysa G. Bogush, PhD in Economics, Senior Research Scientist, Leading Researcher at the Department for Risks Studies in the Population Employment Sphere, Ptoukha Institute for Demography and Social Studies of the National Academy of Sciences of Ukraine  
ORCID: <https://orcid.org/0000-0001-6196-3781>

T. Beker, B. Aikhenhrin, Yu. Horodnichenko, S. Huriiev, S. Dzhonson, T. Mylovanov, K. Rohoff, B. Veder di Mauro, 2022) [2; 7; 8; 10–13];

optimization of economic, social and humanitarian international relations in the context of increasing the sustainability of the world economy as a whole (J. Ledesma, 2014; Yu. V. Kasperovych, 2019; R. S. Leki, 2019) [4; 8; 14].

The long period of socio-economic instability, complicated by military actions, causes uncertainty of their direct and indirect short-term and long-term negative consequences, which leaves the issues of both a comprehensive assessment of their impact on the prospects of socio-economic development of Ukraine and the justification of adequate corrective and compensatory measures systematized in programs and strategies to increase resilience of various durations.

The **purpose of the article** is to study the principles, identify the problems and prospects for improving the sustainability of socio-economic development of Ukraine, taking into account the main criteria, which are its balance, as well as improving the level and quality of life of the population as the main results and incentives for the competitiveness of the national economy, individual territorial communities, producers and workers.

**Main results.** Starting with a comprehensive analysis and justification of measures to overcome the pre-war systemic and territorially localized problems of the functioning of enterprises and non-economic spheres of life, complementing them with the most fully assessed mechanisms to mitigate and offset the damage and losses caused by the armed conflict, taking into account their long-term consequences, the strategy of post-war acceleration of Ukraine's socio-economic development should be based on the main priorities of increasing the level of its sustainability and self-sufficiency (in particular, on the basis of import substitution, the spread of closed production cycles, the revival of diversified domestic industry), as well as increasing the competitiveness of national actors (producers, industries, workers) on a macro-regional and global scale [1–15].

The study of methodology and practical approaches to ensuring sustainability in the life of countries, their groups and macro-regional societies is a continuation of scientific research to establish long-term controlled non-destructive interactions between the human community on a global scale, its economy and environment with the necessary parameters of safety and quality of reproduction of each of the above-mentioned interacting spheres, which in the 60–80s of the XX century were embodied in the paradigm and concept of sustainable development. Tendencies towards globalization of standards and practices of management and everyday life, actively stimulated by the development of information and communication, logistics, transit technologies, as well as transnational corporatization of production, with the beginning of the next period of planetary geoclimatic changes have already faced threats and challenges both in the field of resource availability

(starting with the basic ones – drinking water, fertile soils, fossil energy, food) and sanitary and epidemiological safety.

These realities have significantly increased the demand for substantiation of approaches to ensuring the sustainability (crisis resistance, stability) of the spectrum of aspects and areas of life of communities and countries [1–7; 9–11; 14; 15], i.e., to the issues that were previously widely studied by human sciences (psychology, psychopathology, psychiatry, clinical and stress medicine, etc.), ergonomics in the "man-technology-environment" system, in particular, the sciences of complex adaptive systems (under the influence of both natural and anthropogenic threats), such as ecology, landscape science, engineering, urban planning, health, sanitation and epidemiology.

In the most general form, a sustainable socio-economic system should be characterized by awareness (in particular, normalization) of processes, diversity (variability of functioning mechanisms), the ability to self-regulate (including through the use of mechanisms of integration, adaptability and actualization of current priorities), which provide the ability to withstand the range of challenges and crises caused by the implementation of certain changes without harming the basic values of society, its institutions and spheres of life [2; 3; 5; 8; 10; 13; 15]. Numerous approaches and methods to increase the sustainability of the national economy and its territorial subsystems associate the achievement of appropriate effects with the stimulation of innovation processes, cycles, mechanisms, as well as with improving the efficiency of the vocational education system [3; 7; 11; 12].

Among the main problems that complicate the prospects of post-war revival and acceleration of socio-economic development of Ukraine, first of all, the following should be noted: significant territorial economic, demographic and environmental disproportions; outdated, insufficiently diversified structure of the economy; ineffective governance system, including through the consistent withdrawal of the state (as an institution designed to coordinate the entire range of institutions of society) from performing a number of inherent functions to determine the quantitative and qualitative benchmarks of economic and social development; significant slowdown of the innovation process due to the lack of social motivation for productive creative activity; systemic reproductive, social, labor and environmental risks.

