

INTERNATIONAL SCIENTIFIC CONFERENCE
THE ECONOMIC AND SOCIAL IMPACT OF CONFLICT ON THE MODERN WORLD

INTERNATIONAL SCIENTIFIC CONFERENCE

titled:

"The Economic and Social Impact of Conflicts on the Modern World"

BOOK ABSTRACTS

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Abstracts

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- Effects of conflicts and disasters - impact on socio-economic life.
- Challenges of tax law and possible directions of changes.
- Financing and development of enterprises in the era of conflicts.

The authors are responsible for the content of the abstracts

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Dear Sir / Madam,

Dear Students,

The international scientific conference "ECONOMIC AND SOCIAL IMPACT ON CONFLICTS ON THE MODERN WORLD", organized on May 23, 2024, is a forum for the exchange of experience and the possibility of disseminating research results as part of the continuation of international cooperation.

The main goal of the International Scientific Conference is to exchange knowledge, experience and best practices implemented in complex conflict and disaster situations, as well as their impact on socio-economic life. Another important topics: the discussion of financing and business development in the context of conflict, challenges of tax legislation and possible directions of its changes.

On behalf of the conference's Scientific and Organizing Committee, we wish all participants inspiration, fruitful discussions, constructive conclusions and initiatives ready for implementation in practice.

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**ЕКОНОМІЧНИЙ ТА СОЦІАЛЬНИЙ
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НА СУЧАСНИЙ СВІТ**

**THE ECONOMIC AND SOCIAL
IMPACT OF CONFLICT
ON THE MODERN WORLD**

**Międzynarodowa Konferencja Naukowa
Міжнародна наукова конференція
International Scientific Conference**

23 maja 2024
23 травня 2024
25th May 2024

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Онлайн-конференція (безкоштовна)
Online conference (free of charge)

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Participants of the conference received a **CERTIFICATE OF PARTICIPATION**

The Conference was attended by more than 100 participants from Poland, Ukraine and Canada

We cordially invite you to watch the full video report:

<https://www.youtube.com/watch?v=mUvdkoTna3I>

Conference homepage: <https://sites.google.com/mazovia.edu.pl/konferencja-ekonomia-24>

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SESSION I

EFFECTS OF CONFLICTS AND DISASTERS – IMPACT ON SOCIO-ECONOMIC LIFE

Keynote speaker

Ph.D. Maria Borowska,

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CONFLICTS, CRISES, DANGERS AND DISASTERS

- SOURCE OF POSITIVE ACTION

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Introduction. World history is full of all kinds of disputes, contradictions, conflicts, crises and disagreement between conflicting parties, and even threats and disasters. All forms of human activity have been in constant flux since time immemorial, and these contradictions, disputes, and crises stem from the uniqueness of each human individual and the dynamics of the surrounding reality. Therefore, they can serve different parties in satisfying their - often opposing - desires or interests. It is then that appropriate interpersonal or group actions can be mobilized, causing some tension, perhaps antagonism, in local communities, nationally or even internationally.

Such Phenomena Are Conflict- and crisis-generating in nature. Therefore, the inevitability of conflicts, crises, threats and even disasters is a fact that was written about by ancient philosophers. For example, Heraclitus of Ephesus (Tatarkevych, 1990, p. 30-32) in his theory of the universal variability of the world, called variability, proclaimed the existence of constant opposites in the surrounding reality and the inevitability of disputes, contradictions, threats and struggles. Moreover, he saw positive influences and consequences in the clash of numerous trends, disagreements, events, and phenomena, since, as he argued, they complement each other and lead not to a split but to harmony, order, and harmony. Another ancient philosopher Empedocles (Tatarkiewicz, 1990, pp. 40-43) took a similar position, stating the constructive influence of factors that violate reality, such as the inevitable emergence of love and discord, which is interpreted as a special kind of catharsis.

With these statements in mind, this publication aims to highlight the consequences of such phenomena as conflicts, crises, threats and disasters in general as a source of positive action. A superficial understanding of such phenomena points to their negative aspect. This is because

they are understood as a clash of conflicting aspirations, incompatible interests, views or contradictory attitudes, disputes, quarrels, sudden and unfavorable accidental events. Quite often, one can hear the slogan that such events should be avoided because they are associated with unfavorable consequences for the participants.

The main part. An in-depth analysis of the literature on this issue, as well as theoretical comprehension of the multifaceted objective reality surrounding us today, indicates that the problem of various modern conflicts, crises, threats or disasters at all levels – whether interpersonal, group, organizational or international - is a young field of scientific research and professional practice: interpersonal, intra-group, organizational or international - as a field of research and professional practice - is a relatively young field, having emerged as a scientific discipline only after World War II, and the bidirectional links between theoretical concepts and their practical applications are rather weak (Deutsche and Coleman, 2005, pp. IX_XI).

In a market economy, competition is also a kind of conflict between organizations, which can even be a desirable phenomenon, as it stimulates the objects of competition to develop, is opportunity for innovation and greatly contributes to the efficient use of resources.

In the dynamics of such a conflict, when cooperation between the conflicting parties is still possible and contacts have not been broken, and the process of communication is still ongoing and the chance to restore cooperative relations has not been completely buried in the heat of the conflict, several phase can be distinguished (Polak, 2010, 30-31): the emergence of contradictions that lead to a conflict situation, the perception of a conflict situation, the phase of open dispute, i.e. hostility, when aggression appears in various forms, and various kinds of threats may occur (Kolcz, 2017, pp. 75-88), and the escalation of the conflict with the accumulation of conflict fatigue.

If communication between the parties is not impaired, the parties try to rationalize the conflict, i.e. look for the reasons for its occurrence, as well as the possibility of a solution and readiness for concessions. The negotiations tag is used to discuss their own reasons and analyze mutual interests, expectations, and needs, and creates conditions for cooperation.

Conflict is usually associated with aggression, violence and struggle, causing various risks, stress or deterioration of relations between the conflicting parties. However, sometimes it can be seen as a welcome phenomenon and can be an invaluable source of knowledge, energy, and a relevant incentive to realize the need for constructive change. In an organization, it can reveal weaknesses and inadequate interpersonal relationships, and point to important and urgent issues that need to be addressed. Sometimes It also reveals hitherto unnoticed problems, encourages discussions and foster creativity (Kolcz. 2016, pp. 97-118).

Thus, the consequences of conflict situations can be divided into two groups: negative and positive. The negative ones include: hostility, distrust, disagreements, fears, anxiety and frustration, uncertainty, stress, disorganization, irrational behavior, deterioration of relations and communication between the conflicting parties, disintegration, loss of time and resources, interference with teamwork and reduction of its effectiveness. On the positive side, conflict teaches mutual respect, cooperation, clarification of numerous problems, directs the search for solutions and satisfaction of the parties' needs, causes increase in energy and motivation, improves the flow of information and increases trust between the parties, gives a sense of justice, leads to constructive dialogue and cleansing of the atmosphere, has a positive effect on finding ways of doing things, increases organizational cohesion, increases creativity, innovation and initiative, and promotes self-control over behavior.

The positive effect of using negotiation and mediation strategies to resolve a conflict in a particular social group, or even the existence of a conflict at all, is to create opportunities for mutual cooperation for the common good, for getting to know each other and each other's strengths better, and can even lead to the integration of the group and, above all, significantly affect the well-being of its members. It is necessary to look for ways to resolve conflicts that maximize the satisfaction of all parties involved.

A positive understanding of conflict has several advantages. Among them: the weaker party can assert their rights and release repressed emotions; conflict counteracts emotional distress and promotes mental health; constructive conflict management strengthens emotional relationships between people/partners; skillful conflict resolution contributes to the proper functioning of the entire environment/organization/environment; effective conflict resolution increases creativity, productivity, initiative in the environment; jointly overcoming difficulties and resolving conflicts stabilizes and improves interpersonal relations.

The phenomena of conflict and crisis have specific connections with each other. Conflict, as a crisis-forming phenomenon, can quickly escalate into a crisis, and both have similar consequences. When a social conflict occurs in a group, organization or society at the macro level, the consequence and culmination of the emergency is a crisis of some kind, including, for example, an imbalance between economic indicators (between production and consumption), internal unrest or even armed conflict. Political, economic, or ideological crises often take the form of a military-political crisis, when the armed forces become an instrument for resolving them. An economic crisis as a consequence of a conflict in a company, on the one hand, causes frustration, pent-up tension, stress, inadequate communication, weakened teamwork and even employee dismissals; on the other hand, it stimulates creativity, motivates the search for innovation, ingenuity and

resourcefulness, and sometime serves as a leaven for positive restructuring or inspire technological challenges.

One example of the positive effects of the global crisis caused by the COVID-19 pandemic has been the spread of the technological challenge of remote work. For many people, the need for this form of work has led to overcoming certain preconceptions. Moreover, in many companies, working outside the office is still one of the company's organizational forms, allowing them to hire employees from other regions or countries without the need to relocate. This has effects similar to free trade in goods and increases the competitiveness of the labor force and its specialization, leading to a better allocation of resources. In addition, the economic crisis caused by the epidemic has emphasized the importance of public health for the economy as a whole.

Disasters of all kinds are unpredictable, just like the occurrence of certain conflicts, crises, accidents or hazards, and not only those that arise as a result of inappropriate human activity. All disasters, like conflicts, have a fundamental impact on the safety of people, property, and the environment (Kolcz, 2023, pp. 64-85).

Currently, the main sources of threats to Poland's National Security Are the Russian-Ukrainian conflict, the aggressive foreign policy of the Russian Federation, the uncertain situation in Belarus, and even disagreements in relations with the European Union or the United States (Tuz, Chlebowska-Tuz, 2022, pp. 24-185). In the socio-economic sphere, Poland and the entire European Union in the 21st century are also facing such crises and threats as unemployment, business bankruptcy, unprofitable activities and poverty, as well as violence, prostitution, drug and alcohol addiction, sects, civilization diseases and others that are the result of globalization. These phenomena are negative in nature, but they are the basis for certain positive challenges in finding innovative solutions, methods and tools to effectively combat them. An example of such efforts is Brussels 2020. EU Security Strategy for 2020-2025, which provides updated information on risk areas, as well as ways to identify them early and methods of joint cooperation and rapid response to ensure a certain level of security. On May 12, 2020, a new National Security Strategy (NSS) was approved. It sets out a comprehensive vision of the formation of the national security of the Republic of Poland in all its dimensions. The dimensions defined in the NSS are the subjective dimension, which concern international relations and the aspect of security on a global scale, and the objective dimension, which concerns the maintenance of security within the state (Kaczmarczyk and Bogucka, 2022, pp. 151-162).

As a result of the positive actions caused by the intensification of various disasters and threats at the end of the last century, our country has an urgent need to create a single rescue service capable of ensuring the rapid and comprehensive organization of all rescue operations, as well as equipping one such formation with the necessary and multifunctional technical

equipment. Thus, on January 1, 1992, a law came in force that established the National Fire Service (NFS) as a professional unit, uniformed and equipped with multifunctional equipment, designed not only to extinguish fires but also to combat various kinds of disasters, natural disasters and other local threats. In addition, the tasks of the SAR include, inter alia, training personnel for the needs of the SAR and conducting various thematic research works, as well as cooperation with the Head of the National Center for Criminal Information to the extent necessary to fulfill its statutory tasks (Kolcz, 2020, pp. 47-66).

Conclusions. Summarizing the analysis of the course and specifics of various conflicts, crises, threats and disasters that have historically occurred in the world, it is also worth noting the positive effects of these negative phenomena on both the collective and the individual. The team develops creativity and realizes the need for innovative changes, while the individual enjoys his or her creative ideas, has the opportunity to release unwanted emotions and even find friends. Finding the positive consequences of negative phenomena, which are an integral part of interpersonal relationships, can, on the one hand, prevent apathy and stagnation, and on the other hand, provide creative inspiration for new ideas, challenges, and endeavors related to the activity. Given the omnipresence of these phenomena and their immanent presence in the course of life, as well as their unpredictability and inevitability, one cannot simply experience their negative consequences. After all, passive acceptance brings the experience of powerlessness and stagnation. Each event of this kind can be perceived in two ways: as suffering or, on the contrary, as a blessing because of the enormous potential inherent in their consequences and in human ingenuity. The search for sources of positive action in such events is a kind of secret and a driving force for development, a rejection of the past and a willingness to boldly embrace the future. Overcoming difficulties through positive resolution of conflicts, crises, threats and disasters leads to a new quality in the attitude of a person towards himself, others and the world as a whole.

Keywords. Conflict, crisis, threat, disaster, positive and negative effects.

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SOCIO-SPATIAL INCLUSIVENESS IN HUMAN RESOURCES TRANSFORMATION

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Abstract. Challenges and threats of military conflicts required preventive and operational tools to securely manage economic and social transformations of national economic sectors. According to the annual monitoring of the peace economy by the Institute for Economics and Peace [3], the global economic impact of military conflicts and violence as of the beginning of 2022 amounted to USD 16.5 trillion, which is equivalent to 10.9% of world GDP, or USD 2,117 per person [2]. The costs of armed conflicts are presented in Table 1.

Table 1.

Costs of armed conflicts, billions of dollars US DOLLARS

Indicator	Direct costs	Indirect Costs	Multiplier Effect	Total
Conflict-related deaths	11,7	-	11,7	23,4
GDP losses	-	106,7	-	106,7
Refugees and internally displaced persons	3,8	382,4	3,8	390,0
Small arms	11,3	-	11,3	22,6
Terrorism	0,4	4,2	0,4	5

Source: [2; 3]

The data in Table 1 confirm the largest total costs of countries globally as a result of population movements as refugees and internally displaced persons.

This Study Aims to identify the impact of military conflicts on human resources in the context of finding preventive forms of action of priority factors in order to minimize the threat of losses and maximize economic growth.

The importance of human resources is determined by their supporting role in the pace of economic functioning, the existing potential of military confrontation in a conflict, which is manifested in increased competition not only between enterprises but also between countries.

The negative impact of military conflicts on economic development is manifested through destabilization of convergence in economic development, disruption of trade processes with countries around the world, reduction of GDP and increase in inflation, decrease in business and investor confidence, including based on the principles of loyalty and "brotherhood", prolonged difficulties in post-war recovery and, accordingly, restraint of the country's development; on social development - through human losses, destruction of critical infrastructure, inability of labor market institutions, violations of physical and social security and, accordingly, public health, and the realization of collective trauma, which together lead to large-scale migration processes within the country and abroad.

The World Bank's report "Inclusion Matters: Building Shared Prosperity. The New Frontiers of Social Policy" (2013) contains reports on intense global changes that lead to social transformations [4]. In the development of these provisions, T. A. Zayats believes that the principles of partnership should unite different forces, communities, and individuals, in particular through the Public-Private-People Partnership or People First PPP format, focused on the UN Sustainable Development Goals by 2030. [2]

It should be noted that there is a shift in the specific capacity of rational behavior of individuals towards the behavioral paradigm of life decision-making. Accordingly, the preventive forms of forming attitudes and responsible behavior of the population of countries that can be productive in the event of a military conflict will include not only the formation of a stable political environment in the country and the creation of effective state institutions, the transition to a building architecture that takes in account civilian security challenges and the training of the population in civil defense skills, and, first of all, focusing on the formation of socio-spatial inclusiveness as the degree of inclusion of human communities in a certain system of social relations to form sustainable social and economic interrelationships in the sphere of human activity in terms of involvement and alienation, which is a priority for the feeling of social security of a person, wider use of behavioral methods to support responsible behavior, and the formation of national security awareness. This will help to focus on the implementation of management policies and decisions in the field of human resource formation and development the security goals of the state and the expectations of the population in the context of quality of life through the formation of constructive behavioral patterns, the formation of human life strategies based on social and security principles.

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REFLECTIONS AND LESSONS LEARNED FROM THE EXPERIENCE OF THE BRITISH ECONOMY IN THE WARTIME OF 1939-1945

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Abstract. The implementation of the economic policy of Great Britain during World War II deserves interest not only as a study of a little-researched period in the achievements of economic history but can also serve as a starting point for the preparation of the state's economic strategy in periods of political and military tensions and conflicts. An effective economy constituted the basis for the success of the war. Fundamental changes were made in the mechanisms of the functioning of the economy and the proportion of national income distribution, which allowed to achieve the desired volume and structure of production for war purposes. All three elements of the market game were subject to direct control and regulation by the state: supply, demand and prices. World War II was fought between hostile coalition groups, and

coordinated warfare was accompanied by cooperation in the field of foreign trade and breaking down the barriers of economic warfare. Particularly noteworthy is the disciplined attitude of the society, which responded in an appropriate way to the appeals and recommendations of the government, was of significant importance for the effective rationalization of consumption, mobilization of the workforce, and the achievement of the desired size and structure of industrial production, and counteracting war inflation.

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SOURCES AND IMPACT OF THE FINANCIAL AND ECONOMIC CRISIS ON THE SOCIO-ECONOMIC LIFE OF POLAND

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Abstract. The impact of the major economic and financial crises that have occurred over the past few decades of time on socio-economic life in Poland has been exceptionally large. On the other hand, in terms of source factors, some of these factors occurred repeatedly such as central banks raising interest rates after keeping them at low levels for a long time, and stock market crashes that occurred at the beginning of developing crises. On the other hand, some economic and/or financial crises were caused in part by new root factors referred to as "black swans." This type of situation occurred at the beginning of the developing pandemic economic crisis from March 2020 and the deep recession that occurred during the first wave of the Covid-19 pandemic. The research conducted shows that the impact of recent economic and financial crises, i.e. those that were global or international in nature and occurred in the current 21st century, on economies, financial markets and on the socio-economic lives of citizens was very high.

Besides, the research shows that for the recent economic and financial crises, including the global financial crisis of 2008, the pandemic economic crisis of 2020, the strong increase in inflation in 2021-2022, the energy crisis of 2022, the recession of the economy of the first half of 2023, the root factors were, among others, the overdeveloped state interventionism, including primarily the manual control of monetary and fiscal policy and the deregulation of financial

markets, which has been going on since the 1970s. Economic state interventionism is usually undertaken as an anti-crisis and/or pro-development measure aimed at reducing the scale, level and probability of financial, economic crises, etc., but, on the other hand, often the aforementioned interventionist activity carried out within the framework of specific economic programs leads to escalation of risk levels and generates further crises.

In 2023, the scale of bankruptcies of companies and enterprises in the SME sector in Poland was the highest for many years. The economic downturn in 2023 was the result of the negative effects of interventionist measures taken as anti-crisis measures applied during previous economic and/or financial crises. An example is the anti-inflationary raising of interest rates by central banks implemented from late 2021 or early 2022. The purpose of tightening monetary policy was to curb the growth of inflation, but the result was an increase in the cost of money lent in the form of loans by commercial banks, a decrease in the creditworthiness of economic entities, a decline in investment and a deterioration in labor markets. Another effect of the aforementioned crises and/or the anti-crisis interventionist monetary and fiscal policies applied was an increase in the indebtedness of the state's public finance system.

In the perspective of the next years and decades of time, economic crises operating in different time frames will potentially develop:

1. In the relatively shorter term: the beginning of a new business cycle, inflation, monetary policy versus the situation in the capital markets, the risk of a potential stock market crash,
2. In the medium term: the low level of investment to date and the process of population aging, the problem of the growing debt of the state's public finance system,
3. in the long term: the developing global climate crisis, still increasing greenhouse gas emissions, the progressive process of climate change, global warming, the negative effects of climate change on the economy.

The research shows that in the future there will probably be a recurrence of some past crises, but the economic reality, however, may be different. In recent years, the importance of green transformation of the economy has been growing. In the future, developing crises of various kinds will intertwine and affect each other. Innovation and new technologies should help solve problems derived from crises.

In view of the above, it is therefore necessary to continue research in the problem of identifying the sources and determining the impact of economic and financial crises on socio-economic life, to diagnose the cyclically recurring processes operating during the said crises in order to develop the most appropriate system solutions, economic programs, instruments for the activation of economic activity, activation of innovation, counteracting the development of crises and implementing solutions that will result in increasing the macroeconomic stability of the

economy while taking into account the issue of sustainable economic development, the implementation of sustainable development goals, the implementation of the principles of the green economy and closed loop economy, building a sustainable and emission-free economy.

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POST-TRAUMATIC STRESS DISORDER AS A PSYCHOLOGICAL CONSEQUENCE OF WAR EXPERIENCE

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Abstract. Soldiers involved in armed conflicts are at particular risk of developing PTSD due to extreme stressors such as direct threats to life, witnessing death and destruction, and harsh conditions of service. PTSD in war veterans can lead to serious health, social and professional problems, affecting interpersonal relationships, careers and overall social and health functioning. The presentation dealt with the symptoms of PTSD, the consequences in psychological and social terms, and forms of assistance for those affected by PTSD returning to the country after their service. Its purpose was to analyze the scientific achievements to date in classifying PTSD symptoms and the consequences for those affected by the disorder, which may serve to help soldiers and civilians with PTSD symptoms more quickly and effectively. It should be recognized that the key in this regard is to make an in-depth and accurate diagnosis of the problem with which a person with functional difficulties reports, as well as to work on tools and methods of diagnosis, because, as Robert Tworus-the long-time head of the Department of Psychiatry, Combat Stress and Psychotraumatology at the Military Medical Institute in Warsaw demonstrates, these are still severely limited and not as precise as those used in other branches of medicine.

A disorder in an individual's daily functioning causes ineffectiveness in social life. When PTSD is detected too late or not diagnosed at all, it results in increased social costs such as health care expenditures and social assistance. It should be noted that people with PTSD do not infrequently experience comorbidities. Their quality of life and satisfaction with activities is significantly reduced. People affected by PTSD require not only appropriately selected therapy

or pharmacological treatment, but also broadly understood social support, including physical support. Education and support of the families of soldiers with PTSD may prove crucial here, as they can provide a healing environment for a person with PTSD, as well as significantly contribute to a quicker diagnosis of their member's existing symptoms and problems.

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SOCIO-ECONOMIC IMPACT OF THE WAR ON THE HYDROPOWER SECTOR IN UKRAINE

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Abstract. This research aims to provide a comprehensive overview of the hydropower sector of Ukraine, as well as the socioeconomic impact of the war on it in 2022- May 2024.

Main part. The Ukrainian hydropower sector plays a crucial role in electricity generation and also in ensuring the stability of the unified energy system and water supply of Ukraine.

Before the large-scale invasion on February 24, 2022, Ukraine had a well-developed hydropower infrastructure. The hydropower sector covered a variety of facilities, including: ten large hydropower plants (HPP), three pumped storage power plants (PSPPs) and 177 small hydropower plants (SHPPs). The total installed capacity of HPPs and PSPPs in the United Energy System of Ukraine was 7350 MW (Ukrhydroenergo, 2024). PJSC Ukrhydroenergo - the main state-owned hydropower company.

The Dnipro HPP was the most powerful of Ukraine's HPPs (1578,6 MW). The Kakhovka HPP had the largest reservoir volume (18.18 cubic kilometers of water).

The war has had a major impact on Ukraine's hydropower sector, particularly with significant military attacks targeting the main facilities of Ukraine's HPPs:

- 2023, June 6. The enemy attacked the Kakhovka HPP and destroyed the dam (Stefanyzyn & Benatov, 2023). According to preliminary calculations by international organizations, the direct damage to infrastructure and assets amounted to up to 3 billion US dollars.

- 2024, March 21. An attack on the Dnipro HPP resulted in the loss of 20% of Ukrhydroenergo's regulating capacity. Damage assessments are ongoing. (Tunyk-Friz, 2024).
- 2024, March 29 2024 roky. The enemy attacked the Dniester HPP and the Kaniv HPP (Tarasovsky, 2024).

4% of all SHPPs in Ukraine had been destroyed or damaged as a result of military operations. An additional 1% of SHPPs were located on the territory that was no longer under the control of Ukraine (Kyiv School of Economics Institute, 2023).

The destruction of large and small hydropower plants has profound long-term socio-economic consequences, including flooding of the surrounding territories, significant loss of water resources, disruption in energy generation and balancing; loss of biodiversity and environmental pollution. Additionally, there is an increased risk of disease, posing a significant threat to public health, particularly in vulnerable communities.

Conclusion. The war since February 2022 has had a significant impact on Ukraine's hydropower sector resulting in far-reaching socio-economic consequences. The destruction of both large and small hydropower facilities has posed significant economic losses, social disruptions, and environmental threats. The loss of hydropower facilities has long-term risks for the country's energy security and ability to meet future needs. Given the war's significant impact on Ukraine's hydropower sector, urgent and targeted measures must be taken to restore or replace damaged hydropower facilities.

SESSION II
CHALLENGES OF TAX LEGISLATION AND POSSIBLE
DIRECTIONS OF CHANGES

Keynote speaker

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CHALLENGES TO THE TAX SYSTEM OF UKRAINE IN THE CONDITIONS
OF WAR AND DIRECTIONS OF ITS REFORM FOR THE POST-WAR
RECONSTRUCTION OF UKRAINE

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Introduction. In today's complex environment, the financial stability of the state is an important condition for solving key tasks of protecting the country and its post-war reconstruction. Tax revenues as own resources should be stable, on the one hand, but on the other hand, they should take into account current realities in order not to perform a destabilizing function.

The main part. The performance of the state budget revenue in 2022 and 2023 against the backdrop of a large-scale invasion was influenced by the following main factors: the suspension of all foreign economic operations across the Ukrainian-Russian and Ukrainian-Belarusian borders; a significant drop in the economy and business activity of taxpayers; large-scale migration of the population both inside and outside Ukraine; destruction of oil refineries, metallurgical plants, infrastructure and energy facilities [1, 2].

Given the composition of the socio-economic situation in Ukraine, the general trends in 2022-2023 in the formation of tax revenues as the main sources of budget revenues were as follows: most tax bases decreased, which had an impact on revenues from income tax, VAT, excise taxes and customs duties; special measures of the martial law regime narrowed the tax base. At the same time, tax revenues in 2022 approached the pre-war level in nominal terms, and in 11 months of 2023 even exceeded it by 2.2%.

The mechanism of budget management used in Ukraine provides for the mandatory submission of information on fiscal risks and their impact on the state budget indicators in the planned budget period together with the draft law on the State Budget of Ukraine [3, 4, 5].