Therefore, the strategy of improving the efficiency and sustainability of socio-economic development should capitalize as much as possible: the advantages of the economic, geographical and geopolitical position of the state; the preserved parameters of competitiveness, innovation, professional and qualification potential of the personnel of the domestic economy and social institutions of its reproduction; production potential of regional specialization sectors (industrial, agri-processing, socio-cultural), including through the formation and activation of entrepreneurial, logistics and transit cross-border systems [1–7; 11; 12; 14].

Among the existing territorial economic disproportions, which will continue to influence the prospects of post-war revival of Ukraine, will determine the key benchmarks of balance and increase the sustainability of its socio-economic development, the following should be noted:

- disproportions in the spatial organization of the economy associated with the peculiarities of functioning of: old resource and industrial regions; mono-specialized settlements and economic subsystems (in particular, those involved in mining, intensive agriculture, recreation); territories that have acquired the status of depressed as a result of man-made destabilization of the ecological situation; settlement systems and territorial economies involved in logistics, technical, household services of transit, transport corridors and nodes;

- imbalances in the accumulation and use of financial results of economic entities (taxes, fees, certain deductions from profits, etc.), which determine the volume of local budgets, territorial potential for reproduction and improvement of the quality of the living environment, the level of satisfaction of socially necessary needs of the population guaranteed by law;

- disparities of supply and demand in regional labor markets (primarily in mono- and highly specialized regions), which stimulate internal and cross-border labor migration (including their negative consequences in the form of "brain drain", reduction of the most highly educated segment of the labor force), as well as lead to the marginalization of low-mobility groups of the population, which are the least competitive in terms of education, place of residence, work experience.

The problems of post-war development of Ukraine will be aggravated by economic imbalances caused, in particular, by the large-scale negative consequences of the armed conflict:

- irreversible loss of production capacities (from individual enterprises to entire specialized industries in a number of regions), forced delay in the restoration of city-forming economic entities and specialized industries due to lack of investment;

- narrowing, loss of access to the usual production resources and logistics schemes, as well as to domestic and foreign markets;

- deterioration of general and structural unemployment, including unemployment caused by destabilization, disintegration of territorial economic subsystems, forced migration, decline in living standards of the labor force (and, accordingly, reduction of funding for professional reproduction), physical destruction, disability of a significant part of the working population.

Along with the ecological peculiarities of living and economic conditions, ecological imbalances in Ukraine will be determined by the negative anthropogenic and technogenic impact, which is increasing both in the areas of former hostilities and in the frontline territories, as well as in the rear areas. In particular, it is necessary to emphasize the actualization of the factors of destruction of critical infrastructure facilities, leakage of hazardous substances,

destabilization of the system of centralized communal services of large settlements, increase in emissions into the atmosphere from the use of low-quality fuels and lubricants, including household solid fuels.

The roots of the problems lie largely in the outdated structure of the Ukrainian economy:

- formation of exports, first of all, at the expense of industries with fast turnover of funds and relatively low costs for the renewal of the material and technical base (transit of energy carriers, resource extraction or semi-finished enterprises, the production process of which involves a relatively small scale of processing of raw materials without the production of products for retail and small wholesale consumer demand or components for a number of branches of the machine-building and instrument-making industries);

- fragmentation, inconsistency of strategies and measures of knowledge-intensive modernization and diversification of the national economy, which manifested themselves, in particular, in: the predominant focus of free economic zones on transit services and infrastructure of transport corridors; absence of reasonable forecasts of personnel training, state and regional orders aimed at implementing short-term and long-term priorities of modernization and diversification of territorial economic systems; state and commercial banks maintaining a fairly high discount rate while stimulating consumer lending, undeclared housing and public construction; underestimation of the importance of comprehensive targeted scientific and technical programs; limited regional programs to stimulate local industry (agri-processing, food, light industry);

- excessive stimulation of entrepreneurship in the field of small wholesale and retail trade.

The strong social orientation to increase revenues from the transit and resale of foreign products formed in the pre-war period creates a significant obstacle for the post-war reconstruction of the Ukrainian economy, as it will inevitably face restrictions on domestic and foreign investment in such activities due to a significant increase in commercial and insurance risks.