As a result, the complex of such risks currently creates an unprecedented level of uncertainty for the domestic economy regarding external and internal conditions of economic development, and the emergence of new challenges and shocks for the country necessitates adjusting and adapting economic development scenarios to new conditions in real time.

The main risks in the macroeconomic environment identified for 2024 are as follows: destruction of infrastructure, inability to fully utilize a large part of the territory in the economy; demographic or migration crisis, imbalance in the labor market, deep socialization of a large number of refugees abroad; continued blockade of Ukrainian seaports (the biggest impact); low grain harvest; significant increase in global food prices; a significant increase in prices on global energy markets; insufficiently fast reforms, slow integration of Ukraine into the EU; slower post-war recovery due to weaker international support, and narrower access to international capital markets.

In response to these trends, in December 2023, the National Revenue Strategy of Ukraine until 2030 was adopted [6] as a roadmap for reforming the tax and customs system, as well as improving tax and customs administration procedures, which, along with national challenges, takes into account four global trends - challenges facing states: globalization, which significantly affects the tax base; digitalization; demographic changes, population aging; climate change, transition to a green economy.

Conclusions. In order to quickly recover, ensure Ukraine's economic growth in the medium term, post-war reconstruction, and implement Ukraine's European course, it is necessary to: pursue a prudent fiscal and budgetary policy, increase the efficiency of expenditures and tax and customs administration, improve the structure of taxes and benefits, achieve partnerships between business and the state, and improve the investment climate, taking into account the social and environmental dimensions. The development of the National Revenue Strategy until 2030 is aimed at addressing these key issues and the following priorities: ensuring macroeconomic and financial stability by maintaining the level of revenue mobilization and reducing the need for external financing; ensuring the adaptation of Ukrainian legislation to EU legislation and fulfilling Ukraine's international obligations in terms of customs and tax policy and administration; strengthening the integrity and trust in regulatory authorities by enhancing anti-corruption measures and increasing the transparency and efficiency of management procedures; improving compliance with tax and customs legislation by taxpayers and regulatory authorities; creating and implementing modern digital solutions for tax and customs administration.

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TOOLS FOR ENSURING THE FULFILLMENT OF OBLIGATIONS ON REPORTING IN THE POLISH TAX LEGISLATION

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Keywords. IT tools, single control file, split payment method, online cash registers, tax control

Abstract. This article presents selected tax reporting tools used by the Polish tax administration, such as JPK, split payment, online cash registers, which help to ensure compliance with tax laws and prevent fraud. Without the introduction of modern tax technologies,

it would have been impossible to reduce the VAT gap in Poland. Particular attention was paid to JPK and the split payment method as key tools for detecting violations.

Introduction. Tax law is one of the most rapidly and dynamically changing areas of law. Frequent changes in legislation caused by changes in reality and the economic environment, to which the legislator seeks to adapt, as well as the need to reduce tax loopholes.

The problem of the tax gap, primarily in VAT, but also in other taxes such as income tax and excise taxes, requires effective and prompt action by the public administration. The fundamental problem that makes up the tax gap phenomenon is tax fraud, mistakes and other unintentional actions of taxpayers, as well as actions that are legal but do not meet the intentions of the legislator (the so-called circumvention of the law).

Globalization and the growing business activity in the international environment, which may facilitate tax evasion, also have a significant impact. In order to prevent this phenomenon, tax reporting (tax compliance) is important, as it ensures compliance with tax obligations and at the same time allows for maximum risk mitigation.

Single audit file – JPK

The JPK is the Polish Equivalent of the SAF-T (Standard Audit File for Tax) developed by the Organization for Economic Cooperation and Development. It was first used by Portugal, followed by France, Germany, Luxembourg and Austria.

The idea of introducing JPK as a tool to support traditional tax audits in the Polish Tax system emerged in 2014, and the electronic implementation took place on January 1, 2016. The legal basis is the Act on Tax Orders of August 29, 1997. In accordance with the wording of Article 193a § 1 and 2, the legislator determined that in the case of keeping books by means of computer programs, the tax authority may require that all or part of these books and accounting evidence be transmitted by electronic means on computer data carriers in an electronic form that follows a logical structure, indicating the type of tax books and the period to which they relate.

Initially, the JPK format was slightly different from the initial assumptions, namely, it did not provide for the TIN of the invoice issuer (seller), which, from the point of view of identifying the parties to the transaction, is key to the entire reporting system in the JPK structure. The current JPK structure allows for the identification and comparison of economic events in transactions between taxpayers. Furthermore, the purpose of introducing the JPK was and is obvious, as it is clearly aimed at combating tax fraud. The main goal of the JPK is also to ensure efficient and effective audit by automating it, eliminating paper printouts or non-editable files.

Chart 1: Aspects of reducing burdensome tax audits (according to entrepreneurs who noted the positive impact of the EITI on reducing burdensome tax audits)



Source: own compilation based on the Information on AuditResults, Use of the Unified Control File in TaxProceedings and Audits, SupremeAudit Office, 2019

It is important that the JPC is positively assessed by business. According to the survey conducted by the SupremeAudit Office (NIK) during the 2019 audit, 21.5% of the surveyed companies indicated that the JPK contributes to reducing the duration of tax audits, 36.2% of the respondents indicated that tax audits conducted less frequently, and 42.2% indicated that tax audits conducted and the audits themselves shorter. Importantly, the ECT helps to reduce the costs of tax administration and collection. Thus, it can be concluded that the JPK speeds up the transfer of data derived from tax books without the need to provide these books in paper form to the SAS.

Thus, the authorities can effectively carry out verification activities and audits. Quick access to the data in electronic form, which is regularly submitted to the CAS authorities on a monthly basis, allows for quick detection of any irregularities in accounting and automatic confirmation of the correctness of the calculations. The mandatory and regular submission of data in the JPK form is intended to counteract any attempts at tax evasion, as well as unjustified VAT refunds.

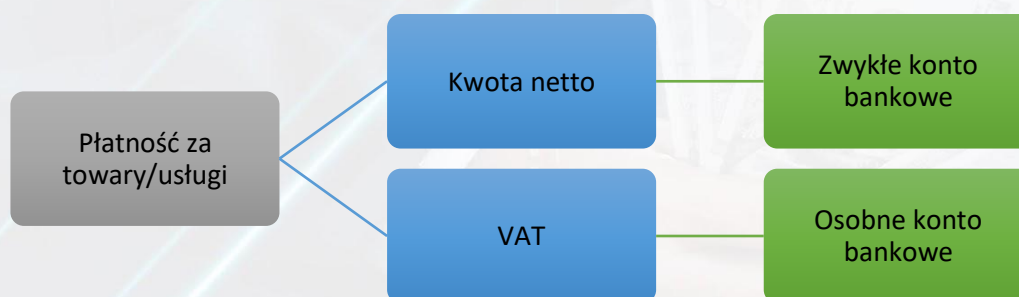
Mechanism for splitting the value added tax

Split payment is a mechanism aimed at combating tax fraud by excluding the possibility of misappropriation of funds payable to the state budget by an unscrupulous VAT payer. This mechanism is one of the solutions recommended by the European Commission in its study on the feasibility of alternative methods to improve and simplify the collection of VAT" (Study on feasibility of alternative methods to improve and simplify the collection of VAT).(Study on the feasibility of alternative methods of improving and simplifying VAT collection with the help of modern technologies and/or financial intermediaries)" and, in particular, aims to strengthen the tax system.

This instrument has been in force since July 1, 2018 and is legally regulated by Articles 108a-108f of the Law of Ukraine "On Value Added Tax" dated March 11, 2004. It is characterized by the mandatory separation of the gross amount arising from the invoice received into two payment streams (separation of the net amount and the VAT amount) via data transmission in the banking system.

A taxpayer who receives an invoice in connection with the purchase of goods or services and wishes to make a payment using the split payment mechanism pays the amount corresponding to all or part of the tax amount arising from the invoice to a so-called VAT account and to a bank account account in a cooperative savings and credit union, to which he pays all or part of the amount corresponding to the net sales value expressed exclusively in Polish Zlotys.

Diagram 1 Payment Flows in case of split payment



Source: own elaboration

The installment mechanism helps to determine the future VAT liabilities to the state budget and the taxpayer's suppliers. The above-mentioned data transfer and payment splitting are associated with additional powers of the tax authorities, which can better verify taxpayers' calculations, namely, control the amount of tax payable at the stage of the transaction itself, from the moment of payment by the buyer. This is achieved by obtaining information on payments made by taxpayers through VAT accounts, where transactions are recorded in real time.

A prerequisite of the mechanisms that the tax authority should be able to continuously monitor payments and block them. This is one of the key assumptions of the split payment mechanism in terms of the powers granted to the tax administration to fight tax fraud.

Transfer of data from cash registers online

When working on the de-shadowing of the economy, it was postulated that to facilitate control, it would be possible to monitor recording transactions in real time - using online cash registers. Accordingly, as of January 1, 2020, a single standard for connecting cash registers to the Central Cash Register and payment terminals was introduced. Online cash registers must allow

automated, direct, continuous or at the request of the head of the cash register to send data from such cash registers to the Central Cash Register via a telecommunications network in electronic form, which corresponds to the logical structure specified in Article 193a § 2 subpara. The Central Cash Register shall ensure the transmission of instructions to cash registers on the operation of cash registers and ensure their receipt by cash registers, including determining the method and scope of data transmission from cash registers, as well as the method of their operation. For the purpose of effective analysis of economic events, the Head of the State Tax Administration shall provide data from cash registers collected in the Central Cash Register to the Minister responsible for public finance, directors of fiscal chambers, heads of fiscal departments and heads of customs and fiscal departments to the extent necessary for the performance of their statutory duties.

Thanks to online cash registers and the Central Cash Register Repository, these transactions are subject to constant analysis, and the cash register reporting system and any gaps are visible in the system in real time.

Bottomline. The functioning of IT tools has an impact on reducing the VAT refund gap in Poland. Different tools complement each other, and their implementation allows working with a huge amount of data, which is important when identifying tax carousels, which often operate in several countries, between dozens of business entities.

Reporting and information obligations of tax law entities are of particular importance for the public finance sector and especially for the entire tax system. It is on their basis that audit activities are primarily carried out to identify and eliminate irregularities in tax calculations. Thus, the information provided allows the tax administration to carry out a more sophisticated comparative analysis and control aimed at eliminating behavior that may be aimed at abusing and circumventing tax legislation. It is also worth noting that up-to-date reporting and data transmission by taxpayers is the main means of communication with the tax authorities in fulfilling their statutory information obligations. However, simple reporting tools such as declarations, returns, information on notifications are no longer sufficient to achieve the above goals. Businesses operate quickly in a rapidly changing world. Therefore, reporting must also evolve to reflect this dynamic.

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LIES AND DISINFORMATION AS A CONSEQUENCE OF RUSSIAN AGGRESSION AGAINST UKRAINE

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Introduction. Putin's rise to power marks the beginning of the process of restoring Russia's imperial power. This happened on the economic, military, and social levels. In the ideological sphere, the Kremlin authorities used not only the Orthodox Church of the Moscow Patriarchate, but also the idea of pan-Slavism, which Alexander Dugin returned to and began to promote. It envisioned the political, economic, and cultural unification of the Slavs, of course, under Russian leadership. This concept became a useful tool for the ideological transformation of Russian society

and its transformation into a nationalistic, imperialistic, and aggressive collective. So, as we can see, this transformation was based on lies and disinformation.

The Russian authorities, pursuing their neo-imperialist policy, undermine and deny the independence of the former Soviet republics, not only Ukraine, which they call a failed state, but also the so-called Baltic States, which are members of the EU and NATO. Of course, they use lies and misinform both the international community and their own public opinion. The Kremlin's perception is evidenced, for example, by Putin's statement that the greatest tragedy of the 20th century was the collapse of the evil empire of the USSR. He repeated this thesis many times later, ignoring the First and Second World Wars, the Great Famine in Ukraine, or the Holocaust.

It should be noted that Russia's confrontational stance toward the so-called democratic West has led to an escalation of hostilities, and the doctrine of W. Gerasimov and S. Shoigu Doctrine of so-called hybrid warfare ideally suited for this purpose. It involves the use of a number of tools beyond the threshold of war that have a destructive impact on the society, economy, and political system of states that Russia considered hostile. Among them are lies and disinformation.

The purpose of this article is to highlight lies and disinformation as a consequence of Russian aggression against Ukraine. In addition, the fundamental issues of information and information warfare, as well as the tools of hybrid warfare, will be discussed.

The study uses the literary method and partially the historical method. The limitation of the study is the impossibility of using classified (secret) information, so the argument will be based on open sources of information.

Information and its importance for the state, society, and the individual

For centuries, information has been one of the most valuable resources of a person, both in his or her individual and social life. It is also necessarily perceived as such by the state and its government apparatus. That is why every country, regardless of the form of government and style of government, on the one hand, collects information, processes, analyzes and protects it, and on the other hand, seeks to obtain information about its friends and enemies, both real and potential. Thus, information is one of the most valuable resources of an organization. A similar opinion is shared by D. Kazmerchak, who believes that "It is impossible to function in modern civilization without access to information. The amount of data required to make optimal decisions is constantly growing. Information has its own value, it is a basic element of management and team processes."

The development of technology, especially ICT, has made real-time global communication possible. The amount of information is growing exponentially. This is a real jungle in which an experienced person can get lost. After all, we live in an era when data is generated

on an unprecedented and ever-growing scale. This is especially true in the cybersphere, where it is believed that, according to Moore's Law, the amount of data in the cybersphere doubles every two years. It is therefore easy to believe lies and succumb to disinformation.

When we receive a certain message, we instinctively assume that the information it carries is true, which can be the source of many errors and misconceptions. If it is incomplete, distorted, or completely false, the actions taken on its basis will be erroneous and unfavorable for the entity that implements this action. The timely receipt of truthful information has repeatedly been decisive for the success or failure of a project. "For example, Polish radio intelligence acquisition of information about the location and number of Bolshevik troops that make up the Mazer Group decisively contributed to the decision to launch a counteroffensive from the banks of the Vepsh River and return the strategic initiative to the Poles at the front. As a result, the threat of the fall of Warsaw and the defeat of the Polish Army was averted, and the flames of the Bolshevik Revolution did not reach Berlin."

It is difficult to overestimate the importance of information for the state, society, and individuals. It is the starting point for decision-making. Therefore, it also affects security issues in the broad sense of the term and the satisfaction of the basic human need for security. Dysfunctions and disruptions in the field of receiving, processing and analyzing information are a source of threats that can be artificially created by means included in the hybrid warfare toolkit.

Tools of hybrid warfare

Influence on the noosphere, i.e. the cognitive and rational sphere of a person, can be exercised through a number of different social engineering tools. By using them to control the transmission of information, it becomes possible to manipulate the emotions and moods of an individual, entire social groups, or even the society of a particular state. Among the most commonly used are: persuasion, fear-mongering, ridicule, appeal to authority, distortion and selection of facts, pointing to the enemy, redefining concepts, and, finally, lying.

The breakdown of the morale of a society that has been subjected to an information attack is one of the goals of hybrid warfare. In addition to the aforementioned tools of influence on consciousness, the tools of hybrid warfare also include kinetic operations, cyberattacks, asymmetric military operations, support for insurgent or rebel groups, and information operations. The latter are tools of lies and disinformation, so it is worth introducing them in the context of the topic of this article.

According to M. Minkina and B. Galek, the essence of lying is deliberate actions aimed at preventing others from knowing the truth about a particular issue. According to Galek, it is the deliberate implementation of steps aimed at preventing others from knowing the truth about

a particular issue. They also argue that states, in order to gain an advantage over their competitors or opponents, may use, among other things, lies, all in order to ensure the survival of their countries.

Disinformation, on the other hand, is defined as a method of psychological influence that misleads a person/group of people about the true state of affairs, deliberately provide false information in order to more effectively conduct warfare, check information leaks and the direction of information leakage, as well as a process of manipulating information, misleading by providing incomplete or complete but no longer needed information, creating a distorted picture of reality. Disinformation is one of the methods of building influence that can be used to achieve one's own goals. Such influence can be built on the basis of social unrest, financial crises or other crisis situations caused by a decline in public confidence in state institutions. This leads to the conclusion that disinformation is a keytool of hybrid warfare.

Both lies and disinformation are the basis of information operations. Information operations are a set of actions aimed at persuading and inducing certain social groups to behave in a way who is consistent with the attacker's perceptions, such as voting for a certain candidate in an election or protesting against government policies. The cybersphere is particularly favorable for information attacks. It is there that a false perception of reality is often created, which leads to the collapse of the morale of the subject against whom information operations redirected. No wonder A. Olekh and Y. Dobrovolsky notes that information attacks often take place there. Olekh and J. Dobrovolska in their report "The Trilateral Initiative and Russian Disinformation" note that "disinformation and propaganda activities have become particularly important with the shift of information communication to the web, including social media, which has allowed for the free transfer and exchange of information between users. A well-organized disinformation campaign is a weapon of "perfect destruction". Among other things, the activities carried out in the information sphere are aimed at creating international relations - creating enmity and tension in interstate contacts and imaginary reasons for resentment between peoples."

Therefore, we should agree with M. Wrzesiek's opinion that modern information technologies allow manipulating images and sound, and therefore make it possible to publish information that is not true, processed, manipulated to achieve a specific goal of information warfare. Very often, according to the broadcasters' intentions, the material presented comes from another place and time and depicts a situation different from the one being commented on. On the other hand, due to the limitations of the way the information is presented, the average viewer is not able to recognize the manipulation.

As B. Piasecki rightly pointed out, disinformation systems based on new technologies, including the use of artificial intelligence, are currently being developed. According to B. Piasecki,

disinformation systems based on new technologies, including artificial intelligence, are being developed. Consequently, the cybersphere can become a convenient breeding ground for lies and a multiplier of disinformation, especially artificial intelligence and the Deepfake technology that uses it are used.

However, it is worth remembering that technology itself is neither good nor bad. Artificial intelligence can also be used to combat false propaganda. "Artificial intelligence is used in information warfare, for example, to identify agents of influence by overlaying the narrative of an enemy power center on their own statements, while analyzing the degree of consistency and coherence of the message. It's also possible to identify the most active 'sounding boards' that often unconsciously join the hostile propaganda message, which allows for appropriate educational and preventive measures to be taken against them. Such measures can be seen in the ongoing war in Ukraine, where Ukrainian special services, in particular the SBU, are tracking, identifying and eliminating entire agent networks working in Russia's Favor, as well as purging their own ranks of traitors. In addition, in the context of the ongoing struggle for the hearts and minds of the Ukrainian public and the sympathy of international public opinion, AI has made it possible to identify extras posing as Ukrainian citizens or Ukrainian military personnel acting for the purposes of Kremlin propaganda and participating in staged scenes that recorded and then disseminated primarily in the Russian media. It is also used to identify war criminals who kill civilians and captured Ukrainians soldiers and representatives of other security forces."

Based on the above considerations, it can be concluded that the tools of hybrid warfare are numerous and diverse. Among them, those belonging to the sphere of information warfare, i.e. the battle for hearts and minds, play an invisible role. They often create a certain informational narrative using lies or a mixture of truth, half-truths and fictional stories, purposefully and quite deliberately misinforming the addressee of the information message. Thus, we can conclude that disinformation is an act of aggression. Therefore, measures should be taken, especially educational ones, to ensure that the public is aware of the tools of propaganda and the dangers it poses. Lies and disinformation as a result of Russia's aggression against Ukraine

Lying and disinformation as a result of Russia's aggression against Ukraine

Russia's aggression against Ukraine did not begin on February 24, 2022, nor did it have its beginning during the seizure of Crimea and its annexation in 2014. It began, the author believes, much earlier, namely with the Kremlin's realization of the pro-Western orientation of the majority of Ukrainian society. For example, as early as 2007, the Great Russian Word festival was organized in Crimea, which was then held periodically, gradually expanding the range of various events, competitions and happenings, promoting and propagating the idea of Russia as a motherland. In this way, the independence and independence from Russia, existence of Ukraine

was denied. In turn, after the victorious Revolution of Dignity, the Kremlin authorities not only unleashed a campaign to undermine the legitimacy and legitimacy of Ukraine's new authorities, but moved to military action, annexing Crimea and sending its special forces to create the so-called Novorossiia and then annexing it. Hence there has been a rash of statements by sell-out journalists and experts, as well as Russian politicians, that Ukraine is a failed state, the US is working on chemical and biological weapons on its territory, a cancer of corruption is rolling over public and economic life, Ukraine is ruled by fascists and Nazis, the Armed Forces of Ukraine are incapable of opposing Russian troops, neighboring countries want to partition Ukraine, the Russian-speaking population is not only discriminated against but even persecuted, ethnic cleansing is being carried out .

Similarly, this issue is presented by N. Goralechko according to whom, “The purpose of disinformation activities is, in particular, to create an image of Ukraine as a failed state, incapable of defending its citizens and devoid of Western support.” It further reveals one of the myths created by Russian propaganda, that the Ukrainian authorities are violating the rights of the Russian-speaking population .

Finally, the culmination and apogee of Russia's hostile actions, namely its February 24, 2022 attack on Ukraine, which took place under the banner of denazification and demilitarization. Lies were placed on the banners of the so-called Special Military Operation to misinform both its own society and international opinion. The war crimes carried out by Russian soldiers, the murder of civilians in, for example, Irpin and Bucha, the bombing of hospitals, including the maternity hospital in Mariupol, and the Theater in the same city where children took refuge, caused widespread condemnation of Russia. This forced its authorities and propaganda apparatus to launch a series of actions undermining the credibility of the Ukrainian side's claims and denying Russian responsibility for these murders of civilians or prisoners of war, i.e. violations of international humanitarian law and armed conflict. Very aptly, K. Kaczmarek points out how the Kremlin views international law, namely: Russia wants to rule another state, and this state unlawfully does not want to agree to it . According to the author, nothing can be added or subtracted to this statement.

It is worth noting that several deep lakes have also appeared in the information space, which were created as part of Russian disinformation. However, due to the active action of Ukrainian state bodies and services, as well as individual signals from journalists, the disinformation potential of such messages was minimized (at least in known cases) . For example, there was a deepfake depicting Ukrainian President V. Zelensky addressing SZU soldiers to stop fighting and lay down their arms; a deepfake depicting Russian Federation President V. Putin announcing Russia's surrender and calling on Russian soldiers to lay down their arms; a deep cake serving

to mobilize Western European countries to increase aid to Ukraine. In addition, the Russians attempted to hack into the accounts of Ukrainian commanders and post videos showing defeated and surrendering Ukrainian soldiers .

The Kremlin often uses the Orthodox Church of the Moscow Patriarchate in its information operations. Its priests convince the Russian public, especially the faithful of this denomination, that Russia is waging a holy war against Ukraine, and that death does not exist, as it is a pass to Paradise. One can even conclude that Russia uses the full spectrum of disinformation tools to achieve its goal, disregarding any religious issues, but on the contrary using them as levers to reinforce the promoted narrative.

It is worth noting that they misinform both sides of the war, as both the aggressor - the Russian Federation - and the defender - Ukraine - try to influence the infosphere in a way that is favorable to them.

Russia is carrying out disinformation activities also with regard to Polish society. Among other things, they are aimed at undermining and destroying positive relations between Poland and Ukraine and their societies. Messages are massively disseminated in the infosphere about alleged plans by the Polish authorities to incorporate into Poland the Ukrainian Lviv region or the Belarusian Brest region. This disinformation takes various forms from the fact that the acquisition of these territories is to be a kind of payment for Polish aid to Ukraine, to the thesis that the Polish army will occupy these lands by force . Last-minute disinformation is a fake dispatch on the website of the Polish Press Agency, according to which, at the beginning of July, there will be a partial mobilization in Poland, 200,000 reservists will be called up under arms, who will then be sent to Ukraine. This fake news was quickly picked up and debunked, but nevertheless shows that Russia is still conducting information operations against our society.

A review of Russia's instrumentarium of influence, spreading lies and disinformation, was made by M. Minikina in his monograph entitled Russian Instrumentarium of Influence, Harassment and Provocation. There he points out exemplary actions taken against the so-called "near abroad" (Belarus, Ukraine, Georgia, Armenia), the EU countries, as well as NATO with particular emphasis on the US. Their goal was to cause chaos, social unrest and convince people of a pro-Russian vision of the world - ruski mir . In short, to spread disinformation and Kremlin influence. To this end, so-called "troll farms" are set up and run in Russia, which create posts and comments aimed at spreading Russian propaganda in social networks, online publications or other resources on the web . Russia's aggression against Ukraine has intensified this process, although democratic societies seem to have developed defense mechanisms and are becoming increasingly adept at fighting the Kremlin's lies.

Finishing. Crises have accompanied mankind basically since the dawn of time. One of the current crises is the crisis of the international security architecture, as manifested by Russia's aggression against Ukraine. The result of this crisis, in addition to the death, disability and suffering of hundreds of thousands of people, destruction and degradation of infrastructure, is the spread of a pro-Kremlin information narrative based on lies and manipulation. It serves to misinform the societies of the so-called democratic West, Ukraine, as well as Russia. Therefore, it is necessary to verify the veracity of the messages reaching the addressee, so as not to succumb to untrue, false messages that are part of hostile information operations.

Conclusions.

1. Lies and disinformation are tools of information warfare.
2. This struggle has intensified since 2014, i.e. since Russia's seizure of Crimea.
3. Lies and misinformation spread by Russia not only in and about Ukraine, but also in other democratic countries.
4. The public should be informed about the dangers of lies and disinformation, as well as about the methods of exposing them.

Summary

Winning hearts and minds today is the main goal of information operations, which usually precede actions of a strictly kinetic nature. We see on how broad a front this fight is taking place everyday when we verify the information we receive and see how much of it is lies. This article presents considerations regarding lies and disinformation as a result of Russia's attack on Ukraine. It relates to information and information warfare, as well as hybrid warfare tools used to fight in the infosphere.

Keywords: information, disinformation, lie, Russia, Ukraine, crisis.

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LEGAL ASPECTS OF COUNTERACTING THE CONFLICT OF INTEREST IN LOCAL SELF-GOVERNMENT BODIES

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Abstract. In a democratic state under the rule of law, public administration, including local government, plays an important role, and its quality depends on the broadly understood security of the state, both externally and internally. One of the contemporary risks in the activities of local government administration is the occurrence of conflicts between the private interests of officials and the public interest (conflict of interest). The effects of such conflicts can limit the ability of the state and local government units to carry out public tasks of meeting the collective needs of local communities, as well as other tasks delegated to local communities by laws or tasks taken over by the local government from the government administration as a result of agreements concluded.

Of course, it should be emphasized here that the mere occurrence of a conflict of interest does not necessarily result in anomalies in administrative activity. Properly supervised and managed conflicts of interest make it possible to effectively avoid difficult and unfavorable situations for the public interest. Among the most common risks caused by the occurrence of conflicts of interest appear: corruption, cronyism, nepotism. The Polish legislator has introduced a number of mechanisms to manage conflict of interest, as well as a number of instruments to avoid conflict of interest in the activities of local government administration. The subject of the speech is to present the concept of conflict of interest and to indicate legal and ethical instruments that allow avoiding such a conflict. The research uses mainly a dogmatic method based primarily on an analysis of the legal norms provided for in the Law on Local Government Employees and other legal acts that apply to the activities of local government administration. An assessment of the currently applicable normative solutions was also carried out, and proposals for changes in the law were indicated that could contribute to even more effective management of potential as well as real conflicts of interest in local government administration.

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REVOLUTIONARY CHANGES IN THE TAX SYSTEM

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"Revolutionary changes in the tax system"- is a broad topic that covers tax policy transformations that have a fundamental impact on the functioning of the entire economy and society. Changes aimed at improving the tax system, reducing social inequality and stimulating economic growth have been discussed for years. In recent years, many countries have taken bold decisions to revolutionize their tax systems, which in turn has caused a variety of social and economic reactions. One of the most common areas of change is the reduction of tax rates for companies and individuals. Reducing corporate tax rates can stimulate investment, entrepreneurship, and economic growth, helping to create jobs and increase a country's competitiveness on the international market. In addition, changes in tax deductions to support the middle class and low-income people can help reduce social inequality. Another important area of revolutionary change is the development of electronic financial document management systems, such as electronic invoices. For example, the introduction of the National System of Electronic Invoices (KSeF) in Poland was intended to streamline the tax settlement process, reduce bureaucracy, and reduce tax fraud by better controlling the flow of invoices. However, from 2025, it will be mandatory for all companies. In addition, some revolutionary changes in the tax system may relate to property taxation, such as the introduction of new property tax rates or changes in tax benefits related to real estate investments. Such changes may affect the real estate market and the budgets of families and businesses.

These changes have different goals, such as improving the efficiency of the tax system, increasing government revenues, stimulating economic growth, or reducing social inequality. However, introducing revolutionary changes to the tax system requires taking into account a number of factors, such as analyzing the impact on different social groups, monitoring the economic effect, and reaching a public consensus on the proposed changes.

Thus, revolutionary changes in the tax system are a dynamic process that requires constant monitoring, adaptation and social dialogue to ensure sustainable and balanced economic and social development.

SESSION III

FINANCING AND DEVELOPMENT OF ENTERPRISES IN TIMES OF CONFLICT

Keynote speaker

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FINANCING AND DEVELOPMENT OF ENTERPRISES DURING CONFLICTS

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Abstract. The main objective of the research is to determine the impact of the impact of emergencies on the financing and liquidity of farms and small and medium-sized agri-food processing enterprises, with projection of trends for 2024-2025. During the period of emergencies, there is a decline in liquidity on farms, especially in terms of reducing the ability to finance physical investments from the cash payments generated. In agri-food processing enterprises, due to the impact of emergency situations, there is a deterioration in liquidity.

Research objects and data sources. Farms - data obtained from the FADN PL database, average results for about 12 thousand farms, representative of about 740 thousand farms in contact with the market. Food industry enterprises - data obtained from: European INTRUM Research Payments Report; Nationwide InfoMonitor Economic Information Bureau INTRUM Report; CSO. Research period 2016-2022, with prediction for 2024-2025.

Research methodology. Standard and adjusted indicators from the field of assessing the liquidity of business entities were used. Trend analysis was used to determine changes in the dynamics of economic phenomena related to liquidity. Three types of trend functions were used, each according to the type of economic phenomenon under study, i.e. linear, power and logarithmic function.

Conclusions. When assessing liquidity, attention should be paid to farm cash flows on a short-term basis, such as quarterly. Such an approach is justified by the significant degree of seasonality of agricultural production. From the point of view of the ability to regulate short-term liabilities on these farms, there was a deficit of capacity in the use of current assets in this

regard on a short-term basis. Since the second half of 2020, there was a decreasing trend in the size of the quick ratio, including the prediction for 2024-2025. The situation was more favorable in small food enterprises, relative to medium-sized units. The problem in agri-food processing enterprises is the short-term overdue receivables created during the period of extraordinary events, which reduce the quick liquidity. The inference of liquidity in business units should be differentiated according to its type and accrual and/or cash recognition. More authoritative in the management aspect is information using cash flow.

Dr. Olga Pugachenko

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FINANCING BUSINESS DEVELOPMENT IN UKRAINE DURING THE THE PERIOD OF MARTIAL LAW

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Introduction. Business development in Ukraine is financed through the provision of grants and soft loans for various categories of business entities.

During the wartime period of Ukraine's development, the state was the main creditor. Applications for government grants submitted online through the Diia portal or in person at Oschadbank branches. The main state funding programs are:

1) Grant for own business in the amount of UAH 50-250 thousand (\approx USD 1,250-6,250). Funds can be used to purchase equipment, raw materials, rent (up to 25% of the grant) and lease equipment. To receive the grant, you must submit a business plan, create at least one job, operate the business for at least three years and pay taxes.

2) A grant for veterans and their family members of up to UAH 1 million (\approx \$25,000). To receive the grant, one must: up to UAH 250,000 (for veterans only with the creation of one job); UAH 500,000 (for the spouse of a veteran and the creation of two jobs); UAH 1 million (for a veteran who has been registered as a sole proprietor for three years or more; the creation of four jobs, two of which are for veterans; a guarantee that these jobs will be maintained with

wages not lower than the minimum wage for at least 24 months). The program covers 70% of project costs and has limits on the total amount of various types of expenses.

3) A program to support processing enterprises with up to UAH 8 million (\approx \$200,000) for fixed assets. Oszczadbank, together with representatives of the Ministry of Economy, evaluates the business plan, analyzes the reputation of the recipient and conducts an interview. The financing terms are 70% (state) to 30%. Within three years, taxes and fees must be paid in the amount of the subsidy and at least 25 jobs must be created.

4) Affordable Loans 5-7-9% preferential financing program, under which the state compensates companies for part of their credit burden. The more jobs created, the greater the loan interest compensation.

There are separate state subsidies and subsidies under international programs for agricultural enterprises. Thus, state subsidies include:

1) A grant to farmers provides for the use of money for any agricultural needs. In order to receive it, a detailed cost estimate must be submitted, from which the state undertakes to finance 70%, and the farmer must pay the rest. The main requirement is that the farmer owns his own land or has a lease agreement for at least 25 years.

2) A subsidy for horticultural, berry and grape farms of UAH 300-400 thousand (\approx \$7,500-1,000) per hectare of plantings. The maximum area of a farm that can receive the grant is up to 25 hectares. Farmers can use the funds to purchase seedlings, seeds, fertilizers, irrigation systems, auxiliary equipment, etc. This program aims to plant 10,000 hectares of land with new orchards and berry gardens.

3) A greenhouse grant of up to UAH 7 million (\$175,000) per 2 hectares for greenhouses of 1.6 to 2.4 hectares. The modular greenhouse must be built within a year; at least 40 jobs must be created; operations must continue for at least three years after construction; and taxes must be paid. To receive a grant, a project for the construction of a modular greenhouse must be submitted along with a cost estimate.

International programs supporting agricultural enterprises include: United Nations Food and Agriculture Organization grants; USAID programs for agriculture and rural development; International Humanitarian Organization Mercy Corps programs, etc.

If, during the martial law period, companies were unable to receive grants or join state credit programs, they can apply for loans from banks. Banks also have joint programs with Europe (e.g., an affordable business loan from the European Investment Bank for agricultural, manufacturing, service and commercial enterprises with a maximum loan amount of €25 million and half the bank's standard lending rate).

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CERTAIN ASPECTS OF FINANCING AND BUSINESS DEVELOPMENT IN THE CONTEXT OF CONFLICT

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Preamble. Today's dynamically changing market conditions, both in terms of macro and micro environment, are a key determinant of doing business and the sources of its financing. Conflicts have accompanied entrepreneurs since the dawn of time, who cyclically adjust the strategies of business operations to the diagnosed needs of individual and instate customers, taking them into account on the basis of permanently conducted analysis of opportunities and threats generated from the business environment.

Purpose of the work. The purpose of the publication is to present selected sources and changes in the financing of business activities of companies, taking into account conflicts and accompanying changes in the business market environment.

Material and methods. The study included 5 companies from the Tarnobrzeg subregion. A review of the current literature in question was conducted. A survey method was used to conduct the study, using the author's survey questionnaire modeled on the research conducted by the Polish Economic Institute in Warsaw in 2022 among 1,000 enterprises.

Conclusions:

1. Conflicts both at the regional, local and, above all, global levels have their direct and indirect implications in socio-economic processes and the development of enterprises and their financial efficiency, as well as partners, business networking entities.
2. The selection of sources of financing in the context of long-term and short-term changes should take into account the behavior of customers and business partners in the B2B and B2C market, as well as the conditions of the macro environment.
3. large enterprises in times of crisis focus on financing business activities from their own resources.
4. The financial condition of the company and the network of business ties determines its efficiency of operation and financing of business processes in the studied entities.

Keywords: financing, enterprise development, crisis.

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**THE FUTURE OF THE OTTAWA CONVENTION (TREATY)
IN THE CONTEXT OF MODERN ARMED CONFLICTS**

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Resume. In this article, the author presents the problem of the modern post-war world in terms of the use of anti-personnel mines. Anti-personnel mines belong to the category of particularly inhumane weapons. This is not due to the technological complexity of this type of weapon, but rather to the way they have been used by armed forces for decades. The consequences of the use of mines, which are essentially used to create undeclared minefields, affect the civilian population long after the end of armed conflicts. Poland signed the Ottawa Convention in 1997. In December 2012, it ratified it, which means that discussions on Poland's accession to this document lasted for 15 years. They concerned two aspects. On the one hand, humanitarian issues were taken into account, and on the other hand, the needs of the armed forces and, at a certain stage, the lack of alternatives for this type of weapon in the resources of the Polish armed forces. Taking into account the previous practice of ratification of the Ottawa Convention by other countries, several options were adopted to implement this process in Poland. Unfortunately, perhaps the worst option was chosen, i.e., a quick political decision to ratify the Ottawa Convention without adequately equipping the armed forces with the means to replace it. - Of course, this does not apply to signal or concentric mines, although, to a certain extent, these measures can be considered an alternative to anti-personnel mines. In the context of Russia's aggression against Ukraine, the issue of withdrawal from the Convention due to the lack of alternative measures to anti-personnel mines once again became relevant. The author draws attention to the humanitarian consequences of such a decision, in particular for the civilian population.

Keywords: convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction, explosive object, mine, armed forces, war, Ottawa Convention, international humanitarian law, conflict, crisis, aggression, support.

Abstract. The world events of recent years necessitate a strategic response to the phenomena that accompany the problems of civilizational development in the military sphere.

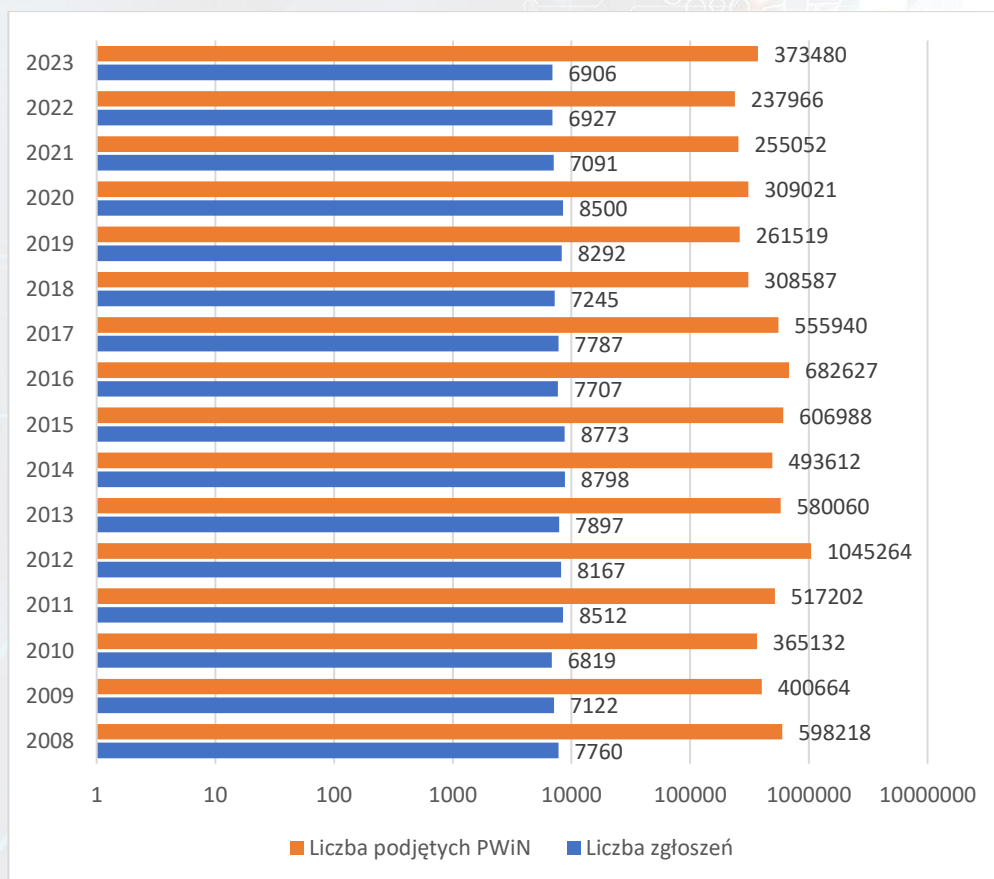
These problems and related issues are the focus of this article, the main purpose of which is to familiarize readers with the problem of war remnants in populated areas and agricultural territories. Obviously, these threats must be considered in terms of the ability of the armed forces to conduct military operations. The situation in the war zone in Ukraine, as well as threats to our eastern border, are causing a public debate on the use of military measures that do not comply with the conventions to which Poland is a party. Examples of armed conflicts to date show us, first of all, the tragedy of the civilian population, a population that is not protected in the same way as the armed forces. The only protection they have during the fighting is shelter or migration. The problem becomes even more acute after the end of the conflict, when the area is "contaminated" with weapons left by the parties to the conflict. Therefore, in order to ensure the protection of civilians, various treaties, conventions and agreements are created, for example, under the auspices of the United Nations (UN), the main purpose of which is to reduce suffering during and after conflicts. One of these documents is the Ottawa Convention or the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction. The fundamental purpose of the Convention is to eliminate the use of anti-personnel mines as a means of armed struggle.

In the process of studying the challenges faced by the armed forces in terms of ratification and compliance with the Convention, theoretical and empirical methods were applied, namely: the method of analysis and criticism of literature - as the main method and the diagnostic survey - as an auxiliary method used in the dissertation work on the doctoral dissertation. The method of literature analysis and criticism was applied at the first stage of familiarization with the problem situation and the research problem. It made it possible to specify the theoretical basis for the research, which made it possible to identify areas for further development of alternative means of anti-personnel mines, as well as the challenges facing the armed forces in the perspective of ratification of the Ottawa Convention. On the other hand, using the questionnaire as a research tool, a study was conducted using the diagnostic survey technique. The statistical group consisted of professional military personnel of the engineering troops who were involved in the use of anti-personnel mines and were on business trips abroad.

In this article, I pay special attention to the obligations arising from compliance with the provisions of the Convention. In addition, I show the problem that the international community faces in returning post-conflict territories to so-called life. This is a global problem, as it affects not only Africa, but also Asia and Europe. Let's remember that a simple anti-personnel mine with an uncontrolled effect costs about 4 US dollars, which is the cheapest munition. Unfortunately, at times like this, we forget about the humanitarian aspects of the socio-economic consequences after a conflict. The problem of remnants of war is evidenced by the activities of our sapper patrols,

which receive about 8,000 reports of explosive and dangerous items from the Second World War per year. This is about 300,000 such items per year, including anti-personnel mines (Fig. 1).

Figure 1. Summary data on the removal of explosive and dangerous items in Poland in 2008-2023



Source: own compilation based on data from the PATROL information system.

The first anti-personnel mines were probably used in Russia during the war with Turkey in 1828-1829. They were also used during the American Civil War. Even then, they were considered an unworthy weapon for use by civilized countries. Nevertheless, they have become a permanent part of the armament of armed forces around the world. They were used on a huge scale during World War II, in large numbers in numerous conflicts of recent decades, and deployed by the millions between states (North Korea - South Korea, Russia - China). Anti-personnel mines are used in various operations and combat situations. They are mainly used to protect secret facilities, command posts, and groups of troops, as well as to prevent (impede) the demining of anti-tank minefields by enemy forces. This is stated in the report of NATO experts:

- minefield systems provide protection regardless of weather conditions and terrain;
- simple anti-personnel mines are inexpensive to produce (about \$3-5 per piece), easy to manufacture and operate, and easy to store and install;
- mines provide protection for their own troops, allowing them to adapt the conditions of the battlefield to their own needs, for example, by signaling violations of zones, exerting

a psychological impact on the enemy and increasing the level of security of their own positions (military sphere).

Unlike other means of warfare, most of which depend on the user, anti-personnel mines are usually triggered by the "victim", even after the end of hostilities (war). When deployed in the field, they do not discriminate between military and civilian targets and have a long service life. This problem particularly affects societies affected by recent hostilities, where the victims are mostly civilians. In addition to the devastating impact on individual lives, these devices have serious social and economic consequences, especially for the reconstruction of countries after the end of hostilities.

The thesis presented here is the result of the author's many years of research, inspired by the need for change in the introduction of new weapons and the concept of their use. The provisions and conclusions are the result of a detailed analysis of the literature on operational art, tactics, logistics, international law and research. The absence of theoretical developments on the implementation of the Ottawa Convention, the lack of specialized materials on the possibility of replacing anti-personnel mines with alternative means have necessitated the development, systematization and systematic presentation of the problem.

The problem of explosive remnants of war has become particularly acute after cluster munitions were increasingly used during armed conflicts (Figure 2). Particularly dangerous after armed conflicts are colored cluster munitions, which attract children who do not realize the danger.

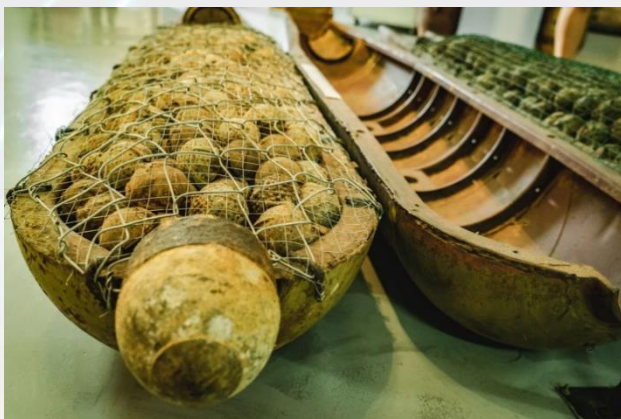


Figure 2: Cluster munitions

Source: <https://forsal.pl/swiat/bezpieczenstwo/artykuly/8759301,amunicja-kasetowa-kto-ja-produkuje-i-kto-jej-uzywa.html> (as of 25.05.2024).

At the same time, there has been a growing awareness that explosive remnants of war are a very important humanitarian problem that needs to be addressed urgently. In order to reduce the tragic consequences of explosive remnants of war, the international community, largely mobilized by the International Committee of the Red Cross and numerous non-governmental organizations, decided that a convenient legal framework for addressing this humanitarian problem

would be provided by supplementing the "Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects" with a new Protocol (V), which was aimed primarily at post-conflict remnants, i.e. explosive remnants resulting from both internal and international conflicts.

The above circumstances have led to the need for scientific interest in issues related to the ratification of the Ottawa Convention, in particular the revised Protocol II on Prohibitions and Restrictions on the Use of Mines, Booby Traps and Other Devices. Thus, the main problem of the study was to answer the following question:

What are the possibilities and how should the process of replacing anti-personnel mines with alternative means in the Armed Forces of Poland be organized in terms of the requirements of the Ottawa Convention?

The solution of this research problem allowed us to determine the validity of the use of anti-personnel minefields. This implies that the use of anti-personnel mines has been of great tactical importance to date. The withdrawal of anti-personnel mines from service may lead, first of all, to the deprivation of any armed forces of an inexpensive and effective means of defeating enemy manpower, as well as to the need to modify training programs and, accordingly, to reduce training in reconnaissance, demining and mine clearance.

The results of the study of the following problem, namely: **What are the challenges and tasks facing the armed forces in connection with the ratification of the Ottawa Convention?** - to determine the range of tasks facing the armed forces before and after the ratification of the Ottawa Convention. Studies and experience show that the Ministry of National Defense is most involved in the initial stage of implementation of the Ottawa Convention. After the destruction of stockpiles of anti-personnel mines, the role of the Ministry of National Defense was limited to the cyclical preparation of data for the national report or the participation of representatives of the Ministry in various liquidation activities. The study found that the most interested parties, i.e. military personnel, are not sufficiently aware of the provisions of the Ottawa Convention. In connection with the planned ratification, a media campaign should be conducted on the tasks arising from the above-mentioned Convention, and this, unfortunately, is lacking in the public space.

After the ratification of the Convention, it became necessary to adapt operational plans, regulations and training manuals to include the use of weapons other than anti-personnel mines. The introduction of a full range of alternatives to anti-personnel mines in the Polish armed forces requires intensification of the work of Polish institutions and large financial expenditures related to research on these measures. An alternative to this way of restoring the combat capability of the Armed Forces is to purchase these munitions from foreign arms companies. A less costly

way to replace anti-personnel mines is to use existing measures, such as minefields with signal mines, strengthening the fortification of the area, etc. The conclusions presented are characterized by a high degree of generalization. The goal set out in the introduction is to identify the challenges for the Polish Armed Forces related to the need to replace anti-personnel mines with alternative means that meet the requirements of the Ottawa Convention and to determine the assumptions for their implementation in order to maintain the combat capability of the Polish Armed Forces.

- in the pragmatic plane: defining the obligations and measures to be taken to ensure that the ratification of the Ottawa Convention does not reduce the combat capability of the Polish Armed Forces;

- in theoretical terms: enriching the theory of the challenges for the Polish Armed Forces arising from the need to replace anti-personnel mines with alternative means that meet the requirements of the Ottawa Convention.

Legal conditions. Ottawa Convention procedure

The Republic of Poland signed the Convention on December 4, 1997. Since 1998, our country has voluntarily complied with the key provisions of the Convention by not producing, exporting or using anti-personnel mines during military operations. Since 2003, Poland has been voluntarily submitting reports on the implementation of the Convention, which States Parties are required to submit annually to the UN Secretary-General. The Sejm of the Republic of Poland voted to ratify the Convention by adopting a law on October 10, 2012, which was approved by the Senate on November 9, 2012. On the basis of the consent expressed in the form of a law, the President of the Republic of Poland signed the law on ratification of the Convention on November 21, 2012, thereby ratifying the Convention.

Procedure for denunciation of the Ottawa Convention

According to Article 20 of the Convention, the agreement is concluded for an indefinite period. Each state party has the right to terminate its participation in the Convention in the exercise of its sovereignty. Such a denunciation is to be notified to all States Parties, as well as to the depositary of the Convention, i.e. the UN Secretary-General and the UN Security Council. As stated in Article 20(2) of the Convention, the denunciation must contain a detailed explanation of the reasons justifying the denunciation. The denunciation of the Convention enters into force 6 months after the receipt of the instrument of denunciation by the UN Secretary-General (depositary). It should be noted that if, after the expiration of the six-month period, the denouncing State Party is in a state of armed conflict, such denunciation does not enter into force until the end of the armed conflict. The denunciation of the Convention does not affect the obligation of States to continue to fulfill their obligations under all relevant international law, primarily the International Humanitarian Law of Armed Conflict (IHLAC). Despite Article 20

of the Convention, the procedural issues of termination of international treaties are regulated by the legal order of individual states. In the case of Poland, the Act of 2000 on International Treaties applies. This law was the basis for the ratification of the Convention in question.

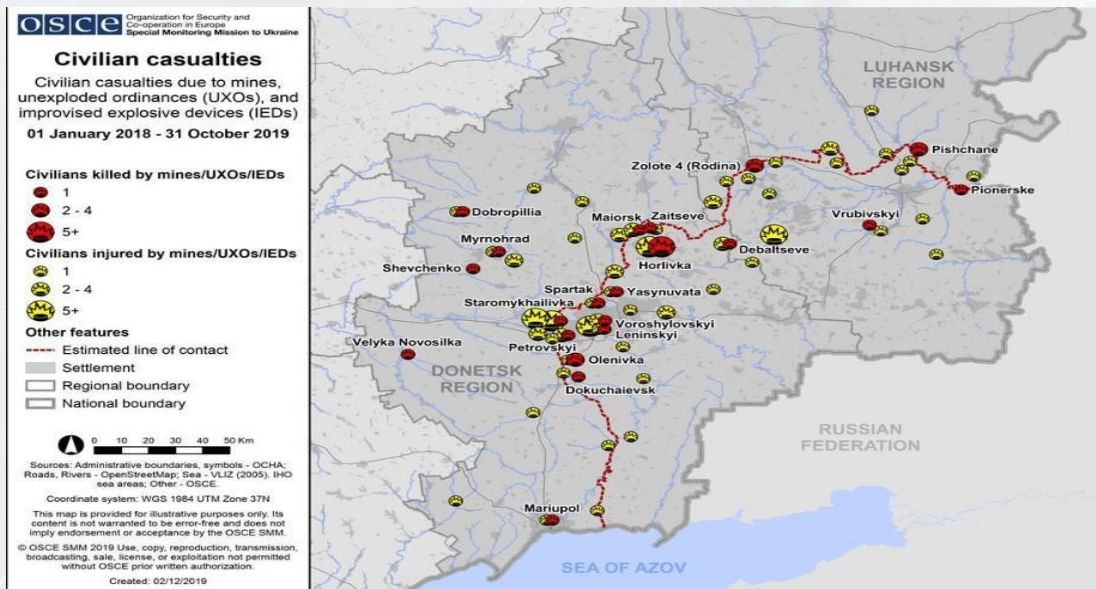
Conclusion. The nature of the threats to state security, as defined in the National Security Strategy of the Republic of Poland and the Military Strategy, indicated that at the beginning of the 21st century there was nothing to suggest that the Polish armed forces would conduct ground-based defensive and offensive operations on or near the territory of the country. In view of this, it was concluded that, accordingly, there would be no need for minefields, in particular, the use of anti-personnel mines for this purpose.