Significant potential for sustainable post-war revival and acceleration of socio-economic development of Ukraine is associated with its economic and geographical location, as well as geopolitical position, which is characterized primarily by its location at numerous crossroads of economically efficient transregional, transcontinental and intercontinental routes (land, river and sea). Another important component of the expected advantages, chances and bonuses of Ukraine's geopolitical position is the increasingly clearly outlined prospects of joining the EU, NATO, as well as, through the mediation of these authoritative players of the international community, – other representative foreign policy and economic associations [12; 14].

It is difficult to overestimate the role of Ukraine in revitalizing and increasing the economic efficiency of interregional, transcontinental, intercontinental transit

of goods (in particular, energy carriers, mineral semi-finished products, rolled metal products, agricultural and agri-processing products, fertilizers and other products of chemical and petrochemical industry from the list of critical exports of the leading countries of Europe and the world). These advantages of economic and geographical location and geopolitical position will obviously stimulate a strong pragmatic interest of large national and foreign investors, international financial donor organizations. On the other hand, the policy of ensuring an adequate level of sustainability of national socio-economic development in the context of Ukraine's further integration into the actively competing world community should focus on improving the level and quality of life, safety of living and working conditions, cultural and ideological tolerance to the recognized world values of human life and coexistence. In particular, such measures will include interaction with the international community and foreign economic entities in the sphere of general and vocational education, entertainment, recreation, i.e., in the areas where Ukraine has and, despite the negative consequences of military actions, will retain a significant resource and potential for the production of competitive services.

International donor programs, as well as grants from other countries and leading international organizations for the restoration of critical infrastructure, improving the safety of the population, promoting the development of innovative start-ups, the creation and functioning of free economic zones will constitute a significant share of the financial support of relevant strategies and measures at the initial stage of the revival of the Ukrainian economy.

Strategies and measures to increase the parameters of sustainability of socio-economic development will primarily retain their regional character. In addition to the specifics and scale of military losses, objective economic and environmental disproportions, their content should take into account, among other things, short-term priorities:

- restoration of safety of vital activity of the population (demining of territories, bringing the indicators of technogenic hazard of production to the maximum permissible levels, increasing the economic efficiency of centralized and decentralized measures for the maintenance of the urban environment, public utilities);
- rapid growth of gross domestic and gross regional product, state and local budget revenues by stimulating the development of industries and sectors with high competitive characteristics in foreign markets;
- diversification of territorial spheres of employment and labor markets, taking into account educational, professional and qualification characteristics of the local population, as well as guidelines for innovative modernization of the national economy.

An important component of the modernization of the structure of the Ukrainian economy is the definition of priorities, taking into account the experience of promoting domestic innovative startups in international competitions. In particular, the Slush 2022 competition (an international start-up event held in Helsinki, Finland since 2008) has

evidenced [16] that the most demanded in the nowadays world are businesses for:

- processing of secondary raw materials and various biological waste, including for the production of polystyrene, polyethylene substitutes, etc;
- production of devices for the organization of ergonomic living environment in settlements, residential and public buildings (controllers, software, mobile applications for "smart home", "smart office", hospitals, nursing homes, people with special needs);
- implementation of feedback technologies between: business and customers; management of companies, their suppliers, structural units and network enterprises;
- development of certified and free software for payment instruments and services, promotion of small business on the Internet and social networks, support of passenger transportation.

Therefore, among the main goals of the sustainable functioning of the national economy and its territorial subsystems, it should be noted to ensure sustainable functioning:

- maintaining a guaranteed level of security of settlement systems, production and non-production environment;
- diversification of territorial economic systems, spheres of employment, training, advanced training and retraining of personnel in the context of urgent and strategic needs to increase domestic production of goods and services, balancing its specialization and territorial organization (first of all, in accordance with the current state and prospects of modernization of the production and technological base, the realities of providing raw materials and materials, their transit and logistics schemes, as well as the real vision of domestic and foreign markets for finished products);
- expanding the presence of domestic products (goods, services – from agricultural and agri-processing products, minerals and products of their processing, electricity to services for the transit of goods and passengers, recreation, entertainment, higher and vocational education) in foreign markets, including by lobbying the interests of national business, encouraging foreign investors, joining cross-border production and marketing schemes;
- consistent increase in the level of wages and social protection of workers, the unemployed and their families to the standards of developed countries.