As a result, the role of anti-personnel mines in the state's defense system has become relatively smaller. Russia's actions against neighboring states and beyond are not envisaged. Russia's actions in Syria since 2011 should make the international community understand that compliance with international agreements by parties to conflicts is illusory. Another warning from Russia should have been heard in 2014 during the aggression against Ukraine. Already then, the use of weapons of war prohibited by international agreements, including anti-personnel mines, was made. Anti-personnel mines were a frequently used weapon of war in Ukraine even before Russia launched its full-scale aggression. According to the UN, approximately 16,000 km² of territory in Donbas has been mined since 2014. In 2021, the UN reported that the eastern part of Ukraine ranks fifth in the world in terms of casualties caused by landmines and other munitions (Figure 3). Only after Russia's subsequent large-scale invasion of Ukraine on February 24, 2022, did the international community realize the fragility of these agreements. It should be remembered that in 1991 Ukraine had the third largest nuclear arsenal in the world. In exchange for the security guarantees enshrined in the Budapest Memorandum, the Ukrainian side gave up this nuclear potential. It is worth recalling here who was the guarantor of this Memorandum: the United States, Russia, and the United Kingdom. The parties to the Memorandum pledged to respect Ukraine's sovereignty and territorial integrity, and not to use so-called economic coercion against Ukraine. Analyzing the above cases, it is important to reflect on the fragility of international agreements, even those concluded under the auspices of organizations such as the UN or military powers. The Budapest Memorandum demonstrates how illusory these agreements are.

Given that armed conflicts have been, are, and will undoubtedly continue to be, efforts must be made to humanize them. War is a choice made by politicians and the military, which means that it should have as little negative impact on the civilian population as possible. The ratio of casualties should not be one soldier to several hundred civilians, as it is happening now in one of the local conflicts. Every effort should be made to reverse this trend. Efforts should also be made to rehabilitate post-conflict areas as soon as possible. This will be impossible if banned

chemical warfare agents are used. Currently, for example, in Africa, there are about 100 million landmines in Africa, which leads to the exclusion of thousands of hectares from agricultural use. We also have a similar situation in the Balkan countries, and we should expect to have a similar situation after the conflict with Russia, which is a victorious one for Ukraine, is over.

Figure 3: Civilian casualties from mines in Ukraine (2018-2019)



Source: https://www.osce.org/files/f/documents/8/8/441170_1.pdf (accessed 25.05.2024).

To at least reduce the socio-economic impact of landmines, it is necessary to

- inform the public (decision makers) about the inhumane aspect of the use of anti-personnel mines,
- strive for the absolute exclusion of states that use inhumane means of warfare (harmful to civilians),
- to seek solutions for measures to replace anti-personnel mines.
- to look for new technologies for detection, neutralization and disposal of anti-personnel mines.

Unfortunately, more and more often, when we consider war, we forget about the humanitarian factor, as well as the socio-economic factor, which is, among other things, the use of anti-personnel mines in terms of the requirements of the Ottawa Convention. This aspect mainly concerns civilians living in typically agricultural areas. A very large proportion of the victims are children who die or are crippled for life (mostly losing limbs). In addition to civilian casualties, agricultural land containing minefields is also being confiscated. This also entails the economic isolation of the region. We should also bear in mind that in the event of natural disasters, such as floods, there is a high probability of uncontrolled movement of previously laid mines to another location.

The OSCE estimates that between January 2018 and March 2021 alone, a total of 54 civilians were killed and 155 injured by mines and unexploded ordnance (including anti-personnel mines). Of these 209 victims, 44 were children (7 killed and 37 injured). These figures demonstrate the practical reason why anti-personnel mines are banned, in particular, by the Ottawa Treaty. These are brutal weapons that can pose a threat to civilians even years after the end of the conflict and hostilities. At the same time, mine action itself creates additional problems, as it is labor-intensive, expensive and requires proper regulation, and in the absence of minefield maps, it poses a serious threat to those who are professionally engaged in mine action. In order to avoid these problems, it is enough to comply with the provisions of the Convention, international humanitarian law and, above all, there should be legal and economic consequences for parties that do not comply with these legal acts. Unfortunately, as long as some countries have veto power in organizations such as the UN, this cannot be achieved.

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**DEVELOPMENT OF THE PRINCIPLES OF BUDGETARY REGULATION IN
UKRAINE IN THE CONTEXT OF EUROPEAN INTEGRATION TRENDS AND THE
NEED FOR HARMONIZATION WITH THE EU LEGISLATION**

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Introduction. The further development of Ukraine envisages its membership in the EU, which determines the need to harmonize budget management, budget policy and budget process with the requirements and recommendations of the EU, and to implement them. The principles of the budget process require an in-depth critical study in order to identify their positive aspects in order to improve the national legislation in the field of the budget process.

The main part. The budget process and financial regulation in the EU is regulated by a single document - the Financial Regulation applicable to the general budget of the Union [2], which states that the budget is developed and implemented in accordance with the principles of: unity and accuracy of the budget, annuality, balance, unit of account, universality, specification, sound financial management, transparency. The budget system of Ukraine is based on the following principles: the principle of unity of the budget system of Ukraine; the principle of balance; the principle of independence; the principle of completeness; the principle of validity; the principle of efficiency and effectiveness; the principle of subsidiarity; the principle of targeted use of budget funds; the principle of fairness and impartiality; the principle of publicity and transparency [1].

The principle of sound financial management and performance requires the following three principles (or rather sub-principles) to be taken into account the principle of economy, which requires that the resources used by the relevant Union institution to carry out its activities are available on time, in the right quantity and quality and at the best price; the principle of efficiency, which refers to the best possible balance between the resources used, the activities undertaken and the achievement of objectives; the principle of effectiveness, which refers to the degree to which the objectives are achieved through the activities undertaken.

This principle emphasizes productivity in the use of allocations, namely: objectives for programs and activities should be set in advance; specific, measurable, achievable, relevant and time-bound objectives (in fact, Smart Objectives) should be set, as well as relevant, acceptable, reliable, simple and reliable indicators should be identified; progress in achieving the objectives should be monitored by performance indicators; progress in achieving the objectives and problems in achieving the objectives should be reported to the European Parliament and the Council. Analyzing the applied approaches, one can see a clear emphasis on the use of the Smart approach, control and monitoring, transparency and publicity.

Conclusions. Budget management is a key stone in the architecture of trust between the state and its citizens. The principles of governance as an important principle of the budget process are dispersed among other principles of the budget system of Ukraine and it is worth adopting the EU experience of clearly distinguishing it and introducing a single principle of "sound financial management". The logic of this proposal is that the emphasis should be on public and local financial management or budget management at the state and local levels. After all, the budget system cannot function on its own; it is important to have reliable financial management of the budget system. In this context, for example, it is worth noting that the Budget Code of Ukraine addresses control and audit issues only in terms of the subjects of control and their powers, as well as objects. When introducing the principle of sound financial management, based on the EU experience, it is necessary to move away from general management rules and specify them in the context of managing the budget system, taking into account the need to meet specific requirements of economic development.

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**DEVELOPMENT OF THE AUDIT SERVICES MARKET AND UTILIZATION
OF THE POTENTIAL OF OTHER ASSURANCE ENGAGEMENTS,
THAT ARE NOT AN AUDIT OR REVIEW OF HISTORICAL FINANCIAL
INFORMATION**

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Introduction. Assurance engagements other than an audit or review of historical financial information are an important component of services regulated by the International Standards on Quality Control, Auditing, Review, Other Assurance and Related Services. The current stage of development of economic processes in Ukraine is characterized by evolutionary nature, and in the context of intensified competitive relations in the global and domestic resource markets, an important factor determining the development of economic entities is the efficiency of all business management systems, which should lead to an increase in demand for such services.

The main part. The advantages of such engagements, which actualize the prospects for their development, include: 1) their subjects are systems, processes, operations, so these types of assurance engagements are more systematic and comprehensive in nature (compared to financial statement audit engagements), taking into account the entire integrity of the functioning of a complex and large business system, as well as the relationship and interaction of its individual subsystems (structural units, business processes) and elements (business operations); 2) such engagements are performed by certified auditors, whose independence, behavior and qualifications are clearly regulated, in compliance with strict requirements for independence and quality control (which qualitatively distinguishes them from consulting services), and based on their results, a written document with a professional opinion on the compliance of the subject matter of the engagement with the established criteria is formed.

The potential of such assignments is characterized by their possible types. Depending on the functional focus of the subject matter of the engagement, the following types of engagements can be distinguished: legal, organizational, financial, analytical, social and labor, technological, security, marketing, operational and production, investment, innovation, etc.

However, the analysis of the audit services market shows that these tasks do not occupy a significant niche in the audit services market. In 2022-2023, the number of agreements concluded in Ukraine for their implementation amounted to 1.5 thousand units (or 11%), the cost of services provided was UAH 507 million (16%) [2].

There are many reasons for this situation. In particular, the factors that slow down the development of such engagements are: a variety of possible objects of inspection and the lack of evaluation criteria, which makes it impossible to provide services as an assurance engagement; insufficient standardization of the organization and methodology of performing such engagements; lack of clear recommendations for distinguishing between audits, other assurance engagements and consulting services. The performance of proactive (voluntary) assurance engagements other than audits or reviews of historical financial information is limited, as auditors and clients are more accustomed to consulting services.

At the same time, it is necessary to use the potential of such engagements in the area of ensuring public control over the activities of public interest entities: joint stock companies, financial institutions, etc. The specificity of other assurance engagements is manifested in the fact that some of them are performed precisely because of the existence of legislative requirements, as stated in the relevant International Standards on Assurance Engagements (ISAEs) [1].

A positive domestic practice is the introduction of the mandatory performance of an assurance engagement regarding the statements of the Diia City resident contained in its Report on compliance with all the requirements specified in part one of Article 5 of the Law of Ukraine "On Stimulating the Development of the Digital Economy in Ukraine" of 15.07.2021 No. 1667-IX [3].

Conclusions. It is a global practice to introduce mandatory audits, so similar cases can be provided for certain assurance engagements other than an audit or review of historical financial information. It may also be appropriate to use "recommendation" rather than "mandatory" cases. Assurance engagements other than an audit or review of historical financial information can be widely used in the mechanism of ensuring a positive international and investment image of regional business entities, for which it is advisable to establish a recommendation list of objects that can act as the object of audit services in the form of performing assurance engagements other than an audit or review of financial statements (for example, information contained in investment projects).

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THE SUCCESSFUL DEVELOPMENT OF A UKRAINIAN ECONOMY - THE IMPACT OF EMOTIONAL INTELLIGENCE ON COMPLIANCE MANAGEMENT

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Introduction. Current situation in the Ukrainian national economy emphasizes the significance of the implementation of the innovative approaches to European experience on Compliance Management. Analyzing how emotional intelligence affects compliance decision-making and the resulting implications for economic growth and stability may be one way to address an important issue. The primary objective of the research is to examine and comprehend the connection between emotional intelligence in compliance management strategies and its influence on a nation's economy.

Main results. There is some evidence to suggest that researchers, teachers and students are part of the intellectual capital with a good level of emotional intelligence, so higher education

plays a vital role in strengthening the capacity of the national economy with the help of compliance management.

The research findings of the study consist of the following significant components:

1. An extensive literature review was conducted to critically analyze previous studies on compliance management, emotional intelligence and how they affect economic growth.
2. Established a framework that integrates relevant theoretical concepts and empirical evidence to assess emotional intelligence in compliance management systems.
3. Collected information through questionnaires, interviews, and case studies to assess the level of emotional intelligence of compliance managers and university employees, as well as decision-making procedures.
4. To qualitatively investigate how emotional intelligence affects compliance management procedures, which in turn affects national economic development.
6. Examine and contrast the results from other industries and geographical areas to determine any possible differences in the connection between compliance management, emotional intelligence, and financial results.
5. Feasible suggestions are offered on how compliance professionals, business leaders, legislators, and university professors can improve emotional intelligence to effectively implement compliance management to improve the performance of the nation's economy.

This report has attempted to provide a brief summary of the research recommendations regarding the relationship between emotional intelligence and compliance management practices.

There are the following recommendations:

1. Stimulation of the Necessity for Changes.
2. Creation of Discursive Foundations: The occasion could serve as a springboard for fruitful conversations and a base for in-depth investigation and idea sharing among compliance specialists.
3. International Experts' Opinions and Case Studies: The knowledge of prominent figures in the field is advantageous to the participants, as it enhances their comprehension of compliance procedures and patterns across industries, and impacts their understanding of future responsibilities.
4. Global Discourse Facilitating and Global Training: Forums and training activities for global participation encourage cross-border communication and cooperation, and promote the sharing of various viewpoints.
5. IT Viewpoints and Innovations: Introducing innovative technology and perspectives on the restructuring of compliance approaches through discourse, international collaboration, and the incorporation of cutting-edge teaching techniques, academic presentations enhance academic discourse and advance the field's body of knowledge.

6. Encouraging Future Collaborative Endeavors.

Conclusions. The results of the study consisted in the study of models of implementation of compliance management in modern conditions in Ukraine, awareness of real business requirements, study of the impact of emotional intelligence on performance compliance management, competencies and offered practical recommendations on the potential of compliance approaches in the post-war reconstruction and European integration of Ukraine. This international collaborative effort involves interdisciplinary work that integrates public policy, professional culture, legal, economic, emotional, educational and social aspects, as well as compliance management practices.

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UKRAINIAN HEALTHCARE SYSTEM IN THE CONDITION OF WAR

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Introduction. To show effectiveness, the healthcare system (HS) should provide access to appropriate, effective and affordable services. Each war conflict affects and damages healthcare services to the extent that depends on the existing system's resilience to shocks. Combat operations and missile attacks push healthcare staff to relocate. Conflict reduces access by damaging transport and communications. It is of crucial importance to identify the Ukrainian healthcare system (UHS) present state to avoid negative economic and social consequences represented by the worsening of Ukrainian people's health and the delivery of healthcare services of low quality [1].

Main material. Due to the aggression of the Russian Federation UHS was attacked more than 1004 times, which led to the partial or complete destruction of buildings, equipment, medical transport, and the death of staff and patients [2,3]. According to the report "Rapid Damage and Needs Assessment of Ukraine, 2022-2023" (RDNA), the damage caused to the infrastructure of the HS amounts to about 2.5 billion dollars [4].

According to estimates of RDNA, the total losses of the HS amount to an amount of 16.5 billion dollars. Researchers represent the main challenges for the Ukrainian healthcare hospital system as shown on fig. 1.

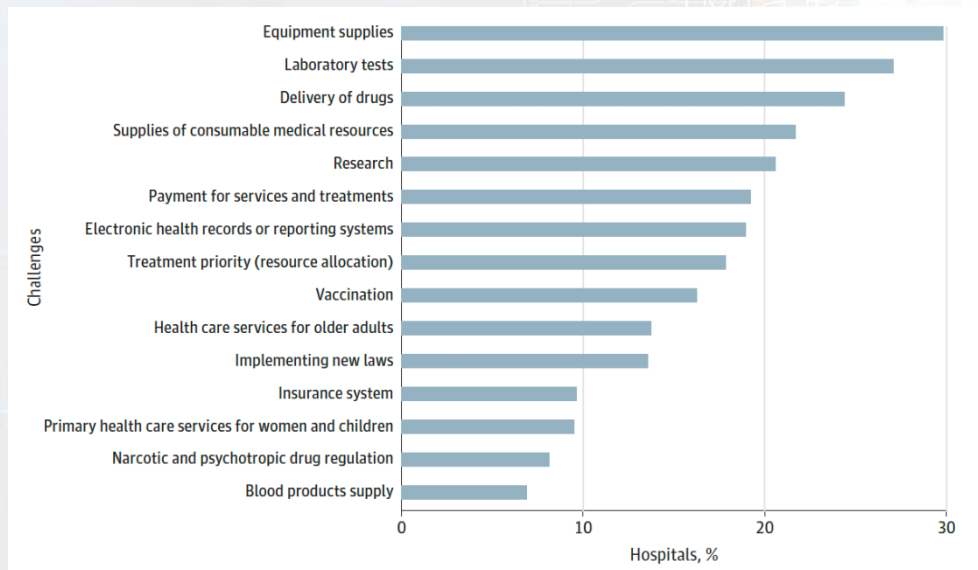


Figure 1. Challenges faced by the Ukrainian hospital system during the Russian invasion. Source: [5]

Today Ukraine's healthcare sector performance has been restored almost to its pre-war level by the end of 2022. But primary healthcare remains in a deep crisis and requires serious support (fig. 2) because significant shifts occurred in the healthcare workforce. It shrank by almost 14% by the end of 2022 and by the shortage of the Ukrainian population due to the unprecedented scale of emigration, displacement and thousands of direct and indirect war casualties [6].

The crisis of primary care is a great risk to the whole system, as it affects the vaccination coverage of the population and the growth of chronic diseases, such as cardiovascular, diabetes.

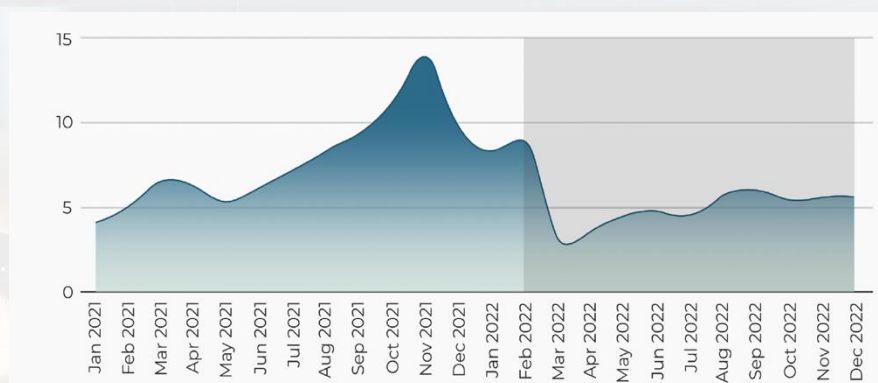


Figure 1. Primary care encounters, millions in 2021-2022. Source: [6].

The RDNA group forecasts that about 16.4 billion dollars will be needed for the reconstruction and restoration of the HS over the next ten years (the reconstruction

of the network - about 10.8 billion USD (66%), restoration of the service provision system - 5.6 billion dollars (34%).

The situation is complicated by losses during the COVID-19 pandemic and by comprehensive health care reform [3]. The resilience and sustainability of the Ukrainian healthcare system in 2022-2023 was ensured mainly by the steady support of international partners. That is why their further technical and financial support is extremely important.

Conclusions. The war has disrupted health services in numerous ways, causing damage to infrastructure and turnover of staff. A decline in preventive services can potentially worsen the health of the population. International support, well-considered and prioritized response is needed to rebuild a smarter health care system addressing new needs while restoring and catching up on essential services that have been lost due to the war.

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SOCIO-ECONOMIC INTEGRATION OF INTERNALLY DISPLACED PERSONS IN THE LABOR MARKET OF UKRAINE

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Abstract. The full-scale military situation on the territory of Ukraine has led to the emergence of a new category in the structure of the country's population - internally displaced persons who were forced to leave their place of permanent residence for this reason. It is this group of people who need strong social and economic support, primarily in the labor market, to ensure employment.

According to the International Organization for Migration (as of 23.01.2023), the number of internally displaced persons in Ukraine amounted to 5.4 million, while in the following periods there was a downward trend: in May 2023 - 5.1 million, in October 2023 - 3.7 million. At the same time, 52% of all IDPs are concentrated in five other regions of Ukraine, with the largest number of IDPs registered in Dnipro and Kharkiv regions; almost half of all IDPs come from only two regions - Donetsk (24%) and Kharkiv (22%) [2].

According to the 12th wave of the Business Survey in Ukraine (June 2023), the weighted average number of employees with IDP status is 11.5% [1, p.49]. The results of the employers' survey (January-February 2023) demonstrate the uneven employment of IDPs by type of economic activity and by region [3, p. 65]:

- the highest share of IDPs in the total number of employees is in the extractive industry (8.8%), hotel and restaurant sector (5.4%), and finance (5%), and the lowest - in real estate (0.9%), other services (1.3%), and transport (1.4%);

- the highest share of IDPs in the total number of employees is in Zaporizhzhia, Kharkiv, Ivano-Frankivsk regions and the city of Kyiv (respectively, in the range of 4.2 to 5.7%), and the lowest - in Kirovohrad, Mykolaiv, Cherkasy, Chernivtsi and Chernihiv regions.

The survey "Business Survey in Ukraine" (June 2023) showed a generally positive attitude of businesses towards IDPs in various forms (Fig. 1).

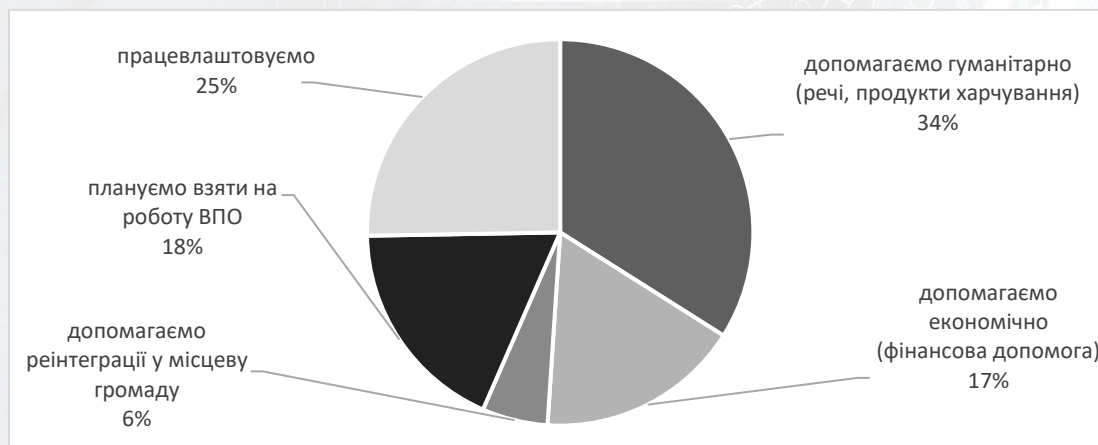


Figure 1. Business attitudes towards internally displaced persons in Ukraine (June 2023), % of employers surveyed

Source: [1, с. 51]

At the same time, according to the International Organization for Migration, it is still much more difficult for internally displaced persons to find a job compared to those who have not changed their place of permanent residence - in September 2023, 40% of IDPs who had a job before 24.02.2022 were unemployed compared to 21% of non-IDPs [2].

According to a survey of enterprises (February 2023), 80% of employers indicate that there are no obstacles to the employment of internally displaced persons, the reasons for which are shown in Fig. 2.

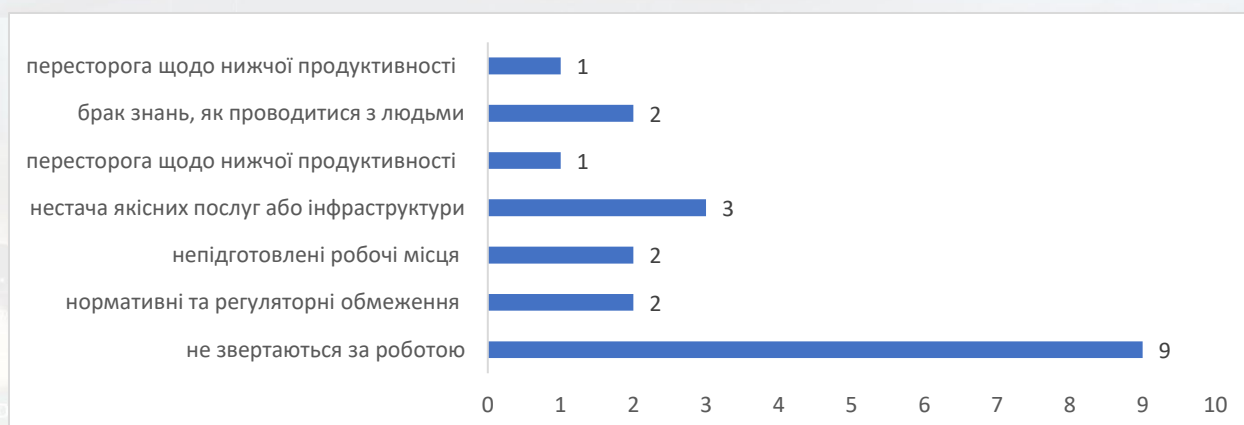


Figure 2. Obstacles to the employment of internally displaced persons (January-February 2023) in the labor market of Ukraine, % of employers surveyed

Source: [3, с. 75]

The conducted monitoring of the situation of internally displaced persons in the labor market of Ukraine allowed us to identify features that in future studies emphasize the possibilities

of social and economic integration into the community environment for further adaptation as a vulnerable category of the population.

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TRANSFORMATION OF UKRAINIAN TAX POLICY IN THE CONTEXT OF MODERN CHALLENGES

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Introduction. The beginning of Russia's full-scale invasion of Ukraine caused a lot of destruction of critical and civilian infrastructure, loss of production and industrial complexes. Since the beginning of the war, there has not been a single industry in the country that has not suffered losses as a result of Russian aggression, directly or indirectly. In such circumstances, in order to support the Ukrainian economy, the Government adopted a number of amendments to the tax legislation aimed at supporting taxpayers under martial law. In particular, taxpayers under the simplified taxation system were granted benefits, taxpayers were exempted from liability in case of their inability to fulfill their obligations to pay taxes and fees, a moratorium on tax audits

(except for actual audits) was in effect, charitable assistance collected by volunteers was exempt from taxation, etc.

The main part. The changes to the tax legislation introduced in 2022 had a positive effect in terms of business support, but narrowed the tax base. Tax revenues to the consolidated budget of Ukraine amounted to 61.16% in 2022, 52.72% in 2023, while in 2021 this figure was 87.46%. The pre-war achievements of fiscal consolidation in reducing public debt have also been negated. Public and publicly guaranteed debt increased from 48.9% in 2021 to 78.4% in 2022 and 84.4% in 2023. Additional pressure on the budget is caused by defense spending, as almost half of all expenditures go to finance the military budget. In such circumstances, the country faces a difficult task: to create conditions to meet the needs of the military campaign and ensure the viability of the national economy. In order to ensure the implementation of this task, at the end of 2023, the Cabinet of Ministers of Ukraine approved the National Revenue Strategy of Ukraine (NRSU) until 2030 (Resolution of the Cabinet of Ministers of Ukraine No. 1218-p dated December 27, 2023).

The key areas of implementation of the NRMS in the context of tax policy transformation and amendments to tax legislation are as follows:

1. Reforming the simplified taxation system - it is envisaged to completely exclude legal entities from the list of taxpayers eligible for the simplified taxation system and to gradually increase the tax rate to a value equivalent to the regular corporate income tax rate (18% of the profit). The tax rate for the first group will be switched from a fixed amount to a tax on actual income. Certain safeguards are envisaged to reduce abuse by taxpayers by raising the threshold for VAT registration.
2. Restoration of the progressive personal income tax rate scale in combination with the provision of personal social assistance to low-income individuals.
3. Rationalize the current investment incentive regimes within the corporate income tax and bring corporate tax rules in line with EU legislation.
4. Bringing the rules of value added taxation in line with EU legislation, abolishing reduced rates and exemptions that are not provided for in the EU VAT Directive.
5. Increase excise taxes on fuel, alcoholic beverages, and tobacco products to the EU minimum rates.
6. Developing a comprehensive package of measures to impose an environmental tax on carbon dioxide emissions.
7. Reforming the procedure for collecting rent for the use of the radio frequency resource of Ukraine, abolishing all increasing and decreasing coefficients applied to the rates of rent for the use of the radio frequency resource for cellular communications.

8. Reforming the taxation regime for the extractive sector (taxation of rent for the use of subsoil for natural gas extraction).

9. Improving the legislation on real estate taxation by determining the estimated value of a real estate object that will reflect its current market value and which can be used for property tax purposes.

10. Development of rules and a mechanism for taxation of transactions with virtual assets, harmonized with EU rules.

Conclusions. The implementation of the measures envisaged by the NSDS to transform Ukraine's tax policy in the context of martial law and post-war reconstruction will help stabilize the current level of tax revenues to the budget, contribute to maintaining macroeconomic and financial stability in our country and reduce the need for external financing.

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ASSISTANCE OF INTERNATIONAL ORGANIZATIONS IN THE RECONSTRUCTION OF KOSOVO AFTER THE WAR

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Introduction. The study of the economic aspect of the war in Kosovo and its recovery from destruction is important both for deepening the understanding of the economic and social impact of conflicts on the modern world and for taking into account the experience of Kosovo's recovery during the reconstruction of Ukraine after the destruction caused by the Russian-Ukrainian war.

The main part. The war in Kosovo in 1998 and 1999 and the NATO air campaign in 1999 caused enormous physical destruction - housing, electricity, water, sewage, transportation and other infrastructure - and disrupted social, public security and other public services. In mid-1999, a UN mission took over the administration of the province, while NATO began deploying peacekeeping forces [1].

Amid the post-war chaos, attempts to rebuild the country began almost immediately after the bombing stopped.

The World Bank's financial support for Kosovo began in 1999 after Kosovo came under UN administration and was implemented according to the following formula: a certain share of the net income generated by the Bank was given to Kosovo in the form of a grant. During the first two years, the World Bank allocated USD 60 million for the following three areas:

- budget support;
- job creation and poverty alleviation, especially after the war;
- selective reconstruction of infrastructure [2].

In May 2022, the World Bank's active loan portfolio amounted to USD 379.55 million for 11 projects in the areas of energy, agriculture, water, health, competitiveness, finance, information and communication technologies (ICT), social assistance, and cadastre reform [3].

USAID was one of the first international organizations on the ground to help with reconstruction. The most widely covered example is the Kosovo Credit Guarantee Fund (KCGF), established by USAID and the Ministry of Trade and Industry of Kosovo in 2016. The main goal of the Fund is to address the problem of poor access to finance for many businesses. As of March 2022, the KCGF has partially guaranteed 10743 loans worth €529 million for small and medium-sized enterprises [4].

The European Union also played an important role in the reconstruction of Kosovo. The main organization through which EU assistance was channelled was the European Agency for Reconstruction (EAR). The main purpose of its creation was to help restore the infrastructure and utilities necessary for a return to normal life. The total amount of EU assistance managed by the EAR amounted to approximately 3 billion euros.

In addition, the EU provided macro-financial assistance to the region in the form of balance of payments support, and initiated Emergency Response Programs designed to mitigate the effects of conflicts [5].

Conclusions. After the 1998-1999 conflict, Kosovo's economy revived thanks to the efforts of international organizations. The use of the euro, which Kosovo unofficially adopted in 2002 and continued to use after declaring independence in 2008, helped curb inflation. However, unemployment, corruption, and poverty remain intractable problems.

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THE IMPACT OF CONFLICTS ON THE INVESTMENT ATTRACTIVENESS OF ENTERPRISES

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Introduction. The topic of the impact of conflicts on the investment attractiveness of enterprises is extremely relevant and important for business and the investment environment today. In a world where geopolitical conflicts and tensions are becoming more frequent, businesses face risks that may negatively affect their investment attractiveness. Investors are becoming more cautious and require additional analysis of the risks associated with conflict zones. Conflicts that occur within or outside the country can lead to economic instability, a decrease in business confidence and an increase in investment risk. Today, investors are increasingly paying attention to the social responsibility of companies. Involvement in conflict situations or insufficient response to them can be an obstacle to attracting investment. With the help of digital technologies, investors and analysts can quickly assess the impact of conflicts on a company, making this topic even more relevant for research and analysis.

The main part. Conflicts in today's business environment not only pose a significant risk to businesses, but also have an important impact on their investment attractiveness. This impact is manifested in various aspects, ranging from financial performance to reputational consequences.

First, conflicts often lead to a decrease in the financial stability of a company. An unstable situation in a company caused by conflicts can affect its financial results, making it less attractive to potential investors.

Second, conflicts can affect the company's reputation. The negative publicity that accompanies conflicts can worsen the perception of a company as a reliable investment target.

Thirdly, conflicts often reduce the efficiency of a company's management, which can affect its ability to achieve strategic goals and, accordingly, its investment attractiveness.

On the other hand, conflicts can be an incentive for an enterprise to improve its strategies and management processes, which can make it more attractive to investors who see the potential for conflict resolution as a source of new opportunities and development.

The impact of conflicts on the ability of enterprises to attract investment and ensure their financial development is complex and requires careful analysis and a strategic approach by the management of the enterprise and investors.

Conclusions. Conflicts, regardless of their origin or nature, have the potential to significantly affect the perception of an enterprise as an investment target. On the one hand, conflicts can cause a decrease in trust and increase the risk for investors, which can discourage them from raising the necessary financial resources. On the other hand, conflicts can stimulate an enterprise to improve its strategies and management processes, making it more attractive to investors who see potential in the enterprise's ability to effectively resolve conflict situations.

Thus, the key for an enterprise is the ability to manage conflicts effectively, as well as to demonstrate flexibility and adaptability to a changing environment. Conflict resolution not only contributes to maintaining the stability and development of the enterprise, but can also be a key factor in attracting investment and increasing its investment attractiveness.

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DIRECTIONS OF DEVELOPMENT OF THE TAX SYSTEM OF UKRAINE IN THE POSTWAR PERIOD

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Abstract. No one has defined the criteria for the sustainability of tax systems in critical operating conditions. However, there is an experience of tax reforms that took place in European countries after World War II.

According to existing practices, most of the steps in this direction were focused on the income tax (in Ukraine, the personal income tax), in particular, raising its rates, which, in turn, requires either a low or no inflation rate. In the opposite case, which is typical for Ukraine, an active progression of tax rates should be effective, since expanding the range of potential taxpayers is also a rather problematic issue [1].

It is worth noting that in the context of reforming the tax system in Ukraine for the post-war period, it will be necessary to reorient it to an exclusively socio-economic direction. At the same time, such transformations should be based on behavioral and psychological aspects of perception of taxation. It is the latter that can contribute to the formation of a new model of taxpayer behavior in order to reduce tax evasion and minimize tax payments.

Therefore, the economic component can be activated by improving the tax regulation system in the context of adjusting the list of tax benefits from the point of view of their active effectiveness.

A separate aspect should be the socialization of taxation in the context of the growing number of people who will need social support. From this perspective, Ukraine's tax system should be ready to support their entrepreneurial initiatives, in particular, veterans' initiatives, by introducing a special tax regime.

According to foreign experts, the following areas should become relevant in the context of reforming the tax system of Ukraine: taxation of wealth, expanding the tax base of existing taxes and payments, introducing the shadow sector of the economy to taxpayers [2]. Or, strengthening fiscalization, a flexible system of tax support, increasing taxes on imports,

deregulation and redistribution of financial resources between industries and areas of activity [3]. However, both the first and second options pose a threat of increasing the tax burden and deepening the shadow economy.

At present, we can outline the most obvious areas that require tax support in the postwar period and which should be the focus of the reform of Ukraine's tax system:

- Assistance in the restoration and stabilization of critical and priority sectors and industries: construction, logistics and transportation, agriculture, and alternative energy;
- stimulating the development of the military supply sector;
- development of export activities;
- formation of national tax consciousness and tax traditions among taxpayers based on the establishment of cause-and-effect relationships: "tax payment → wealth and prosperity" and "tax evasion → punishment, decline";
- dominance of the principle of social justice in taxation by, in particular, returning to a progressive tax rate scale and fixing social components at the real level (tax-free minimum, subsistence minimum, etc.)
- creating a transparent and understandable tax administration mechanism based on openness and accessibility of information.

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DIRECTIONS OF ELIMINATION OF THREATS AND RISKS OF THE RUSSIAN MILITARY AGGRESSION TO THE SOCIO-ECONOMIC STABILITY OF UKRAINE

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Implementation. We must recognize that the current situation in Ukraine, caused by Russia's armed aggression, depopulation and ecocide, has led to the destruction of the national economy and a serious demographic crisis. This has a significant negative impact on the number and quality of the economically active population, as well as the socio-economic stability of the state. Under these conditions, the author recognizes the urgent need for the simultaneous introduction into management practice of a set of spatial measures in three areas of their implementation: a) societal nature in the context of sustainable development; b) mechanisms of medical and genetic counseling; c) system-forming levers and regulators of elimination of destructive impact on the environment and the environment.

The main part. The triad of a set of spatial socio-ecological and economic measures should be designed in stages within a single comprehensive strategy for ensuring the socio-economic sustainability of the state, taking into account the specific needs and possibilities of their adaptation to the real conditions and needs of the population in interaction with all spheres of economic activity. It is important that the whole spectrum of society, governmental and non-profit organizations, experts, scientists and active citizens participate in these processes, because a civil society of a civil level of development will inevitably have to solve the problem of the need to systematically protect its values and life-supporting foundations of the quality of life of Ukrainians. The practical significance of the developments in the development of system-forming mechanisms is the basis for improving: a) the structural and functional model of the national system of ensuring socio-economic sustainability of Ukraine with its acquisition of resilient capabilities for sustainable development and management; b) algorithms for assessing the aggressiveness of environmental conditions and the environment with the development of new methods for assessing the quality of life and managing controllable risk factors of losses;

c) the sequence of implementation of management actions to reduce the budgetary ballast. The above will allow adjusting the state-building processes in terms of their life-sustaining content, directly, in the course of implementing numerous threats and challenges of the Russian Federation to the national version of a sustainable state formation in the context of protecting national sovereignty and socio-political integrity of Ukraine.

Against the backdrop of critical losses as a result of Russia's military aggression (2022 - 2024), internal causes of breakdowns and distortions in the age structure of the population (2000-2024), which are complemented by no less than), which are complemented by no less significant forced migration processes, medical and genetic factors and burdens, ecocide and threatening environmental and living conditions - catastrophic trends in mortality among the population have emerged with the prospect of turning the genetic burden and environmental and living conditions into key potential determinants of Ukraine's ultra-low quality of life in the meaningful space of its own "slogan reconstructions" and unsuccessful socio-ecological and economic programs to ensure sustainable development. At the same time: a) socio-economic and demographic interests of society are formulated in national legislation only in general terms; b) national values are not legislated and regulated; c) correlates ignore the value component of social development. And, the high rate of destructive changes in all factors of quality of life concretizes the urgency of scientific understanding of this factor according to the estimates of the genetic burden and environmental conditions and the environment as a crucial component of the national state-building process, which will keep the problems of restoring both demographic and socio-economic and, in general, national development up to date.

Conclusions. In terms of ensuring Ukraine's socio-economic sustainability, the following tasks are becoming urgent in terms of the determinants of eliminating the genetic burden and unfavorable environmental and living conditions a) securing the ability of state-organized Ukrainians to preserve the population and ethnic foundation of the nation; b) defending their own socio-political subjectivity; c) implementing crisis strategic goal-setting in accordance with the planned, adequate to real processes, horizons of socio-ecological and economic development, constantly identifying their coordinates on the nomogram's time scale in the planes i) "successful" and "unsuccessful" nations; ii) "medical genetic counseling" and "elimination of depopulation"; iii) "harmful environmental and living conditions" and "economic regeneration".

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TAX CONTROL AS A FACTOR OF TAX SECURITY OF UKRAINE

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Introduction. Ensuring the tax security of Ukraine is impossible without the use of such a tool as tax control. According to the legislatively established definition, tax control is "...a system of measures taken by controlling authorities and coordinated by the central executive body that ensures the formation and implementation of the state financial policy, in order to control the correctness of calculation, completeness and timeliness of payment of taxes and fees, as well as compliance with the legislation on regulation of cash circulation, settlement and cash transactions, patenting, licensing and other legislation, control over compliance with which is entrusted to the central executive body.

For Ukraine, the issue of tax control is particularly relevant, since in the context of warfare it is necessary to ensure sufficient budget revenues, which, as the history of tax finance has shown, is impossible without taxes and their proper control.

The main part. Given the complexity of Ukraine's political, territorial and economic situation, which arose as a result of the pandemic and Russia's large-scale invasion of Ukraine, in the face of challenges caused by globalization transformations in the world, Ukraine's strategic goal should be to develop and effectively implement a state regulatory policy aimed at rapprochement directly with the European Union and simultaneously improve the tax security of the national economy.

Currently, the domestic taxation system is imperfect and has many problems caused by the lack of experience in conducting tax control under martial law. These problems include the ever-increasing need to increase the budget for Ukraine's defense and the corresponding introduction of taxes, including the military fee, numerous changes in legislation on the possibilities and conditions for conducting tax audits, new opportunities for taxpayers to evade taxation, reduced efficiency of monitoring taxpayers' activities, etc. Reducing the number of mistakes during tax audits and making reasoned decisions based on the results of tax audits remains an urgent issue. In our opinion, the methodology of conducting control and verification actions requires some improvement.

These shortcomings are expected to be partially eliminated through the implementation of the National Revenue Strategy, which provides for the enhancement of domestic revenue mobilization by improving the efficiency of tax authorities:

ensuring the integration of information and communication systems of the State Tax Service of Ukraine with the European VAT systems, VAT refunds, and monitoring of the movement of excisable goods;

automatic exchange of tax information, including CRS standards, and country-by-country reports (CbC Reports) between Ukraine and OECD countries starting in 2024 [2].

In general, the changes in taxation and control declared by the National Revenue Strategy are focused on implementation during 2024-2030, which poses certain risks to the tax security of the national economy of Ukraine under martial law due to the duration of the reform, which is focused on the medium term for rapid recovery after the end or termination of martial law. In our opinion, taxation measures aimed at ensuring the tax security of the state in the conditions of prolonged martial law should be more relevant.

That is why, in order to more quickly improve the efficiency of tax control and ensure the tax security of the national economy of Ukraine under martial law, in addition to the measures provided for in the National Revenue Strategy, we consider it appropriate to

to ensure the possibility of prompt amendments to the taxation legislation and implementation of their provisions on raising the rates of existing taxes or introducing new ones, changing the mechanism of their collection, etc;

Since martial law is a favorable environment for tax offenses and corruption, the methodology of control and inspection work needs to be improved, in particular, the development and implementation of standards for both taxpayer control (on the one hand) and audit standards aimed at identifying corruption schemes and illegal actions of tax officials (on the other hand) is worthy of attention.

Conclusions. Summarizing the above, we note that tax control is aimed at ensuring the effectiveness of control and inspection activities, preventing tax evasion, which allows to achieve an increase in tax revenues to the budget, thus ensuring the tax security of Ukraine.

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FINANCIAL SUPPORT FOR SMALL AND MEDIUM-SIZED ENTERPRISES IN UKRAINE UNDER MARTIAL LAW

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Abstract. Thanks to the support of global partners and reforms in tax legislation, significant steps have already been taken to provide financial support to Ukrainian businesses and entrepreneurs. However, these initiatives need to be further improved in order to gradually restore the national economy. This is possible by strengthening and developing the small and medium-sized business sector.

The Russian-Ukrainian war has caused significant losses in Ukraine's economy, which, according to the National Bank of Ukraine, amount to 50% of the total gross domestic product (GDP). If we do not take into account the damage caused by the destruction, the country loses 50 billion hryvnias every week. This means that the Ukrainian economy is currently operating at only half of its capacity. In such conditions, the business structure of the economy is undergoing transformations, and only those companies that can quickly adapt to the changing environment survive and develop. [1]

As the military conflict developed and the needs of both the country and businesses grew, an additional set of regulations was developed and adopted. These acts had a particularly positive impact on the further operation of small and medium-sized enterprises, as well as on the possibility of creating new business entities. The most important legislative provisions that contributed to the development of small and medium-sized businesses in Ukraine during the period of martial law in the country are as follows.

- Absence of penalties and fines for the unified social tax for the period of martial law.
- Expansion of opportunities for taxpayers to apply the simplified taxation system during martial law.
- Moratorium on tax audits.
- Exemption from fiscalization of non-settlement transactions.

The state also provides assistance to the business entity in the form of compensation in the amount of UAH 6,500 per month for each temporarily displaced person who has found a job at that

enterprise. This support is provided during martial law and for 30 days after its termination in order to promote employment.

In connection with the outbreak of war, the Ukrainian government introduced a special lending program for businesses called "Affordable Loans 5-7-9%". As part of this program, during the period of martial law and within a month after its termination, any business in Ukraine, regardless of its annual revenue, can obtain a zero-interest loan of up to UAH 60 million, but after the end of the specified period, the interest rate will become 5%.

As a result of all these significant systemic changes in the state regulation of small and medium-sized businesses, changes in the tax code, increased financing opportunities and improved financing conditions, we have positive growth indicators in the domestic business sector. Even in difficult times, at the end of 2023, more than 2 million individual entrepreneurs were operating in Ukraine, with a large number of them registered during the current year. On average, about 25,000 new business companies are registered per month, and about 17,000 are closed [2]. The IT sector proved to be the most resilient in the context of the military conflict. There were no cases of closure of Ukrainian projects; on the contrary, hundreds of them received additional investments and found great demand in the domestic and foreign markets. Despite the obstacles, 30% of companies plan to grow, and 36% plan to increase the number of employees. Even during the full-scale war, Ukraine's small and medium-sized businesses are developing. After a sharp economic downturn in 2022, business activity began to grow a year later and continues to grow until 2024, thanks to the country's successful decisions in this area.

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2. Sakun OS, Shchur RI, Matskiv VV (2022). Financial aspects of supporting the business sector of Ukraine under martial law URL: https://www.researchgate.net/publication/377290178_Ukrainskij_biznes_v_umovah_vijni_sucasnij_stan_problemi_ta_slahi_ih_virisenna CEKIJIA №3 Consequences of conflicts and disasters - impact on socio-economic life

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ANALYSIS OF ECONOMIC AND SOCIAL CONSEQUENCES AFTER NATURAL AND MAN-MADE DISASTERS

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Introduction. Disasters have always been an integral part of human history. They affect the socio-economic life of a society, leaving lasting effects that can manifest themselves over generations. Historically, events such as natural disasters, wars, pandemics and man-made accidents have caused destruction, loss of life and significant damage to the economy.

Natural disasters, such as earthquakes, hurricanes, floods, and fires, cause the greatest damage to infrastructure and vital resources of a society. One of the most famous examples is the 2011 earthquake in Japan. According to estimates, the damage caused by this natural disaster amounted to about \$235 billion, making it the largest earthquake in Japan's history [3]. Moreover, a large number of people were killed or injured, and much of the infrastructure was destroyed, leading to serious socio-economic consequences.

One of the most important consequences of disasters is economic losses. For example, the 1986 Chernobyl nuclear power plant disaster caused major losses to the Ukrainian economy. According to the Governmental Committee of Ukraine on Compensation to Victims of the Chernobyl Accident, the total economic losses from the disaster amounted to about \$235 billion [5].

In addition to economic losses, disasters have serious social consequences. For example, the Fukushima disaster in 2011 played a role in causing a significant level of psychological stress among the Japanese population. According to a report by the International Atomic Energy Agency (IAEA), more than 160,000 people were evacuated from their homes due to radiation hazards. This has led to serious psychological problems, including cases of depression and post-traumatic stress disorder.

Disasters also have a serious impact on the environment and natural resources. For example, the oil slick in the Gulf of Mexico in 2010 led to severe marine pollution and loss of biodiversity. According to the National Oceanic and Atmospheric Administration (NOAA),

about 8,000 tons of oil spilled daily in the Gulf of Mexico during this disaster, resulting in widespread water pollution and loss of marine life [2].

Floods also cause significant damage. For example, the 2010 floods in Pakistan killed more than 2,000 people and caused about \$43 billion in damages. This led to a significant economic impact due to the destruction of infrastructure and loss of agricultural land.

Military conflicts also have serious socioeconomic consequences. The First World War (1914-1918) and the Second World War (1939-1945) caused incredible human losses and destruction. During World War II alone, about 70-85 million people died, and economic losses are estimated at tens of billions of dollars. After the war, many countries began to experience significant financial difficulties rebuilding their economies and infrastructure.

Pandemics can also have a serious impact on socioeconomic life. For example, the SARS pandemic in 2002-2003 resulted in a significant decrease in tourist arrivals in the region and losses of about USD 40 billion. The COVID-19 pandemic, which began in 2019, has also had incredible socio-economic consequences. According to the World Health Organization (WHO), as of the end of 2020, more than 81 million people were infected with COVID-19, and more than 1.7 million people died as a result of the disease [1]. In addition, the quarantine measures introduced to contain the spread of the virus have resulted in economic losses, such as job losses, business closures, and a decline in gross domestic product (GDP) in many countries.

Man-made accidents, such as the 1986 Chernobyl nuclear power plant accident, also have serious consequences for socioeconomic life. The Chernobyl disaster resulted in radiation contamination of large areas, evacuation of the population, and significant damage to agricultural land. The costs of the accident cleanup and compensation for losses are estimated at tens of billions of dollars.

Conclusions. The above material reveals the importance of understanding and studying the consequences of conflicts and disasters for socio-economic life. It is noted that these phenomena can have a serious impact on various spheres of society, including the economy, politics, social sphere and the environment. The author analyzes the various consequences of such events, from economic losses and reduced production to psychological stress and security threats.

In order to overcome the consequences of conflicts and disasters, it is necessary to develop effective crisis management strategies, take measures for international cooperation and diplomatic settlement of conflicts, and provide support and assistance to the victims.

Thus, it is important to have a systematic approach to understanding and addressing the consequences of conflicts and disasters, which is an important aspect of ensuring the sustainable development of society. The consequences of disasters can manifest themselves over many years and sometimes generations. However, prevention, response, and recovery efforts

can help reduce the impact of disasters on socioeconomic life and increase the resilience of society to such events in the future.

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THE CATASTROPHE OF DEPOPULATION IN THE ERA OF THE BLACK DEATH: CHALLENGES, CONSEQUENCES AND PROSPECTS

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Introduction. The recent past of Ukraine and the entire world has been marked by the catastrophe of the COVID-19 pandemic. Sudden logistical constraints, the inability to ensure transportation of products to recipients in a globalized world, and sharp imbalances between production and consumption in specific territorial locations have become the backdrop for economic transformations. However, the events of a few years ago are not at all unusual or even unique in the history of mankind, but find numerous analogies in its evolutionary movement.

The main part. It is clear that humanity has repeatedly plunged into the maelstrom of depopulation catastrophes in its progress - from the aftermath of the Toba volcano eruption,

the apocalyptic results of the Santorini explosion or the Ice Age to the epidemics of proto-AIDS, plague, smallpox or cholera. Each such natural disaster posed a terrible challenge to man, questioning the possibility of his further existence and the development of human civilization. But the latter survived, grew stronger, became more powerful and less vulnerable to natural threats. The genomes of modern humans carry the history of our ancestors' struggles and victories against the pandemic as an integral part of their genomes.

However, each disaster is not identical to its predecessors, it always leads to severe depopulation consequences, requires humanity to find ways to survive, adapt or build immunity, but the ways to overcome the disaster, its customization, tools to dampen its negative impact on socio-economic life or ensure physical survival are always marked by unique specifics. One of the most powerful pandemic cataclysms in history was the plague epidemic in the fourteenth century, the so-called Black Death, which, following the Justinian plague, subjected the population of Europe to unprecedented trials.

The Black Death epidemic resulted in an almost sudden decline in the population of Europe by a whopping 30-50% over a fairly short period in the mid-14th century. The radical decline in the number of economic actors became one of the most important factors in the subsequent transformations in socio-economic relations and the acceleration of technological progress. The problem was not only a reduction in the number of participants in social production, but also the formation of critical imbalances between consumer demand and production capacities to meet it. The sharp decline in workers engaged in handicrafts and rural production contrasted with a moderate decline in consumers of their products, which was due to the specifics of the spread of the black rat epidemic.