These goals' achievement is based on:

- promoting the accelerated development of the sectors of specialization of the Ukrainian economy, both domestic industry and services, including through targeted measures for their diversification, technological modernization, optimization of logistics schemes of material and technical supply, staffing and sales of products;
- personnel who provide: development of critical infrastructure and logistics (facilities and networks of electricity and heat, water supply, transport communications for the transit of goods and passengers); revitalization of the country's specialization industries and

export-oriented industries (from mining to instrument-making and machine-building, from agri-processing to recreational); staffing (basic, additional) of regional health care, social protection, education, local construction and food enterprises;

- increasing the volume of training of personnel necessary for the implementation of the strategy of modernization of the economy (in particular, in the areas of expansion of its knowledge-intensive, agricultural and agri-processing, mining and processing, metallurgical, machine-building and instrument-making specialization), as well as for attracting relevant transnational investors and industries;

- promotion of industrial cooperation of the border regions, including through the establishment of domestic regional and local educational institutions to train the necessary personnel;

- stimulation of labor mobility and entrepreneurial initiative of economically active population within the framework of national and local programs, relevant activities of large business entities of various forms of ownership;

- implementation of the strategy of social protection of citizens of working age who lost their jobs, incomes, health as a result of certain crisis circumstances (including military operations), which provides for the payment of compensation, assistance in improving their skills, employment and entrepreneurship, involvement (if necessary) in housing programs;

- guaranteeing a socially acceptable level (in the context of meeting vital and basic social needs) of remuneration and safety of working conditions, as well as effective control over compliance with these standards.

**Conclusions.** The application of the methodology for improving the mechanisms and parameters of resilience of the spectrum of business and life in Ukraine will allow to implement the basic principles of resilience of a complex socio-economic system, its coordinated highly adaptive self-support in the conditions of real and potential emergencies (their individual natural and anthropogenic

stress factors), which require the implementation of long-term strategies and programs of measures to minimize and mitigate the consequences, taking into account the available internal resources, as well as key benchmarks of social stability, reproduction of the quality of life of the population and its individual territorial communities.

The list of systemic and territorially localized risks that will affect the prospects of increasing the sustainability of socio-economic development of Ukraine is outlined by the main threats to social stability, national security, factors of natural and man-made hazards in industrial and domestic spheres of life.

Overcoming the territorial economic, demographic and environmental disproportions and negatives associated with the outdated, insufficiently diversified structure of the Ukrainian economy, obstacles to the implementation of measures for its modernization, requires improvement of the hierarchical structure of economic and social processes management. During the period of Ukraine's independence, the state as an institution designed to coordinate the entire complex of public institutions and mechanisms, has significantly departed from performing a number of inherent functions to determine and implement quantitative and qualitative benchmarks of economic, social and innovative development.

Using the powerful advantages of economic and geographical location and geopolitical position of Ukraine, in the short and long term, it is necessary to implement a balanced strategy of diversification and innovative modernization of the economy, along with multiculturalism as an integral part of the national socio-cultural policy. In the near future, Ukraine has a significant potential to restore and increase domestic and transit cargo and passenger flows, as well as the production and sale of goods and services involved in their servicing. Over time, this will serve as an increasingly important incentive for the growth, diversification and further sustainability of the economy, stabilization and improvement of the social situation, improvement of living standards and civil harmony in individual territorial communities and regions.

#### REFERENCES:

1. Briguglio L., Cordina G., Farrugia N., Vella S. (2005) Conceptualising and measuring economic resilience. *Pacific Islands Regional Integration and Governance*, pp. 26–49. DOI: <https://doi.org/10.22459/PIRIG.11.2005.03>.
2. Simmie J., Martin R. (2010) The economic resilience of regions: towards an evolutionary approach. *Cambridge Journal of Regions, Economy and Society*, vol. 3 (1), pp. 27–43. DOI: <https://doi.org/10.1093/cjres/rsp029>.
3. Bozhok Ye., Pyrozhkov S., Khamitov N. (2021) Rezylientnist: stratehiia vyzhyvannia v umovakh hibrydnykh zahroz [Resilience: a strategy for survival in hybrid threats' conditions]. *Ukrinform* [Ukrinform]. Available at: <https://www.ukrinform.ua/rubric-society/3265105-rezilentnist-strategia-vizivanna-v-umovah-gibridnih-zagroz.html>.
4. Ledesma J. (2014) Conceptual frameworks and research models on resilience in leadership. *SAGE Open*, vol. 4 (3). DOI: <https://doi.org/10.1177/2158244014545464>.
5. Rodin J. (2014) *The resilience dividend: being strong in a world where things go wrong*. London: Profile Books. DOI: <https://doi.org/10.48558/j3qz-5m03>.
6. Southwick F. S., Martini B. L., Charney D. S., Southwick S. M. (2017) Leadership and resilience. *Leadership today* / J. Marques, S. Dhiman (ed.). Springer, pp. 315–333. DOI: [https://doi.org/10.1007/978-3-319-31036-7\\_18](https://doi.org/10.1007/978-3-319-31036-7_18).
7. Kholiavko N. I. (2019) Konkurentospromozhnist systemy vyshchoi osvity na osnovi formuvannia yii rezylientnosti do vyklykiv informatsiinoi ekonomiky [Competitiveness of higher education system on the basis of formation of its resilience to the challenges of the informational economy]. *Vcheni zapysky TNU imeni V. I. Vernadskoho. Seriya "Ekonomika i upravlinnia"* [Academic

notes of Vernadskyi' Tavri National University. Series "Economics and management", vol. 30 (69), no. 3, pp. 53–58. Available at: [http://www.econ.vernadskyjournals.in.ua/journals/2019/30\\_69\\_3/11.pdf](http://www.econ.vernadskyjournals.in.ua/journals/2019/30_69_3/11.pdf).

8. Kasperovych Yu. V. (2019) Fiskalna bezpeka derzhavy v umovakh hibrydnoi viiny [Fiscal security of the state in the hybrid war conditions]. Kyiv: Feniks.

9. Belinskaia M. N., Korolchuk O. L. (2018) Rol natsionalnoi rezilientnosti v formirovanii effektivnogo publichnogo upravleniia [The role of national resilience in public administration reforming]. *Godishnik na departament "Administratsiia i upravlenie"* [Yearbook of Department "Administration and management"], vol. 3, pp. 24–45. Available at: <https://administraciya-i-upravlenie.nbu.bg/bg/godishnici/arhiv-na-godishnik-na-departament-administraciya-i-upravlenie/godishnik-na-departament-administraciya-i-upravlenie-t-3-2018-issn-2603-297-x-online>.

10. Korolchuk O. (2021) Bezpekovi aspekty sotsiohumanitarnoi y ekonomichnoi stabilnosti u formuvanni natsionalnoi rezilyentnosti v Ukraini [Aspects of social and humanitarian security and economic stability in the formation of national resilience in Ukraine]. *Pravo ta derzhavne upravlinnia* [Law and public administration], no. 2, pp. 114–118. DOI: <https://doi.org/10.32840/pdu.2021.2.17>.

11. Shvindina H., Petrusenko Yu., Balahurovska I. (2022) Resilient management as an effective management tool for transformational changes in society. *Visnyk Kharkivskoho natsionalnoho universytetu imeni V.N. Karazina. Seriya "Mizhnarodni vidnosyny. Ekonomika. Kraїnoznavstvo. Turyzm"* [Bulletin of Karazin' Kharkiv National University. Series "International relations. Economy. Regional studies. Tourism"], no. 15, pp. 54–59. DOI: <https://doi.org/10.26565/2310-9513-2022-15-06>.

12. Beker T., Aikhenhrin B., Horodnichenko Yu. et al. (2022) Narys pro vidbudovu Ukrainy [Essay on the reconstruction of Ukraine]. London: Centre for Economic Policy Research Press. Available at: [https://cepr.org/system/files/2022-06/BlueprintReconstructionUkraine\\_ukr.pdf](https://cepr.org/system/files/2022-06/BlueprintReconstructionUkraine_ukr.pdf).

13. Filipchuk V., Oktysyuk A., Povoroznyk V., Yaroshenko Ye. (2016) Modeli i tsina vrehuliuvannia konfliktu na Donbasi: mizhnarodnyi dosvid ta ukraїnski realii [Models and cost of conflict settlement in Donbas: international experience and Ukrainian realities]. International Center for Prospective Studies.