As a result, the configuration of the production possibilities curve underwent a major change, exacerbating the eternal imbalance between consumption and production to a completely unacceptable level. The search for ways out of the socio-economic crisis that has engulfed, first and foremost, the countries of Western Europe, has become a priority. Mitigating the challenge in an atmosphere of growing social conflicts, mutual accusations of spreading the pandemic, and suspicions of certain classes, strata, or ethnic and religious groups benefiting from it required creative solutions.

Technological progress has become a tool for removing the conflictogenicity of socio-economic transformations, easing the extreme level of imbalances between needs and production capabilities in the post-pandemic world. It contributed to the formation of the germs and further spread of the new economy in Medieval Europe.

Conclusions. A similar problem, but much less deadly for modern humanity, has been and is being observed in the modern global world. The widespread use of scientific achievements

and the accelerated digitalization of social and economic life not only contributed to its mitigation, but also became a prerequisite for the further progress of mankind, the development of the new economy along new dimensions, and its acquisition of new, hitherto unknown incarnations.

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FINANCING AND SUPPORT OF DOMESTIC BUSINESS

IN THE CONTEXT OF MARTIAL LAW

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Introduction. Due to the armed attack of the aggressor, the imposition of martial law, uncertainty and instability in the country, the normal functioning of business in Ukraine has become extremely difficult. Many companies have found themselves in difficult conditions due to their proximity to the front line and the areas of hostilities, while other companies have not been able to bear the burden of rising costs, reduced orders, and loss of contractors and business partners. Therefore, it is very important for businesses to receive financial assistance and support from the government and foreign partners.

The main point. Businesses in the area of active hostilities can get out of a difficult situation by moving to safe areas, and the government provides assistance. This assistance includes a selection of places to relocate their facilities, assistance in the transportation of personnel, finding housing for them, etc. The main issue of business support under martial law is financing the activities of enterprises, especially those that have suffered significant financial losses. According to the National Institute for Strategic Studies [1], the state plans to provide almost UAH 211 million in grants to 47 processing industry entrepreneurs, pay UAH 126 million in compensation to entrepreneurs who hired internally displaced persons, and about 11,000 Ukrainian agricultural enterprises have already received UAH 53.65 billion in bank loans for farm

development. The FinStream investment service [2] notes that business financing through grants is intensifying, with the help of which more than 7,000 business projects for small and medium-sized businesses have been implemented in Ukraine.

Martial law conditions create difficulties for businesses to attract financing due to the increased risk environment and market instability. However, there are several possible mechanisms that businesses can use to attract financing even under these conditions. First, businesses can turn to government support or stimulus programs that may be introduced in times of war to ensure financial stability and facilitate business recovery. Secondly, despite the hostilities, financing from international financial institutions remains available to Ukrainian enterprises, so if financing programs from international organizations are available in a particular region, this is a real chance for national businesses to obtain funds to continue their business. The lending process is quite complex and slow, but if companies can prove the efficiency and profitability of the project, demonstrate that they are able to provide stability to their potential partners, they have a chance for successful financing. Third, businesses can turn to alternative sources of financing, such as investment, venture capital, or private investors, who may be more willing to take risks in exchange for high profit potential. If the government provides support for foreign investors (tax incentives, investment guarantees), this can significantly increase the country's attractiveness to foreign investment. Special mention should be made of a proposal from experts to raise financing for large projects, such as syndicated financing and bond placement in the domestic market [3]. These mechanisms are effective for obtaining funding for projects for which it is impossible to attract funding from abroad.

Conclusions. Despite the full-scale war, business in Ukraine continues to develop, new small and medium-sized businesses are opening, and larger enterprises are returning to work. With active government support, easing of pressure, new investments and grants, the country's economy has a real chance for the future, because it is business that keeps the national economy going and works for its recovery.

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IMPROVEMENT OF TAX SUPPORT FOR SMALL GEODETIC BUSINESS ENTITIES IN UKRAINE

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Introduction. After the Victory over the Nazi hordes, the time of great reconstruction of Ukraine will come. At the same time, the reconstruction of cities, towns, enterprises and infrastructure facilities is simply impossible without performing various types of geodetic surveys both before and during construction works. Therefore, the task of improving the state, including tax, support for geodetic activities is of great importance for Ukraine. One of the forms of such support is a preferential taxation regime for small geodetic business entities.

The main part. In order to ensure a high level of efficiency of fiscal levers for geodetic business structures, it is necessary that their tax mechanism fulfills both fiscal tasks and does not undermine the interests of the entities themselves, while creating incentives for their effective functioning and further development. It is worth noting that previous studies on small business taxation have convincingly demonstrated that optimization of tax mechanisms in this area should be carried out by partially easing their tax burden; facilitating the tax accounting and reporting system; optimizing the list of benefits and restrictions on the transition to simplified tax regimes. At the same time, an integral part of such measures is to strengthen the level of tax control over the activities of small businesses, including geodetic businesses (Borovyk et al., 2015, p. 18-19).

In particular, the authors of this study believe that the specific measures that will effectively fulfill the listed tasks in practice include

- tax holidays for the first 5 years of activity for small geodetic business entities;
- cancellation of the provision of the Tax Code of Ukraine, which provides for the mandatory use of payment transaction recorders for small geodetic entrepreneurship in case of payments by customers in cash or using payment cards;
- inclusion of military duty and a single social security contribution to the taxes not paid by small geodetic business entities that are single taxpayers;
- abolition of the mandatory issuance of tax invoices by small geodetic business entities that are payers of value added tax in the case of providing geodetic services, while allowing them to use

acts for the performance of geodetic works and other primary documents for the purpose of calculating the said tax, while abolishing the legal provision on the mandatory submission of electronic copies of such tax invoices to the tax authorities.

Conclusions. Summarizing the results of the study, we note that optimization of tax mechanisms for small geodetic business entities should include easing their tax burden; facilitating their tax accounting and reporting system; optimization of the list of benefits and restrictions on the transition to simplified tax regimes.

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THE USE OF ARTIFICIAL INTELLIGENCE IN THE ORGANIZATION OF PROJECT MANAGEMENT

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Introduction. In the world of IT project management, staying ahead means implementing and utilizing innovations. Artificial intelligence (AI) is a tool designed to revolutionize this field, as it is not just a new software package or methodology - it is Generative AI.

In an era when technology is constantly changing the professional landscape, IT project managers are at the forefront of adaptation. The emergence of generative AI tools like ChatGPT promises not only a change in tools, but also a significant transformation in thinking.

For project managers who are ready to influence and shape the future, diving into the possibilities of this AI paradigm is not just useful, but essential as AI can help improve management, decision-making, and innovation in organizations.

The main part. Generative AI can serve as a valuable assistant to an organization's project management office (PMO) due to its ability to generate content, answer queries, and offer insights based on vast data sources. It can quickly provide methodology overviews, create templates,

suggest best practices, and answer questions related to project management. Such capabilities increase efficiency, offer continuous learning opportunities, and ensure that project managers receive timely and relevant information.

Let's take a look below at the ways in which Generative AI can be used and the benefits available through its use.

Documentation:

- Templates: Conversational AI/ Large Language Model (Conversational AI/LLM) can provide templates for various documents, be it a project charter, communication plan, risk log, iteration retrospectives, or project management plan.
- Explanation of documents: Conversational AI/LLM can help you understand project documentation or terminology.

Knowledge base:

- Knowledge repository: Conversational AI/LLM can support and provide information on various project management methodologies, such as SAFe, Agile, Scrum, Kanban, PMP, PRINCE2, etc.
- Knowledge sharing: ChatGPT can facilitate the development and dissemination of information within an organization by providing a way to share, organize and search for knowledge, and by offering new ways to generate new ideas. The findings also support the conclusions of knowledge management scholars that effective knowledge management can be achieved through processes that make it easier for organizations to obtain, create, and transfer knowledge to their employees.

Performance indicators and reporting:

- Explanation of performance indicators: Conversational AI/LLM can explain the importance of various performance metrics, helping teams understand the impact and consequences.
- Report generation: Through potential integrations, Conversational AI/LLM can help generate reports or suggest what data to include.

Feedback and continuous improvement:

- Retrospectives: Conversational AI/LLM can guide teams through retrospective processes by suggesting questions to ask or methods to collect feedback.
- Process improvement: Conversational AI/LLM can suggest ways to improve project processes based on current industry standards or trends.

Accessibility:

One of the biggest benefits is 24/7 availability. Whether the team is working in different time zones or using different work schedules, Conversational AI/LLM is always there to help, making it a valuable asset for distributed teams. For example, ChatGPT can be integrated with existing communication channels, such as chatbots or messaging apps, and can respond to natural language input, making it more accessible and easier to use.

Conclusions. Generative AI is not just a trend; it is the future of project management that combines human expertise with AI-powered innovation. On a strategic level, generative AI can help with data collection and analysis, facilitate time management, task planning, and reminders of important tasks. For forward-thinking project managers, it's an exciting journey that promises deeper knowledge, increased efficiency, and transformative solutions.

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BANK LENDING TO THE AGRICULTURAL SECTOR IN THE STRUCTURE OF THE FINANCIAL MARKET

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Introduction. Bank lending acts as a tool to overcome the financial and economic crisis in Ukraine and ensure the strategic development of agricultural production. It is the search for problematic issues in the functioning of lending and the substantiation of areas for improvement that help create the preconditions for significant development.

The credit market as a system consisting of a number of different credit institutions, their clients and a set of relationships is further an unrelated object of research and requires the implementation of certain measures necessary for its strategic development. A special feature in the outlined process is infrastructure as an unchanging and necessary tool for the development of any financial system. It is difficult to underestimate the function of infrastructure in the functioning of the credit market, since it forms the basis for further development and determines its potential to produce positive effects in the national economy.

The main part. Bank loans play a leading role in the processes of financing socio-economic development, covering the temporary need of business entities for additional financial resources at the expense of their temporary surplus from other entities. Stimulating lending to the real sector of the economy contributes to an increase in GDP, which, in turn, contributes to an increase in the welfare of the population.

After a deep decline, the real sector is gradually resuming operations, adapting to the war and uncertainty. The main obstacles to reviving their operations are logistical problems and the loss of sales markets. Credit demand remains low, and lending standards have tightened. Under these conditions, lending is driven by government support programs, which the government should continue to fund. Banks are reluctant to recognize expected credit losses, which can be very significant. Timely restructuring can reduce the negative impact of the crisis on the loan portfolio.

The interest rate for agricultural corporations is higher than the market average across all sectors of the economy. This situation is explained by the large number of risks that agricultural enterprises bear in their activities, as weather conditions or natural disasters cannot be predicted. The lack of a culture of agricultural risk insurance also has a significant impact on high lending rates.

Russia's attack on Ukraine was a shock to business. NBU surveys show that as of mid-March 2022, more than half of businesses were not operating or had cut production by more than half. Following the de-occupation of the northern regions of Ukraine and the localization of hostilities in the east and south, the economy is gradually adapting to new challenges. At the end of May, the share of companies that had completely stopped operations was 14%, and the share of companies that had cut production by more than half was 22%. Almost a quarter of companies, mostly located in western Ukraine, are operating at pre-war levels. According to company surveys, production utilization has decreased by 40% compared to pre-war levels [2].

In the context of a large-scale war, any lending is risky. And we see some banks suspending operations or focusing exclusively on servicing domestic customers. The pandemic and quarantine restrictions, as well as the war, have contributed to the fact that Ukrainians have begun to switch to non-cash payments and use e-commerce services more often.

Conclusions. Today, one of the main reasons for the low economic activity is logistical problems and loss of markets. Domestic demand has fallen significantly and will remain depressed due to the decline in real household income. Access to foreign markets is limited. It is clear that the recovery of agricultural production requires the withdrawal of Russian troops from Ukraine and significant investments for strategic development. The government and IFIs should already be implementing compensation mechanisms for the companies most affected by the war, especially those that are capital-intensive. Without strong incentives and additional security guarantees, investment is unlikely to resume even in the next few years.

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PECULIARITIES OF FINANCING THE AGRICULTURAL SECTOR OF UKRAINE UNDER MARTIAL LAW

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Introduction. Since the beginning of the full-scale invasion of Russia, the retail loan portfolio has been shrinking. At present, borrowers' demand for unsecured loans, which directly depends on consumer demand, has significantly decreased. The decline in demand in the banking system is not just one of the factors behind the loan portfolio decline. Banking institutions immediately responded to the significant risks and tightened their approval requirements for unsecured loans. Since the first days of the hostilities in Ukraine, financial institutions have restricted credit card limits. The credit risk of corporate borrowers is assessed as high due to a sharp increase in expected credit losses. Also, banks themselves have significantly downgraded their own forecasts of corporate loan portfolio quality.

Principal. In March 2022, the government launched a program of portfolio guarantees to support the sowing campaign. The state took on the role of a loan guarantor. Agrarians were offered a program under which up to 80% of the loan amount is secured by the bank through state portfolio guarantees, and 20% of the loan is secured by the farmer himself, who pledges grain, valuables, goods, movable property, equipment, etc. Oschadbank took on the function of being the provider of this program, becoming the second bank in terms of lending to the agricultural sector under the state portfolio guarantee program, lending a shoulder to our farmers and giving them the opportunity to finance the sowing season. Therefore, the government has identified key areas for the development of the state-owned segment of the banking sector. And the first area of state support was for agricultural enterprises, as agriculture accounted for 20% of the country's GDP last year and provided up to 40% of revenues from exports of goods. Thus, the agricultural sector is one of the priority business structures that is the basis of the state's economy [1].

The banking system, as well as the entire financial and credit market of Ukraine, has never been in a large-scale war before and has no experience in predicting the risks of such lending. That is why it is impossible to calculate the stability of business both in the combat zone and in

Ukraine in general, since when it comes to lending against collateral, it is impossible to predict whether the collateral will be destroyed by another "arrival".

Therefore, the process of lending to business structures is currently quite important, as it affects the survival of the country itself. Thus, the lack of financing for farmers will lead to a lack of funds for the sowing season, which in turn will affect wage and tax arrears, the lack of production, processing, etc. Loans are no longer about bank risks. And the government played a major role here, offering to take on the risks of financial institutions.

Conclusions. Thus, agriculture plays a key role in the country's economic development. However, it is poorly market-oriented and hardly integrated into the monetary economy. Commodity producers operate in a difficult and constantly changing financial environment. Under martial law, it is impossible for farmers to access adequate financial services and instruments, such as loans, specific to certain value chains. This situation limits investment in agricultural production, processing, and marketing.

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PECULIARITIES OF FINANCIAL RISKS IN THE ACTIVITIES OF BUSINESS STRUCTURES

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Introduction. Financial risks play a crucial role in the vast business ecosystem. Threats such as market fluctuations, unstable exchange rates, and problems related to a company's liquidity or receivables can undermine economic stability.

Financial risk management is a crucial aspect for any business, regardless of its size, specifics or industry. Risks come in many forms, such as unpredictable changes in the money

market and foreign currencies. Their impact can be serious, sometimes threatening the very stability of the business.

The main part. While each industry has its own specifics, most risks can have multiple effects if not managed properly and jeopardize business stability:

- interest rate risk: arises from fluctuations in interest rates in the financial market, including rising rates that may increase the cost of borrowing, thereby reducing profit margins;

- currency risk: associated with fluctuations in exchange rates between currencies, may affect companies operating in international markets, affecting the value of transactions and assets, as well as production costs and selling prices abroad, thus affecting the company's competitiveness and profitability;

- credit risk: arises when a client and business partner fail to fulfill their obligations to the company under the contract, which leads to losses;

- liquidity risk: arises when a company does not have sufficient liquidity to meet its obligations, which may affect its ability to operate normally;

- operational risk: includes risks associated with internal processes, technological failures, software malfunctions, natural disasters, etc., which may disrupt operations and cause losses to the company;

- market risk: fluctuations in the prices of financial assets, such as stocks, bonds, raw materials, materials, which may affect the value of the company's investments;

- investment risk: refers to investment decisions that may not bring the expected return, resulting in losses;

- capital risk: arises due to insufficient financial sources to support the company's activities or to fulfill significant financial obligations, etc.

This list of financial risks is not exhaustive (external, geopolitical risks, etc.). The danger can arise at any time and affect the overall financial condition of the business. It is crucial for business leaders to identify them, assess them, and implement appropriate management strategies to minimize their harmful impact in the long run.

Businesses must have robust analytics processes and tools in place. Operational risk management outlines the anticipation of possible problems related to internal processes, supply chains, and daily operations by identifying vulnerabilities and developing contingency plans in the event of a failure.

The three-step methodology for proactive risk management includes: identifying, assessing and managing operational and industry risks that are central to the financial health of a business company. For example:

- risk identification: is the first step in identifying a hazard and requires a thorough assessment of all aspects of the business and all risks. Involving various stakeholders, such as employees, managers, and industry experts, can help gather diverse perspectives based on on-the-ground experience. Data analytics tools and modeling techniques can also be used to identify patterns and trends that may indicate emerging risks;

- risk assessment and analysis: once risks have been identified, it is important to evaluate them in terms of probability of occurrence and financial impact: prioritize risks based on their potential severity and the company's position; perform quantitative and qualitative analysis to assign numerical values to risks and estimate their potential contribution to losses, which allows for the prediction of the impact on the company's operations and overall financial performance;

- risk management and monitoring: once assessed, it is important to implement measures to manage these risks and hazards, which includes: implementing internal controls, diversifying sources of supply, creating business continuity plans and adopting hedging strategies. In addition, continuous monitoring of key performance indicators and early warning signals can help identify risks before they become critical. Monitoring is important in order to have a continuous and evolving process that is always adapted to the needs and current affairs of the company.

Conclusions. In summary, during any crisis, proactive actions such as reviewing financial plans, cutting non-essential expenses, and communicating transparently with stakeholders are fundamental to maintaining business integrity and increasing resilience. By taking these various financial risks into account and implementing preventive measures to manage them, companies can strengthen their financial resilience, optimize their performance, and take advantage of new growth opportunities. Smart financial risk management helps ensure good financial health, providing a solid foundation for a prosperous future.

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PRIORITIES OF SUSTAINABLE DEVELOPMENT IN THE CONTEXT OF OVERCOMING THE CRISIS STATE OF THE UKRAINIAN ECONOMY

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Abstract. The current state of Ukraine's economy is characterized by crisis features caused by a prolonged period of financial, economic, social and demographic crisis in the country, which is particularly exacerbated by martial law. The destructive consequences and losses caused by military aggression (for citizens and their property, businesses and infrastructure, ecology and the environment, etc.) make it urgent to find ways to restore the national economy.

In the context of such recovery, it is important to take into account the priorities of sustainable development, applying a comprehensive approach to improving the economic, social and environmental aspects of society. The economic direction should be based on creating conditions for the resumption of business activities, including those of relocated businesses, introducing incentives for the development of innovative entrepreneurial activities and increasing the role of small and medium-sized businesses.

The restoration of economic activity should be based on the application of the latest practices, tools and approaches, such as the principles of the smart economy, which are actually comparable to the priorities of sustainable development, as such an economy is based on the widespread implementation of knowledge and innovation in all areas, the priority role of information and digital technologies, social protection of citizens and environmental protection. The digitalization of the economy and society is the only way to develop in today's environment, allowing to gain competitive advantages and ensure the sustainability of business entities in an unstable and unpredictable environment. At the same time, today digitalization is no longer limited to the distribution of the latest digital tools, overcoming digital development in people's capabilities and skills, and the use of modern information and communication technologies. Artificial intelligence technologies and machine learning tools are rapidly developing and constantly being implemented in various fields, and the potential for using analytical tools for processing large amounts of data is significantly expanding.

The social direction is aimed at creating a fully inclusive environment that would take into account the needs of various categories of people, including those affected by military aggression (veterans, internally displaced persons, etc.), and developing mechanisms for returning to the

territory of Ukraine citizens who were forced to leave the country. Their return cannot be ensured solely through the use of coercion and punishment; it is important to create decent living and working conditions, including competitive wages, infrastructure development, and compliance with security measures.

The environmental direction is related to the need to demine large areas of Ukraine, overcome the negative effects on water resources, flora, fauna, etc., introduce an energy-efficient and resource-saving approach to production activities, prioritize the development of a green economy, implement the principles of the circular economy, etc.

It is worth noting that the above priority measures are closely interrelated, so they often address both economic, social and environmental issues. Their implementation should ultimately contribute to the restoration of industrial potential and a strong agricultural sector, the transformation of the service sector, rational planning of territories and their development based on a smart approach, and infrastructure optimization, building competitive advantages using the latest digitalization achievements, preserving and enhancing human potential, creating a balanced labor market, building a comfortable social environment, and minimizing negative environmental impact.

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MIGRATION CRISIS IN UKRAINE AS A RESULT OF FULL-SCALE INVASION: IMPACT ON THE LABOR MARKET

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Introduction. Since the beginning of the full-scale invasion, Ukraine has faced an unprecedented migration crisis. As of March 14, 2024, according to the UNHCR (United Nations Refugee Agency), there were 6,486,000 forced migrants from Ukraine in the world, of which 5,982,900 were recorded in Europe. At the same time, according to Eurostat,

as of January 31, 2024, there were about 4.3 million beneficiaries of temporary protection from among Ukrainian citizens in the EU member states. The volume of internal migration is no less catastrophic. According to the IOM (International Organization for Migration), as of February 29, 2024, 3,413,47 internally displaced persons were registered in Ukraine. The problem of the migration crisis in Ukraine caused by the full-scale invasion has serious implications for the labor market, which should be considered and taken into account for further management strategy.

The main part. Before the outbreak of full-scale war, the Ukrainian labor market, although facing structural problems, was characterized by certain positive trends. The country's economy was showing some growth. The average salary in the country was gradually increasing. The unemployment rate was moderately low and, according to the State Employment Center, was about 10% at the end of 2021. However, it should be noted that this indicator may not be sufficiently representative due to certain methodological features of its measurement. At the same time, Ukraine's economy was heavily dependent on the demographic situation, which also affected the labor market, namely population decline due to natural and migration factors, as well as a mismatch between supply and demand in the labor market.

The full-scale invasion and the related migration crisis have exacerbated structural problems due to massive population movements both domestically and abroad, complications for business due to constant shelling, economic instability, and changes in the manufacturing sector. Against this backdrop, it is important to expand existing and develop new employment support programs for all categories of the population, which will allow for faster adaptation to new conditions. To ensure economic resilience in a full-scale war, it is important to support the development of small and medium-sized businesses, which is the basis for creating new jobs. It is equally important to provide employees with opportunities to improve their skills, which will allow them to adapt to changes in the labor market and find new employment opportunities. Special attention should be paid to promoting the employment of women, youth, and people with disabilities. These strategies will help to reduce the negative impact of the migration crisis on the labor market and contribute to the restoration of stability and economic development.

Conclusions. The full-scale invasion and migration crisis have significantly deepened the structural problems of the labor market. To ensure the resilience of the economy in times of war, it is important to develop employment support programs, promote the development of small and medium-sized enterprises, improve the skills of employees, facilitate the employment of vulnerable groups, and develop comprehensive approaches and effective management strategies for the further recovery and development of the Ukrainian economy.

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STEPS OF ECONOMIC AND POLITICAL INTEGRATION OF THE COUNTRY THROUGH THE UKRAINIAN FUND IN THE CONDITIONS OF PASSION AND IMBALANCE

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Introduction. The European Union's support for the Ukraine Fund is an important step forward in strengthening economic and political ties between Ukraine and the EU. This paper examines the importance of such decisions and their strategic implications for the stabilization of the region in the context of complex geopolitical dynamics. The analysis emphasizes the imperative of timely implementation and adherence to the reform agenda that shapes Ukraine's economic trajectory and its prospects for European integration.

Results. The establishment of the Ukraine Fund embodies the EU's commitment to support Ukraine's recovery, reconstruction and modernization efforts, bringing it closer to EU membership. Recent diplomatic steps, including the adoption of a partial mandate and unanimous agreement among EU heads of state, underscore the strong support for Ukraine's aspirations. The approval of a substantial budget totaling 50 billion euros for the period 2024-2027 confirms the EU's unwavering support for Ukraine's economic development.

The Instrument's multifaceted approach includes both direct budgetary funding and grants that address a variety of development needs. In particular, the Transitional Financing Arrangement emphasizes EU support by offering favorable conditions aimed at promoting Ukraine's economic stability and growth.

The government of Ukraine will develop a comprehensive plan outlining its vision for the country's recovery and modernization, as well as the reforms it will implement to join the EU. If the conditions of this plan are met, the EU will provide Ukraine with more than €38 billion in financial support from 2024 to 2027 in the form of loans (up to €33 billion) and grants. In addition, a special structure will be created within the Fund to increase investments in the recovery and reconstruction of Ukraine totaling 7 billion euros. This mechanism will allow

investors to benefit from EU budgetary guarantees and a combination of grants and loans from public and private institutions, making investments in Ukraine more attractive. In addition, the Fund will introduce new measures to help Ukraine harmonize its legislation with EU law and implement the necessary reforms on its way to EU accession. Technical assistance will be provided to national, regional and local authorities, as well as civil society organizations.

The program for Ukraine includes more than 150 quarterly performance indicators aligned with 69 proposed reforms, as well as 16 investment indicators. Achieving these indicators requires ongoing efforts to develop infrastructure, demining, improve energy efficiency, support small and medium-sized enterprises, and improve access to education [1; 2].

The allocation of unconditional funding underscores the EU's confidence in Ukraine's reform agenda, incentivizing sustained progress towards predefined benchmarks. In addition, the technical and administrative support provisions emphasize the EU's commitment to strengthening institutional capacity and ensuring effective implementation.

Conclusion. The EU's support for Ukraine is a transformative step towards strengthening economic resilience and political stability in the region. This study highlights the strategic imperatives, implementation challenges, and broader implications of this joint activity, emphasizing its importance in shaping the future trajectory of EU-Ukraine relations.

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SPECIFICITY OF ENTERPRISE DEVELOPMENT AND EFFICIENCY OF DECISION- MAKING UNDER UNCERTAINTY

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Introduction. In today's geopolitical climate, where conflicts and hostilities can occur anywhere, understanding and adapting businesses to martial law conditions is crucial to ensure their survival and further development. Recent events, in particular in Ukraine and certain regions of the world, demonstrate that businesses may find themselves in serious and difficult situations due to the loss of access to resources, changes in market conditions, and threats to the safety of personnel and property. Understanding and effectively managing the risks associated with military conflict are key to maintaining the resilience and success of businesses. In the context of martial law, business leaders should have strategies in place to maintain production capacity, retain staff, and develop alternative ways to supply and sell products.

The main part. The development of enterprises in the context of uncertainty caused by the war is characterized by a number of specific features.

First, businesses face a sharp decline in demand for goods and services due to a decrease in the purchasing power of the population, disruption of supply chains, and economic instability. This requires management to respond quickly and adapt business models to new realities (Kabachenko, 2017).

Second, companies suffer significant financial losses due to damage or destruction of production facilities and infrastructure, as well as the need to pay wages to employees even during downtime. This jeopardizes their financial stability and requires the attraction of additional sources of financing (Zhikhareva V.V., Saveleva, 2017).

Thirdly, in times of war, enterprises face a shortage of qualified personnel due to the mobilization of employees into the armed forces, emigration, and difficulties in organizing

remote work. This requires the management to find new approaches to personnel management and organization of production processes (Zhikhareva V.V., Saveleva, 2017).

In turn, effective decision-making in the face of uncertainty caused by the war also requires that companies' management apply special approaches.

First, it is necessary to constantly analyze and assess the risks associated with doing business in a military conflict and develop appropriate strategies to minimize these risks.

Secondly, it is important to ensure that decision-making processes are flexible and adaptable to respond quickly to changes in the market situation and customer needs. This may involve delegation of authority, decentralization of management, and the introduction of rapid response systems.

Third, effective decision-making in wartime requires that the management of enterprises constantly monitor the external environment, analyze trends, and timely adjust strategic plans. This allows enterprises to adapt to changing conditions and remain competitive (Kabachenko, 2017).

Also, since the main resource and driving force for most businesses is their staff, it is worth considering the main strategies for maintaining their performance and safety in more detail. To support employees during war, businesses can take a variety of measures, including: Creation of special programs and support measures: allocation of separate processes and programs to support and motivate employees (following the example of the Ukrainian telecommunications operator Kyivstar) (V.Kuznetsov, 2022).

Communication and psychological support: organizing lectures and training with psychologists to provide tools to stabilize the mental state of employees and support their emotional well-being.

Creating a safe and stable work environment: ensuring a sense of security, both physical and psychological, for employees.

Organizing team events and communication: creating opportunities for employees to interact, communicate and support each other, even in a remote format (K. Hontaruk, 2022).

Flexibility and understanding: understanding and flexibility on the part of management regarding the needs and circumstances of employees, as well as readiness to adapt strategies and approaches depending on the situation (M.Plahtiy, 2022).

Such interaction and communication strategies help businesses create favorable conditions for employees during the war, ensuring their psychological and emotional support, safety and comfort in the workplace.

Conclusions. Thus, it can be noted that the development of enterprises in the context of military conflicts is marked by specific challenges. In particular, companies and their

management face a decline in demand, financial losses, and a shortage of personnel. As a result, it is important to analyze risks, ensure flexibility in decision-making processes, and monitor the external environment to effectively manage in an uncertain environment. In particular, strategies for supporting staff, communication and management flexibility play a key role in ensuring the stability and competitiveness of enterprises during the war.

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THE IMPACT OF WAR ON THE DIGITAL ECONOMY OF UKRAINE: PROSPECTS AND CHALLENGES FOR DIGITALIZED ENTERPRISES

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Introduction. The impact of the war on Ukraine's digital economy has been significant, exacerbating a number of challenges and opening up new opportunities for digitalized businesses. Despite all the challenges, the IT industry continues to show growth, becoming one of the key sectors of the country's economy in wartime.

The main part. According to the official data of the National Bank of Ukraine, in 2022, the IT industry contributed to a significant inflow of foreign exchange earnings, reaching \$7.34 billion [1]. In 2023, the sector continued to support the country's economy, contributing UAH 20.8 billion to the state budget, which is UAH 3.1 billion more than in the previous year [2]. The significant increase in exports of services, which in 2022 increased by \$400 million compared to 2021, confirms the positive dynamics in the sector, although the overall growth rate is showing a slowdown [1]. According to information from the DOU, as of the end of February 2023, 271699 individual entrepreneurs were registered in the IT industry, which is 13.6% of all active individual entrepreneurs at that time [3]. It is important to note that some of these sole proprietors may represent employees, but it is still a significant part of the total number.

Currently, Ukraine ranks 34th out of 39 European countries in the Global Innovation Index for 2022 and 54th out of 64 in the Global Digital Competitiveness Ranking for 2021 [4]. Despite some improvements, Ukraine continues to have one of the lowest scores in the UN E-Participation Ranking 2022.

Given recent legislative initiatives, such as the Law of Ukraine "On Electronic Communications" implementing EU Regulation No. 910/2014 on electronic identification and trust services, the preconditions are being created to strengthen the legal and operational framework for digital transformation. These measures provide the necessary legal support for the stability of the digital environment, which is critical in times of war.

One of the most important steps towards digitalization was the creation and widespread implementation of the Diia mobile application, which combined access to digital documents and public services. This tool has greatly simplified the interaction of citizens with government agencies by adapting many processes to remote work, which became necessary during the war.

As part of international cooperation, in particular through the EU4Business program, considerable attention is paid to supporting small and medium-sized businesses through grants and cooperation projects with the EU, which opens up new markets and opportunities for Ukrainian enterprises. These measures contribute not only to the recovery from the war's consequences, but also to the integration of the Ukrainian economy into the European and global economic space. Finally, the Ukrainian government is actively working on the draft law "On Digital Services and Markets," which aims to create safe and fair conditions for all participants in the digital market. This draft law is aimed at protecting consumer rights and ensuring a competitive environment, which is key to ensuring the sustainability and development of the digital economy in times of war.

Conclusions. Thus, the development of the digital economy in the context of the war in Ukraine continues to be one of the priority areas of state policy, which requires the integration of legal, technological and financial instruments to adapt to and overcome the challenges posed by the difficult military situation.

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DESI AS A MEASURE OF THE DEVELOPMENT OF THE DIGITAL ECOSYSTEM OF UKRAINE IN WARTIME

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Abstract. The DESI (Digital Economy and Society Index), as a tool for assessing Ukraine's position in the digital ecosystem in wartime, plays a critical role in determining its progress and identifying major challenges. The mainstreaming of digitalization, which began during the COVID-19 pandemic, has gained particular importance during the war, emphasizing its importance for economic development. In 2022, the share of IT services exports in Ukraine's total exports was 12.9%, demonstrating the significant contribution of this industry to the country's economy. Although the growth rate of IT exports slowed to 5.8% in the first year of the war, the increase in IT exports by almost \$400 million indicates the significant opportunities of the sector.

The Digital Transformation Index of Regions in Ukraine, which assesses the level of development of digital infrastructure and services, averaged 0.632 points in 2023, with high scores in Dnipropetrovska, Lvivska, and Poltavska oblasts. This indicates positive dynamics in the development of digital readiness at the local level, which is important for ensuring sustainable development and adaptation to the challenges of war. In addition, digital technologies help to record crimes against civilians and optimize logistics and management of public resources, in particular through systems that combat cyber threats. The digitalization of public services is also strengthening the fight against corruption, increasing transparency and reducing the impact of the human factor, which in 2023 resulted in savings of over UAH 16 billion.

Digitalization solves numerous problems caused by the war, including the relocation of businesses and the migration of the working population. Digitalization also facilitates doing business abroad with the ability to resolve bureaucratic procedures in Ukraine from a distance, which is critical to maintaining economic stability.

DESI, as an indicator, helps to assess the progress of countries in the field of digital economy and society. The index covers several dimensions, including infrastructure, integration

technologies, digital skills of the population, and Internet use. It provides an opportunity to understand the level of development of digital services and infrastructure, as well as the digital readiness of local governments.

The work on the implementation of the DESI in Ukraine began with the organization of workshops and the involvement of international experts who shared their experience on the practical aspects of implementing such indices. Considerable attention was paid to collecting and updating data for the index, which included discussions on the methodology for calculating indicators and public access to data.

The EU4DigitalUA project, which supports the implementation of the DESI in Ukraine, analyzes the legal framework and helps to create the preconditions for the application of the index. The use of the DESI will help Ukraine measure and track progress in digital transformation and formulate data-driven policies. This will facilitate the country's further integration into the EU's digital single market, providing a comparative assessment of progress with other EU member states.

Thus, the DESI is an important tool for assessing and guiding further digitalization in Ukraine, especially in wartime, identifying key areas for investment and support that contribute to the sustainability and development of the national digital ecosystem.

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THE ROLE OF THE EUROPEAN UNION IN SUPPORTING THE DIGITAL MARKET OF UKRAINE IN TIMES OF WAR

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Abstract. The European Union's role in supporting Ukraine's digital market in times of war is manifested through targeted programs, including the Digital Europe initiative (2021-2027), which provides significant investment in key digital technologies. The Digital Europe program includes various strands covering important aspects of digital transformation, including high-performance computing, artificial intelligence, data and cloud services, and advanced digital skills. These areas play an important role in providing Ukraine with the resources and knowledge to develop its own digital market in the difficult conditions of war.

In particular, the High Performance Computing area envisages the creation and strengthening of EU supercomputing capacities, including coordination by the European High Performance Computing Joint Undertaking (EuroHPC JU). This partnership promotes the pooling of resources at the EU and member state level, supporting Ukraine in accessing advanced computing technologies. In parallel, the Artificial Intelligence, Data and Cloud Services stream focuses on creating a secure European data space, helping Ukraine to integrate large data sets and ensure their protection and processing.

The initiative also emphasizes the importance of advanced digital skills, including short-term training in areas such as big data and artificial intelligence. This allows Ukraine to upskill its workforce, thereby facilitating faster and more efficient adoption of digital technologies. Through Digital Europe, support is being created for the widespread use of digital technologies in the economy and society, contributing to the development of Ukrainian digital innovation centers.

Thanks to programs such as Digital Europe, Ukraine has the opportunity to significantly accelerate the process of digitalization and adaptation to the requirements of the modern digital world. The competitions funded under this program help to stimulate innovation, increase the level of digital competence, and help to introduce advanced technologies into the industrial and public

sectors. These efforts not only contribute to the expansion of technological capabilities in the country, but also increase its competitiveness at the international level.

The program's calls for proposals are cyclical and open through the European Commission's portal, giving Ukraine the opportunity to actively participate in shaping and expanding its digital market even in times of military challenges. This cooperation and support from the EU is key to strengthening Ukraine's digital economy and its resilience in the face of current challenges.

EU4DigitalUA is an important part of the European Union's support to Ukraine, continuing the work of the previously implemented EGOV4UKRAINE project. With a budget of 20.5 million, the project focuses on the development of digital governance infrastructure, electronic public services, cybersecurity, and data protection. EU4DigitalUA, funded by the European Union and implemented jointly with the Estonian Academy of Electronic Governance (eGA) and the International Ibero-American Foundation for Public Administration and Policy (FIIAPP), has already developed more than 50 electronic services, modernized ten registries, and contributed to the scaling of the Trembita system. The project not only strengthened cybersecurity but also made a significant contribution to the development of e-government in Ukraine, making public services more accessible and efficient. The main achievements of the project include - the introduction of comprehensive e-services such as e-Entrepreneur, foreign student enrollment programs, and uResidency, which integrate several services in one package. EU4DigitalUA has also played a key role in the development of digital COVID certificates, criminal record extracts, and marriage registration procedures through the Diia system, greatly simplifying these processes for citizens. The EU is actively supporting Ukraine's digital transformation by investing in important technologies and skills needed to strengthen Ukraine's digital economy and society, despite the difficult military conditions.

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METHODS FOR ASSESSING THE COMPONENTS OF INTELLECTUAL CAPITAL

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Introduction. Amidst pandemics, conflicts, and wars, knowledge-intensive production is rapidly developing, requiring a minimum of material resources and maximum intellectual potential. A striking example is the global COVID-19 pandemic, which has had a negative impact on all spheres of human life, and due to the limited personal communication, it has pushed for the complete digitalization of business processes. Companies that were able to quickly and efficiently switch to remote work, increasing their intellectual capital, remained leaders in the market.

The main part. Intellectual property and intellectual capital are two key concepts that play an important role in business development and innovation in the modern world.

The term "intellectual capital" was introduced by J. Galbraith in 1969; which includes not only the legal aspects of intellectual property, but also knowledge, experience, skills and reputation. Intellectual capital can be a key source of competitive advantage for companies, as it allows them to create valuable innovations and develop their business processes.

Leading economists divide intellectual capital into human, structural and consumer capital.

Structural capital includes software, databases, organizational structure, patents, trademarks, industrial designs, and organizational mechanisms that ensure the productivity of employees and the operation of the enterprise.

Intellectual property rights that are part of structural capital are also commonly referred to as intangible assets. This term is used in the National Accounting Regulation (Standard) 8.

If an intangible asset is acquired, the cost is determined on the basis of a purchase agreement.

In case of independent development of an intangible asset as a component of structural capital, its value is determined using two methods: either by the amount of costs that can be reliably estimated independently at the enterprise, or by conducting an independent valuation of such intangible asset.

The procedure for assessing the value of intangible assets is defined by the Law of Ukraine "On the Valuation of Property, Property Rights and Professional Appraisal Activities".

Methodological rules and approaches to valuation are defined in the national standards of property valuation, in the National Standard No. 1 "General Principles of Valuation of Property and Property Rights" [2] and National Standard No. 4 "Valuation of Intellectual Property Rights." [3]

It is known that the valuation of any tangible or intangible asset is based on cost, income or comparative methodological approaches, which are based on the principles of valuation. The choice of methodological approach and method within this approach depends on a number of factors, including the characteristics of the object being valued, the market environment and previous transactions for the acquisition of similar objects.

The most controversial approach to the valuation of intangible assets is the comparative approach. The comparative approach, according to national standards, is based on the principles of supply and demand and substitution and involves analyzing transactions that have already taken place or offers for sale for identical or similar items. The components of structural capital, such as industrial designs, inventions and utility models, in order to obtain legal protection, require uniqueness at the global or regional level. Therefore, it is not possible to apply the comparative approach to them. In order to obtain legal protection, a trademark must distinguish the goods of one manufacturer from similar goods of other manufacturers. Of course, there cannot be two trademarks on the market that are absolutely similar or confusingly similar in terms of phonetic, graphic and semantic features. However, there are trademarks on the market that are close in terms of fame and, accordingly, in terms of value.

Usually, in order to select the comparison objects, it is necessary to conduct a thorough market research in order to identify the comparison objects according to certain criteria.

The main criteria that should be considered when conducting such research are:

- The market where the products under the trademark are offered for sale.
- The period of offers or transactions that are selected as objects of comparison. The period chosen for the selection of comparison objects should be as close as possible to the valuation date. Any critical changes should be taken into account when determining the value of the subject matter;
- Terms of the transaction selected as the object of comparison, such as deferred payment, transfer of other intellectual property rights, additional obligations of the seller or buyer, etc.
- Comparison of the territory in which the property rights to trademarks that are the objects of comparison and the objects of research are transferred.

Based on the results of a market research on the market where goods, works, services labeled as objects of valuation and objects of comparison are sold and its features by an appraiser or forensic expert who applies the procedures of the comparative approach to determining the value, the list of factors should be revised.

Conclusions. The use of the above approaches and methods of valuation of property rights to intellectual property will allow the efficient use of intellectual capital to increase the capitalization of an enterprise.

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**CERTIFICATION AS AN ORGANIZATIONAL AND ECONOMIC COMPONENT OF
ENTERPRISE ACTIVITY**

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Abstract. Certification is a complex and multifaceted process that involves assessing the compliance of products, processes, services, systems or personnel with certain standards, technical regulations and requirements set forth in applicable laws. This process involves the study

and analysis of various aspects of the company's operations, including management practices, production processes, product quality, environmental and social aspects. Although certification is a rather complicated and expensive procedure, it is an effective tool for maintaining the legitimacy of the company's activities and its development in the demanding conditions of the modern market. Obtaining a certificate demonstrates the high level of responsibility of the company and its readiness to interact with the market and consumers, and the certificate itself is proof of compliance with high quality standards and applicable laws. Thus, certification is an important element of the company's development strategy and ensuring its legal activities.

The main part. The certification procedure involves confirmation of compliance with certain standards or requirements, and for this purpose, quality standards are usually used, for example, national standards - the State Standard of Ukraine (DSTU), international ISO (International Organization for Standardization) or NATO military standards - STANAG and AQAP or other national and international standards. Certification allows us to confirm compliance with the established requirements for quality, safety and efficiency. For example, certification may include the assessment of quality management systems, such as ISO 9001 (DSTU ISO 9001:2015. Quality Management Systems. Requirements.), which as a result helps to improve the internal processes of the enterprise. Passing the certification procedure leads to an increase in consumer confidence, competitiveness in the market and stimulates the development and improvement of the enterprise. In addition, certification helps to establish partnerships with other companies and increase attractiveness to investors. Certification helps the company to ensure high quality of products and services and to operate in accordance with both legal requirements and consumer requirements.

Certification plays an important role in the system of quality control and product safety and allows the company to confirm the compliance of its products or services with the established standards. Certification is a confirmation that the company complies with the requirements for the quality of materials, production technologies and quality control of finished products, which, in turn, helps to prevent possible shortcomings and risks for consumers, eliminating possible danger to the health and life of society.

Certification is an important mechanism for implementing and ensuring compliance with regulations in the field of product quality and safety and plays an important role in meeting the requirements of legislation and international business standards and acts as a mechanism to ensure the legality of the company's activities by implementing internal quality control and compliance procedures, which helps to avoid possible violations of the law.

A company that has a certificate of compliance with quality and safety standards gains additional confidence that its products meet the requirements of national and international

standards and applicable laws, which in turn helps to avoid fines and other negative consequences associated with violations of the established requirements. The certification process also helps to improve the efficiency of enterprise management, as it requires the introduction of systematic monitoring and analysis of production processes. In addition, certification according to international standards allows a company to gain access to international markets and helps to increase its competitiveness on the global stage.

Conclusions. Summarizing the above, we emphasize that certification is a comprehensive procedure that certifies the conformity of products in accordance with existing standards and product quality systems. The issue of certification of defense goods becomes a particularly important issue for the post-war reconstruction of Ukraine. This issue is of particular importance for specialized and defense goods, such as mechanized demining equipment, unmanned aerial vehicles, robotic systems and complexes that can be used for both military and humanitarian purposes. The company must be guided in its activities by the relevant applicable regulations, ensure the legal operation of the enterprise, and create the prerequisites for entering the European and global system of quality production of goods and services. Certification as an organizational and economic component of the company's activities provides additional confidence to producers and consumers in the quality of goods.

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NATIONAL PROGRAMS FOR THE RESTORATION OF UKRAINE AFTER THE WAR:

THEIR FOCUS AND EXPECTED RESULTS

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Introduction. Russia's aggression against Ukraine began in 2014 with the occupation of the Crimean peninsula and the creation of the so-called Donetsk and Luhansk "people's republics," and on February 24, 2022, a full-scale offensive by the aggressor country's troops

on the territory of Ukraine took place with massive shelling and bombing of civilian towns and villages, committing the largest genocide in Europe since World War II. The war has caused and continues to cause a significant number of deaths, and critical and civilian infrastructure is being destroyed on a daily basis, which negatively affects the country's socio-economic development and requires immediate measures to stop the aggressor, develop a plan and programs for the post-war reconstruction of Ukraine.

The main part. The National Council for the Restoration of Ukraine from the Consequences of War (an advisory body to the President of Ukraine established in accordance with the Decree of the President of Ukraine of 21.04.2022 No. 266/2022 [1]) has developed a draft Recovery Plan for Ukraine [2] based on the following basic principles: gradual development; fair welfare; EU integration; national and regional reconstruction; and investment promotion.

The plan identifies a list of national programs to achieve key results [3]: recovery framework: strengthening institutional capacity; recovery framework: digital state; strengthening defense and security; striving for EU integration; rebuilding a clean and secure environment; energy independence and the Green Deal; improving the business environment; ensuring competitive access to capital; ensuring macrofinancial stability; developing value-added sectors of the economy; expanding and integrating logistics with the EU; restoration and modernization of social infrastructure; development of the education system; modernization of the healthcare system; development of culture and sports systems; ensuring effective social policy.

The expected results from the implementation of the planned measures are presented in Table 1.

Table 1 - Expected results from the implementation of the planned measures for the restoration of Ukraine for the period 2023-2032*.

Operations	2023-2032 pp.	including:	
		2023-2025 pp.	2026-2032 pp.
Number of projects	850	580	270
Funding	> 750 bln. dollars.	> 350 bln. dollars.	> 400 bln. dollars.
Economic complexity index		Top 40 countries	Top 25 countries
Human capital index		Top 40 countries	Top 25 countries

* - systematized by the author on the basis of [3].

It is projected that the implementation of the planned measures will result in an annual increase in real GDP of more than 7% [3].

Conclusions. The developed measures are aimed primarily at strengthening the country's defense and security, restoring infrastructure, developing education and the business environment,

ensuring social standards, and strengthening integration with the EU. At the same time, the primary task to achieve these goals is to mobilize internal efforts with the support of partners to stop the aggressor.

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EFFECTIVENESS OF COMMUNICATION STRATEGIES BETWEEN THE AUTHORITIES AND THE COMMUNITY OF KYIV DURING THE WAR IN UKRAINE

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Abstract. The effectiveness of communication strategies between the authorities and city residents affects management decision-making and the quality of life in the city. The development of digitalization has contributed to the formation of online communication strategies between the authorities and the community. Negative factors such as quarantine restrictions due to the pandemic and martial law in Ukraine also acted as a catalyst for the transfer of communications to the online format. Modern communications between the authorities and the community in Kyiv are carried out both in person by submitting paper appeals to various authorities and in the format of online communication.

The purpose of the study is to identify trends in the format of communication between the authorities and city residents (in the example of Kyiv) and to develop methodological tools for determining the effectiveness of communication strategies in making managerial decisions.

A comprehensive statistical analysis was used to identify dynamic changes in the communication interaction between the authorities and citizens of Kyiv. The information base of the study was based on statistical data published in the annual Kyiv City Reports on the website of the Department of Economics and Investments of the executive body of the Kyiv City Council (KCSA). The total number of appeals from Kyiv residents increased from 1 million appeals in 2018 to 3 million appeals in 2022. The volume of appeals from Kyiv residents to the city authorities via electronic networks, i.e. online appeals, has increased significantly. Kyiv residents' appeals to the city government through the most popular social network Facebook began to be recorded in 2020, with 108 appeals, and in 2022 the number of citizens' appeals through this social network increased to 3426. Of these, 90% were resolved (explanations were provided) and feedback was provided. The most popular online channel for city residents is the city contact center 1551. The number of appeals from Kyiv citizens through the contact center 1515 was recorded at 1.18 million in 2020, and in 2022 the number of appeals approached 3 million [1]. It is also worth noting the high level of efficiency of resolving issues on online citizen appeals through the Kyiv City Contact Center 1551 at 95.0%. Through the official portal of the Kyiv City State Administration, the number of citizens' appeals decreased by 41.74% from 26150 appeals in 2020 to 15233 appeals in 2022. The Kyiv Contact Center 1551 became the most popular and effective communication channel for citizens and authorities during the war in Ukraine. In 2022, social networks and electronic services of the city authorities had 9 million subscribers and 2.6 million users in Kyiv 24/7 [1]. These figures indicate an increase in the effectiveness of online communications, which was especially noticeable during the war. It should be noted that during the war, the number of citizens' appeals to local authorities tripled compared to the pre-war period. According to Kyiv city statistics, in 2022, 2.9 million people permanently lived in the city, and the number of citizens' appeals to local authorities through online resources exceeded 3 million in that year. This demonstrates the civic engagement of Kyiv residents and the need to address pressing issues, most of which are related to the consequences of shelling, destruction, shelter arrangements, and other martial law issues.

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THE IMPACT OF WAR CONDITIONS ON THE ECONOMY OF UKRAINE

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Introduction. Russia's full-scale invasion of Ukraine has been an unprecedented test not only for society, but also for the Ukrainian economy. As a result of the war, the Ukrainian economy shrank by more than 35%. According to a UN report, Russia's invasion has resulted in a monthly budget deficit of \$5 billion for Ukraine.

Today, Ukraine spends absolutely all of its domestic resources on the war. 100% of taxes paid by businesses and citizens go to meet the needs of the security and defense forces. Moreover, 2/3 of defense expenditures are military salaries and 1/3 are army equipment (equipment, weapons, ammunition) [1].

The military events in Ukraine meant that the export chains of Ukrainian goods, which predominantly use sea transportation, were suddenly disrupted; goods could no longer leave the country through the Black Sea. Thus, the complex network of international supply chains that had been waiting for wheat, barley, corn and sunflower and oil from Ukraine came to a sudden halt. The ties between Ukraine and the countries that process these goods to meet the needs of consumers were severed.

The main part. In terms of damage and direct losses during the first year of the war, according to estimates published by the World Bank and its partners, the following sectors suffered the greatest losses: housing and communal services (38% of total damage), transportation and logistics (26%), energy (8%), industry and trade (8%), and agricultural enterprises (7%). Thus, as a result of the military events in Ukraine, more than 1.4 million residential buildings (including 135,000 private houses and about 40,000 dormitories) were destroyed or damaged. To date, the total amount of the country's needs for financial resources required to restore the country's economy is more than 410.6 billion dollars. **THE TOTAL AMOUNT OF FINANCIAL RESOURCES NEEDED TO RESTORE THE COUNTRY'S ECONOMY IS MORE THAN 410.6 BILLION US DOLLARS** [2].

T. Obkhod notes that, in general, when considering the amount of economic damage from the war, attention should be paid not only to the destruction and damage to infrastructure production facilities, but also to Ukraine's significant loss of human capital and the amount of money the state allocates to finance the military sector [2]. Thus, in 2022, national defense budget expenditures amounted to 23% of the country's GDP, and in 2023, the figure is expected to reach 20% of GDP. It should be noted that the volume of international financial assistance to Ukraine from partner countries and international financial organizations over the past year and a half amounted to more than \$65.4 billion. This amounted to 46.5% of Ukraine's GDP in 2022 [3].