14. Leki R. S. (2019) Growing global resilience leadership: working with diplomats. *Advances in global leadership*, vol. 12, pp. 191–205. DOI: <https://doi.org/10.1108/s1535-120320190000012011>.

15. The Rockefeller Foundation (2014) City resilience framework. The Rockefeller Foundation, Arup. Available at: <https://www.rockefellerfoundation.org/wp-content/uploads/City-Resilience-Framework-2015.pdf>.

16. PaySpace Magazine (2022) Yak ukraїnski startapy pidkoryuiut svit: Slush 2022 [How Ukrainian start-ups are conquering the world: Slush 2022]. *PaySpace Magazine*. Available at: <https://psm7.com/uk/business/kak-ukraїnskie-startapy-pokoryayut-mir-slush-2022.html>.

### СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ:

1. Briguglio L., Cordina G., Farrugia N., Vella S. Conceptualising and measuring economic resilience. *Pacific Islands Regional Integration and Governance*. 2005. P. 26–49. DOI: <https://doi.org/10.22459/PIRIG.11.2005.03>.

2. Simmie J., Martin R. The economic resilience of regions: towards an evolutionary approach. *Cambridge Journal of Regions, Economy and Society*. 2010. Vol. 3 (1). P. 27–43. DOI: <https://doi.org/10.1093/cjres/rsp029>.

3. Божок Є., Пирожков С., Хамітов Н. Резильєнтність: стратегія виживання в умовах гібридних загроз. *Укрінформ*. 15.06.2021. URL: <https://www.ukrinform.ua/rubric-society/3265105-rezilientnist-strategia-vizivanna-v-umovah-gibridnih-zagroz.html>.

4. Ledesma J. Conceptual frameworks and research models on resilience in leadership. *SAGE Open*. 2014. Vol. 4 (3). DOI: <https://doi.org/10.1177/2158244014545464>.

5. Rodin J. The resilience dividend: being strong in a world where things go wrong. London: Profile Books, 2014. DOI: <https://doi.org/10.48558/j3qz-5m03>.

6. Southwick F. S., Martini B. L., Charney D. S., Southwick S. M. Leadership and resilience. *Leadership today* / J. Marques, S. Dhiman (ed.). Springer, 2017, pp. 315–333. DOI: [https://doi.org/10.1007/978-3-319-31036-7\\_18](https://doi.org/10.1007/978-3-319-31036-7_18).

7. Холявко Н. І. Конкуренентоспроможність системи вищої освіти на основі формування її резильєнтності до викликів інформаційної економіки. *Вчені записки ТНУ імені В.І. Вернадського. Серія "Економіка і управління"*. 2019. Т. 30 (69). № 3. С. 53–58. URL: [http://www.econ.vernadskyjournals.in.ua/journals/2019/30\\_69\\_3/11.pdf](http://www.econ.vernadskyjournals.in.ua/journals/2019/30_69_3/11.pdf).

8. Касперович Ю. В. Фіскальна безпека держави в умовах гібридної війни : аналітична доповідь. Київ : Фенікс, 2019. 128 с.

9. Белинская М. Н., Корольчук О. Л. Роль национальной резильєнтности в формировании эффективного публичного управления. *Годишник на департамент "Администрация и управление"*. 2018. Т. 3. С. 24–45. URL: <https://administraciya-i-upravlenie.nbu.bg/bg/godishnici/arhiv-na-godishnik-na-departament-administraciya-i-upravlenie/godishnik-na-departament-administraciya-i-upravlenie-t-3-2018-issn-2603-297-x-online>.

10. Корольчук О. Безпекові аспекти соціогуманітарної й економічної стабільності у формуванні національної резильєнтності в Україні. *Pravo ta derzhavne upravlinnia*. 2021. № 2. С. 114–118. DOI: <https://doi.org/10.32840/pdu.2021.2.17>.

11. Shvindina H., Petrusenko Y., Balahurovska I. Resilient management as an effective management tool for transformational changes in society. *Visnyk Kharkivskoho natsionalnoho universytetu imeni V. N. Karazina. Seriya "Mizhnarodni vidnosyny. Ekonomika. Kraїnoznavstvo. Turyzm"*. 2022. № 15. С. 54–59. DOI: <https://doi.org/10.26565/2310-9513-2022-15-06>.

12. Бекер Т., Айхенгрін Б., Городніченко Ю. та ін. Нарис про відбудову України. London: Centre for Economic Policy Research Press, 2022. 36 с. URL: [https://cepr.org/system/files/2022-06/BlueprintReconstructionUkraine\\_ukr.pdf](https://cepr.org/system/files/2022-06/BlueprintReconstructionUkraine_ukr.pdf) (дата звернення: 30.12.2022).

13. Філіпчук В., Октясюк А., Поворозник В., Ярошенко Є. Моделі і ціна врегулювання конфлікту на Донбасі: міжнародний досвід та українські реалії. МЦПД, 2016. 28 с.

14. Leki R. S. Growing global resilience leadership: working with diplomats. *Advances in global leadership*. 2019. Vol. 12. P. 191–205. DOI: <https://doi.org/10.1108/s1535-120320190000012011>.
15. The Rockefeller Foundation. City resilience framework. The Rockefeller Foundation, Arup, 2014. 21 p. URL: <https://www.rockefellerfoundation.org/wp-content/uploads/City-Resilience-Framework-2015.pdf>.
16. Як українські стартапи підкорюють світ: Slush 2022. *PaySpace Magazine*. 22.11.2022. URL: <https://psm7.com/uk/business/kak-ukrainskie-startapy-pokoryayut-mir-slush-2022.html>.

## РЕЗИЛЬЄНТНІСТЬ ЯК ПРІОРИТЕТ СОЦІАЛЬНО-ЕКОНОМІЧНОГО РОЗВИТКУ УКРАЇНИ

Лариса Григорівна Богуш<sup>1</sup>

*У статті виявлені проблеми, обґрунтовані перспективи прискорення соціально-економічного розвитку України з урахуванням магістральних критеріїв підвищення його збалансованості та резильєнтності задля максимізації ефектів підвищення рівня і якості життєдіяльності населення як основних результатів і стимулів конкурентоспроможності національної економіки, пересічних територіальних громад, виробників і працівників. Історично сформовані параметри господарювання, середовища життєдіяльності та якості відтворення в Україні характеризуються помітними економічними, демографічними та екологічними диспропорціями, які потребують централізації зусиль щодо їх пом'якшення і подолання з боку органів влади, міжнародних донорських організацій, регіональних спільнот (зокрема, в особі органів місцевої влади і самоврядування). Це передбачає кардинальний перегляд підходів до пріоритетів, орієнтирів, важелів соціально-економічного розвитку як на ближчу, так і на віддалену перспективу з урахуванням наскрізних орієнтирів його прискорення, збалансованої диверсифікації, забезпечення належного рівня резильєнтності. Найбільш узагальнено резильєнтна соціально-економічна система має характеризуватися усвідомленістю (зокрема, унормованістю) процесів, різноманітністю (варіативністю механізмів функціонування), здатністю до саморегулювання (в т. ч. завдяки задіянню механізмів інтеграції, адаптивності, актуалізації поточних пріоритетів), що забезпечують здатність протистояти спектру викликів і криз за рахунок внесення певних змін без шкоди для основних цінностей соціуму, його інституцій та сфер життєдіяльності. Перелік системних і територіально локалізованих ризиків, що впливатимуть на перспективи прискорення соціально-економічного розвитку України, окреслюється основними загрозами соціальній стабільності, факторами природної і техногенної небезпеки виробничої та побутової життєдіяльності. Підвищення резильєнтності вітчизняної економіки, соціуму загалом забезпечить використання: переваг економіко-географічного положення, геополітичного становища України; збережених параметрів конкурентоспроможності та інноваційного потенціалу робочої сили, а також суспільних інституцій з їх відтворення; виробничого потенціалу ланок регіональної спеціалізації (промислових, агропереробних, соціокультурних), у т. ч. в формуванні, активізації транскордонних систем господарювання, логістики і транзитів.*

**Ключові слова:** соціально-економічний розвиток, пріоритети, резильєнтність, конкурентоспроможність, стратегія, державна політика, перспективи України.

*Стаття надійшла до редакції 3.10.2022*

*The article was received October 3, 2022*

<sup>1</sup> Богуш Лариса Григорівна, кандидат економічних наук, старший науковий співробітник, провідний науковий співробітник відділу досліджень ризиків у сфері зайнятості населення Інституту демографії та соціальних досліджень імені М.В. Птухи Національної академії наук України, e-mail: bogush\_lg@ukr.net