A very negative consequence of the war was significant demographic losses, which are difficult to assess. International experience shows that even 25 years after the end of the war, there is a decrease in the number of people in countries affected by the war, especially in comparison with countries that have not experienced armed conflicts. The main components of the country's human losses are the victims of hostilities, a significant outflow of population abroad, and a significant decrease in the birth rate in the country [4]. Military events have reduced the Ukrainian labor market, as more than 8 million Ukrainians have left the country. Women, children, and the elderly mostly left, and hundreds of thousands of citizens joined the defense army.

The industry sector suffered significant losses due to the large-scale invasion. In the first year of the war alone, industrial production in Ukraine fell by 38%, while the World Bank estimated the total losses to industry and trade at \$10.9 billion. US DOLLARS. Thus, for the period up to 2033, the need for financial resources to restore this sector of the economy is 23.2 billion US dollars. 80% of these funds are expected to be used to finance the projected costs of rebuilding and modernizing premises, equipment, and to restore the necessary stocks of enterprises [3].

The destructive consequences of the military events have manifested themselves not only in the economy and social sphere, but also negatively affected the state of the country's financial system. In 2022, the average annual inflation rate in Ukraine was 20.2%. The rather moderate inflation rate, despite the large-scale destruction of industrial and infrastructure facilities, can be explained by the fact that Ukraine's borders in the western regions remained open and the war did not spread to neighboring countries.

A significant part of consumer demand in Ukraine was met by imports. Import operations compensated for a certain part of the domestic supply lost due to the occupation of the territories (for example, while the level of real GDP in Ukraine fell by 29.2%, the decrease in dollar imports was only 4%) [3], and receiving large-scale foreign aid helped maintain the level of purchasing power of the Ukrainian population relative to imports. The freezing of energy tariffs for

the population of Ukraine during the growth of energy prices on the world market also helped to contain inflation in the country.

Conclusions. Thus, it can be concluded that, in general, the domestic economy and business managed to minimize losses as much as possible and quickly adapt to the extremely difficult conditions of functioning during martial law. In 2022-2023, Ukraine managed to avoid macro-financial destabilization of the national economy and diversified the sources of financing its expenditures, which helps to keep the national economy from falling further, which has a positive impact on the prospects for the country's post-war recovery.

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THE IMPACT OF WAR ON HUMAN RESOURCES DEVELOPMENT IN UKRAINE

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Abstract. Human resources are one of the main factors of economic growth and by their nature are a set of able-bodied people with a set of physical and intellectual abilities, knowledge

and skills. A skilled workforce is the driving force behind innovations, increased labor productivity and economic competitiveness, and contributes to social development, poverty and inequality.

The pre-war period in Ukraine was characterized by a number of negative trends in the development of human resources. First of all, we are talking about a reduction in the working-age population due to negative demographic processes and labor migration, a shortage of qualified personnel in certain sectors of the economy, especially in high-tech areas, insufficient investment in the development of education, vocational training and retraining of human resources, a significant gap in income and quality of life between cities and rural areas, and problems in the labor market (including unemployment, informal employment, etc.).

With the beginning of the full-scale invasion, these problems have become more acute and have acquired new features. These include: population decline due to hostilities, terrorist attacks, migration abroad (mostly women of working age and children), destruction of infrastructure, internal migration, inability to realize themselves in a new place of residence, lack of professional growth opportunities due to the regions' unsuitability for the influx of new workers, lack of jobs, social tension, psychologically unfavorable climate for human resource development, which causes a decrease in productivity, and more.

Given the chronic problems that do not contribute to the full-fledged development of human resources, and thus to the decline in the competitiveness of the Ukrainian economy, we note that the state should play an important role in restoring the process of stabilizing the expanded reproduction of the country's human potential. In particular, the priority areas of human resources development at the stage of reconstruction of the country after the war include the following.

1. Develop a comprehensive state employment strategy with a focus on self-employment, entrepreneurship and flexible forms of employment. Introduce a system of benefits, preferences, and advisory services to stimulate job creation and attract investment in priority sectors. Intensify public works to rebuild infrastructure.

2. Implementation of a comprehensive system of social protection and rehabilitation of the affected population: the wounded, refugees, families of the victims, and persons with disabilities. It should include medical, psychological, and vocational rehabilitation, financial support, employment assistance, and social integration. Involvement of international organizations and foundations in financing relevant programs.

3. Modernization of the education and training system to meet the needs of post-war reconstruction. Integration of dual education, expansion of distance and hybrid learning formats. Development of public-private partnerships in the field of personnel development. Intensification of cooperation with international educational platforms.

4. Implementation of programs to encourage the return and attraction of Ukrainian labor migrants, refugees and highly qualified specialists from abroad by creating favorable working conditions, social guarantees, and professional growth opportunities. Establishing partnerships with Ukrainian diasporas abroad.

5. Active involvement of international assistance, expert experience, grant programs for human potential development, participation in programs of exchange of practices and transfer of innovative solutions from countries that have experienced military conflicts.

6. Ensure coordination between state and local authorities, trade unions, employers, and public organizations in the implementation of the strategic plan for human resources development at all levels.

The implementation of these measures will significantly improve the conditions for increasing the quantitative and qualitative indicators of human resources in the context of the need for post-war recovery and stabilization of the Ukrainian economy.

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ATTRACTING INVESTMENTS BY ENTERPRISES IN WARTIME: PRIORITIES AND PROBLEMS

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Introduction. During wartime, businesses face unique challenges in attracting investment due to heightened instability, security risks, and economic uncertainty. However, despite these obstacles, some businesses successfully navigate wartime conditions and attract investment capital. This paper discusses the main challenges and risks faced by businesses in attracting investment in conflict-affected areas.

The main part. Identifying resilient sectors is a top priority. While some industries may decline under the pressure of war, others show remarkable resilience. Businesses that are able to attract investment in wartime often refocus on sectors that remain relatively stable or even grow

in the face of conflict. Examples include the defense industry, infrastructure rehabilitation, basic services such as healthcare and telecommunications, and humanitarian aid initiatives.

The ability to adapt and innovate is a hallmark of successful businesses operating in conflict zones. Companies may use technology to facilitate remote operations, adjust supply chains to address logistical challenges, or develop innovative solutions to meet the changing needs of conflict-affected markets. By working proactively, these businesses not only survive but thrive in adverse circumstances.

Stakeholder engagement has an impact on the success of investment attraction. Building and maintaining relationships with stakeholders is critical to attracting investment in wartime. These include investors, government agencies, local communities, and international organizations. Transparent communication about the company's activities, challenges and plans helps build trust and confidence, laying the groundwork for investment support.

An important factor is looking to the future. Despite the immediate challenges of the war, forward-thinking businesses are formulating a long-term vision for post-conflict growth and development. By highlighting the potential for future profits and demonstrating a commitment to sustainability and responsible business practices, these companies attract strategic investors.

In a time of war, there are many risks, ranging from security threats to economic uncertainty. Businesses seeking investment should implement thorough risk mitigation strategies to reassure potential investors. This may include securing insurance policies tailored to wartime conditions, negotiating contractual guarantees, or partnering with security firms to protect investments.

However, despite properly considering and adapting priorities, companies face several challenges in attracting investment during wartime. Some of the key challenges include security risks. War zones are inherently unstable and pose significant security risks to both personnel and assets. Investors may be reluctant to invest in regions where the safety of their investments and employees cannot be guaranteed.

The second issue is political instability, as wars often lead to political uncertainty, including changes in government, policy changes, and an unpredictable regulatory environment. This uncertainty can deter investors who need a stable and predictable environment for their investments. Political instability is followed by legal and regulatory uncertainty. In times of war, the legal framework may be disrupted or inadequately enforced, leading to ambiguity and inconsistency in business regulation. The lack of clarity can create problems for companies trying to navigate the legal environment and comply with regulatory requirements.

Another problem of a material nature is damage to infrastructure. War can lead to significant damage to infrastructure such as roads, bridges, power plants and telecommunications

networks. This infrastructure deficit not only hinders business operations, but also increases the cost of doing business in the affected areas.

Access to finance is an important factor, but financial institutions may be hesitant to provide loans or financing in conflict zones due to the increased risk. Lack of access to finance can limit companies' ability to invest in expansion, innovation, and operational improvements.

Operating in or investing in conflict zones may pose reputational risks for companies. There may be concerns that the company will be associated with human rights abuses, environmental degradation, or unethical practices, which could damage the company's brand and shareholder value. There is also the factor of humanitarian issues. When operating in conflict zones, companies have to take into account ethical considerations and humanitarian issues. They may face pressure from stakeholders to ensure that their activities do not exacerbate or perpetuate the conflict and that they make a positive contribution to the development of local communities.

The main problem, in my opinion, is market instability. War often disrupts supply chains, markets and consumer demand, leading to economic instability and uncertainty. Companies should assess the risks and opportunities associated with operating in volatile markets and adapt their strategies accordingly.

Conclusions. Attracting investment in wartime is undoubtedly a complex task fraught with risks and uncertainty. Attracting investment in wartime requires companies to carefully assess and minimize risks, navigate a complex political and regulatory environment, and demonstrate a commitment to responsible business practices. However, as history shows, where there is uncertainty, there is opportunity. By prioritizing stability, mitigating risk, identifying resilient sectors, adapting to changing circumstances, engaging stakeholders, and looking to the future, businesses can overcome the challenges of war and emerge with the investment support needed to drive growth and contribute to post-conflict recovery and development. Despite these challenges, companies that operate successfully in conflict zones can unlock growth opportunities, contribute to economic development, and play a role in promoting peace and stability.

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PSYCHOLOGICAL ASPECTS OF RISKY DECISION MAKING IN THE FIELD OF FINANCE

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Вступ. Introduction. Classical economic theory holds that people make choices rationally, weighing all risks and seeking maximum benefit. However, over time, a new theory has emerged that argues that people often deviate from logic by giving in to emotions: fear, excitement, and hatred. This challenges the idea that we always act reasonably.

Human psychology, studied within the framework of a new science - behavioral economics, which combines economics and psychology, shows that emotions and feelings also influence our decisions. Therefore, given the above, it is advisable to take into account the psychological factor, among other possible factors, when making decisions, since business entities are also influenced by emotions and feelings.

The main part. A practical application of behavioral finance is in financial markets. Market cycles can be viewed through the prism of participants' emotions: economic growth is accompanied by hope and optimism, while recessions are accompanied by pessimism, fear, and uncertainty (Figure 1).



Fig. 1. The cycle of market emotions

Sir John Templeton's famous statement "A bull market is born on pessimism, grows on skepticism, matures on optimism, and dies on euphoria" aptly conveys the "mood" of the market during different phases of the economic cycle. In addition, it is worth noting that market participants are subject to various social and psychological effects when making decisions:

- 1) the crowd effect, which describes the tendency of people to imitate the behavior and opinions of others, even if these actions are not in their own interests;
- 2) Emotional state can significantly influence the decision-making process. Positive emotions, such as elation and euphoria, can accelerate and intensify the choice, making it more decisive;
- 3) when assessing the probability of events, people tend to overestimate the probability of failure and underestimate the probability of success;
- 4) after failures, people can lose confidence and make worse decisions;
- 5) people tend to overestimate the information they lack;
- 6) the more resources (time, money, emotions) we invest in an endeavor, the more we tend to continue it, regardless of its actual success;
- 7) we often formulate our judgments on the basis of an already formed opinion, guided by existing perceptions. People with high status and power are perceived as more competent, so their decisions are judged to be more correct.

Let's look at historical examples that confirm the influence of behavioral theory on finance.

The tulip craze that swept the Netherlands in the 17th century is a vivid example of how psychological factors can have a significant impact on financial decision-making. This period of mass passion for tulips, when prices for some varieties of bulbs reached sky-high levels, clearly demonstrates how emotions, rather than rational calculation, can lead to unfavorable, and sometimes disastrous, financial decisions. Similar characteristics were observed during the dot-com bubble and the South Seas bubble. Under the influence of the herd instinct, euphoria, fear of loss, and lack of awareness, investors bought assets en masse, despite the obvious risks. Therefore, in order to make rational financial decisions, it is necessary to operate with fundamental and technical analysis; diversify savings; study the history of financial crises, as they are cyclical and have common features; and, of course, study financial literacy.

Conclusions. Any financial decision is often based not only on rational analysis but also on psychological factors. Understanding factors such as loss aversion, overconfidence, herd instinct, and cognitive biases can help you make better financial decisions.

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TOPICAL ISSUES OF UKRAINE'S RECONSTRUCTION THROUGH THE PRISM OF DEI STRATEGIES AND BUSINESS RESPONSIBILITY

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Abstract. Ukraine's post-victory economic recovery through the lens of DEI (Diversity, Equity, Inclusion) strategies and business responsibility is relevant because, after significant destruction and social upheaval, the country's reconstruction must take into account the needs of all segments of the population, with a special focus on those who have been most negatively affected. On the other hand, Ukrainian business is already experiencing a staff shortage, so more and more attention should be paid to attracting people of retirement age, people with disabilities and war veterans.

Data from the State Statistics Service show that as of the end of 2023, 2.7 million people with disabilities lived in Ukraine, including 2.56 million people of working age. According to the Ministry of Veterans' Affairs, 500,000 combatants currently have disabilities in our country. At the same time, the unemployment rate among people with disabilities is 85% [4]. Among the main reasons for the unemployment of these citizens are the lack of an inclusive work environment, low wages for jobs offered by employers, and the absence of programs or measures to adapt workers with disabilities and war veterans. International experience shows that the number of people with disabilities working in economically developed countries is much higher: Sweden - 68%, Germany - about 70%, the UK - 40%, the USA - 29% [1].

According to official statistics, as of September 1, 2023, 103.3 thousand people were registered with the State Employment Center of Ukraine, including 1.7 thousand combatants [3].

In order to create a favorable environment for the employment of veterans of the Russian-Ukrainian war, it is advisable to use the experience of Israel, where opportunities for successful interaction between military service, education and innovation have been formed [2]. In parallel with military service, IDF soldiers receive monetary compensation and have the opportunity to study in academic programs that help develop their skills and knowledge. This system not only strengthens the country's defense capabilities, but also creates an environment in which technological innovations and startups thrive.

Thus, the implementation of DEI and business responsibility strategies plays a key role in rebuilding Ukraine, contributing to the creation of a just, inclusive and sustainable society where economic progress is combined with social harmony and consciousness. Here are the important areas for attracting new people and retaining employees based on DEI principles that companies need to implement today:

1. Ensuring equal opportunities for all employees, namely: eliminating discrimination based on gender, age, disability, background and other factors, including transparent recruitment processes, fair pay, career development and training opportunities for all employees.

2. Supporting diversity by creating a work environment that values creativity, courageous expression, ideas and opinions. This may include mentoring programs, employee resource groups, and an inclusive corporate culture.

3. Create a veterans' policy to guide efforts and address veterans' concerns upon returning to civilian life, including emotional support from companies, involving veterans in decision-making processes, and gaining support for initiatives from management.

4. Support for people with disabilities and older workers through mechanisms to ensure accessibility of workplaces, technology and information for retirement-age workers and people with disabilities. This may include the creation of inclusive spaces, adaptive technologies, flexible work schedules, remote employment, and programs to support employees' families.

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TOPICAL ISSUES OF ENVIRONMENTAL PROTECTION UNDER MARTIAL LAW BY LEGAL MEANS

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Вступ. Introduction. Today, the issue of environmental protection, in particular in the context of the war in Ukraine, is of utmost importance. Forests, nature reserves, and other natural sites are suffering from the hostilities, leading to the loss of biodiversity and land degradation. Wastewater treatment plants, hydroelectric power plants, dams, water pipelines, and other environmental infrastructure are being destroyed, which threatens to cause environmental disasters.

The main part. Environmental protection has always been one of the most pressing problems of humanity. The conditions of martial law, to the same extent as peaceful ones, can affect natural resources and the environment [1, p.25]. The adoption of the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on the State System of Environmental Monitoring, Information on the State of the Environment (Environmental Information) and Information Support for Environmental Management" began the process of reforming the state system of monitoring the environment and other natural resources [2, p.198]. The main goal of this reform is to create an effective state environmental monitoring system that will meet the information needs of environmental management. Monitoring is a powerful means of providing information for the rational use of land, its protection, conservation and restoration.

Ukraine is a party to international agreements aimed at preserving nature, such as the Kyoto Protocol, the Paris Agreement, the Ramsar Convention, and others. Ukraine actively cooperates with international partners on environmental protection and natural resources.

However, despite the existing legislation and international commitments, environmental problems in Ukraine remain. One of them is the lack of effective control over the implementation of environmental regulations. Violations of environmental legislation, such as illegal construction on protected areas, illegal deforestation and water pollution, are just some of the problems that need to be addressed immediately.

The development and implementation of special legal mechanisms and instruments is important for environmental protection under martial law. Such mechanisms should be aimed

at preventing environmental disasters, minimizing the negative impact of hostilities on the environment and restoring ecosystems after the conflict [3, p.282].

One of the key legal instruments is international humanitarian law, which contains norms aimed at protecting the environment in the context of military conflict.

In order to preserve the environment under martial law, Ukraine can use international legal mechanisms to bring Russia to justice for environmental crimes; improve environmental legislation; involve the public in monitoring compliance with environmental standards, etc.

Conclusions. Thus, environmental protection under martial law requires a comprehensive approach and special legal mechanisms. The interaction of the state and the international community, the adoption of effective legal norms aimed at minimizing the negative impact of military conflict on the environment and ensuring the preservation of the environment for future generations is important.

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LEGAL REGULATION OF INVESTMENT ACTIVITY OF ENTERPRISES

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Вступ. Introduction. The study of legal regulation of investment activity is the basis for creating a favorable investment climate in the country for both domestic and foreign investors. One of the key tasks of each state is to create a stable economic system, which implies the formation of a sound investment policy. To achieve these goals, the state must provide conditions and form a stable legislative framework on the basis of which investment development programs will operate.

The main part. The legal regulation of investment activities of enterprises establishes the rules, procedures and requirements that an enterprise must comply with in the course of investment. The main purpose of this regulation is to ensure the efficient, stable and legal functioning of investment activities and to protect the interests of market participants.

Legal regulation of the company's investment activity includes [2]:

- 1) registration of investments (procedure and requirements for registration of investments of an enterprise);
- 2) establishment of rules and procedures to be followed by the company in the course of investment operations
- 3) defining the rights and obligations of the enterprise, investors and other participants in the investment process;
- 4) ensuring investors' protection of their rights and interests in case of violation of the law or conclusion of agreements with the enterprise;
- 5) establishing liability for violation of the established rules and regulations in the field of investment activity.

In Ukraine, investment activity is subject to a significant number of laws and regulations. Some aspects of investment activity regulation in Ukraine are governed by the Tax Code, the Commercial Code, the Civil Code, and a significant number of decrees of the President of Ukraine, resolutions and orders of the Cabinet of Ministers of Ukraine, etc.

The main regulatory acts in Ukraine include [2]:

- The Constitution of Ukraine, in particular the provisions on ensuring the social orientation of the economy and proper protection of business entities;

- The Law of Ukraine "On Investment Activity" of September 18, 1991, No. 1560-XII, which sets out the basic conditions and principles of investment activity in Ukraine.

- The Law of Ukraine "On Foreign Economic Activity" of April 16, 1991, No. 959-XII. No. 959-XII of April 16, 1991, which defines foreign investment as a type of foreign economic activity and emphasizes the achievement of social effect through foreign investment;

- The Law of Ukraine "On the Regime of Foreign Investment" of March 19, 1996, No. 93/96-BP, which emphasizes the peculiarities of the legal regime of foreign investment in Ukraine, in particular, with regard to types of investments, forms of implementation and enterprises with foreign investment.

Despite this list of basic acts that directly cover investment policy, the national legislation of Ukraine contains many other acts that also play a prominent role in ensuring investment.

To create favorable conditions for attracting investment and creating economic development in the regions of Ukraine, the Law of Ukraine "On State Support of Investment Projects with Significant Investments in Ukraine" (No. 1116-IX of December 17, 2020) was adopted. The law provides for stimulating the attraction of investments in the national economy by strategic investors through state support for large investment projects.

Conclusions. Improvement of stable and systematized legislation in the field of investment activity is one of the factors for the successful functioning of enterprises and the development of the economy as a whole, as it allows enterprises to effectively manage their investments, reduce risks and ensure sustainable development.

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LEGAL REGULATION OF LAND USE IN THE CONDITIONS OF MARTIAL LAW

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Introduction. It is well known that land relations are land relations arising as a result of relations between our society and the environment regulated by the norms of land law. Land relations can be called a special type of relations regarding the right to land, which are regulated by land law.

The main part. On May 12, 2022, the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Peculiarities of Regulation of Land Relations under Martial Law" was adopted, and on June 9, 2022, the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Peculiarities of Regulation of Land Relations under Martial Law" came into force [1]. At the same time, it is advisable to analyze international experience in regulating land relations.

For example, foreigners cannot directly purchase land in Bulgaria. Polish law also makes it much more difficult for foreigners to acquire land. The French land management agency SAFER can compulsorily purchase any rural property larger than 2 hectares to lease it to a local farmer [2]. This practice should be adopted by Ukraine.

In Estonia, EU citizens can buy land if they have been using it for agricultural production for at least five years, and legal entities can buy land if they have been producing agricultural products and operating for at least three years. People who are not citizens of Hungary, the EU, the European Economic Area or Switzerland cannot buy land in Hungary [2]. Ukraine has similar requirements for land to be used by those who cultivate it.

It is common practice to obtain prior administrative permission to sell land or to require the land to be used for agricultural production for a certain period of time after its acquisition. It is also common to set limits on the area of land in the same hands [3].

In Ukraine, as in the EU, foreigners are not allowed to buy land. The sale of land in Croatia to foreigners (citizens of EU member states, the European Economic Community, or Switzerland) was only open until July 1, 2023 [3]. When borrowing from this experience, it should be borne in mind that Ukrainian companies may resort to circumventing such restrictions.

The sale of land in Hungary is subject to administrative authorization. The buyer is obliged to grow crops on the land that he uses in his business and to take care of the land. In addition, the buyer must promise not to use the land for any other purpose for five years [2]. At the same time, corruption risks and the time required for administrative permits should be taken into account.

Conclusions. Thus, for the duration of martial law in Ukraine, there is a ban on the free transfer of state and municipal land to private ownership, as well as a ban on obtaining permits for the development of land management documentation for the purpose of such transfer. Determination of their area, boundaries and registration in the state land cadastre are prohibited by the current legislation. However, there are exceptions, namely, when land plots are transferred to private ownership, owners of real estate located on these plots are allowed to transfer the land free of charge.

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FINANCING AND DEVELOPMENT OF THE INNOVATION CAPACITY OF MOTOR TRANSPORT ENTERPRISES IN CONFLICTS

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Introduction. Financing and development of the innovative potential of road transport enterprises during conflicts is a relevant topic in the current economic context. Conflict conditions, such as military actions, political instability, terrorist threats, and others, create difficult conditions for business, in particular for road transport enterprises. For example, under martial law, Ukrainian

road transport companies have faced numerous challenges, including increased security risks, reduced demand for services and products, changes in supply conditions, and limited financial resources. In the context of instability and uncertainty, investing in innovation is an extremely difficult task, but it is in the context of conflict that innovation is critical to the competitiveness and survival of domestic road transport companies.

The purpose of the study is to find directions for financing the innovative development of domestic road transport enterprises in the context of military aggression of the Russian Federation.

Summary of the main research material. Military actions and the threat from the Russian Federation create extremely difficult conditions for the country's economy, in particular for the road transport sector. The conditions of military aggression have led to a significant decrease in demand for transportation services and cars, restrictions on trade and exports, as well as increased costs for security and production protection. This puts road transport companies in a position to adapt quickly and find new ways of development. Innovation is a key factor in ensuring the survival and competitiveness of enterprises in the face of military aggression. New technologies aimed at reducing costs, increasing efficiency and safety of production are an integral part of the strategy in times of crisis [1]. The opinion of S. Bai and V. Eliseev is correct that "the introduction of innovations allows companies to stay afloat in difficult crisis conditions caused by martial law. Undoubtedly, companies that successfully survive this crisis will try to use the same approach for further development in the post-war period" [2, p. 18]. It should be noted that attracting funding for innovative projects is an important condition for the development of road transport enterprises in the context of military aggression. State and international support programs, grants and loans are designed to help implement innovative ideas and projects, contributing to the competitiveness and sustainability of enterprises.

The conditions of military aggression on the part of the Russian Federation have created problems with financing Ukrainian road transport enterprises, but there are some sources of financing that are key in such conditions:

1. Government programs and support. The Government of Ukraine should introduce financial support programs for road transport enterprises that have found themselves in difficult conditions of military aggression. These programs include subsidies, soft loans, grants, and other forms of support to ensure the sustainability and development of enterprises.
2. International assistance. Ukraine receives financial assistance from international partners such as the United States, the European Union, the International Monetary Fund, and others. This assistance may also be aimed at ensuring economic stability and supporting road transport enterprises in the difficult conditions of military conflict.

3. Private investment and lending. Road transport companies can turn to private investors and banks to obtain financing, including bonds, private placement of shares, loans and other financial instruments.

4. Public foundations and charitable organizations provide financial assistance to support enterprises in difficult conditions of military aggression.

Given the difficult conditions of the war, a reasonable strategy is to diversify funding sources and find new ways to obtain financial support to ensure the sustainability and development of road transport enterprises in Ukraine.

Thus, innovative development is an integral part of the strategy of road transport enterprises in the context of military aggression of the Russian Federation, ensuring their sustainability and adaptation to unfavorable conditions.

Conclusion. According to the results of the study, the conditions of the military aggression of the Russian Federation create serious challenges for the financing of Ukrainian road transport enterprises. However, there are sources of funding that can support this sector in times of crisis. Government programs, international assistance, private investment, and charitable foundations are key sources of funding to ensure the sustainability and development of road transport enterprises. Given the difficult conditions of the conflict, it is important to diversify funding sources and find new ways to obtain support to maintain the competitiveness and survival of Ukrainian road transport companies.

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**THE PROBLEM OF POPULATION MIGRATION FROM UKRAINE
IN THE CONDITIONS OF MARTIAL LAW
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Introduction. Russia's invasion of Ukraine, which began on February 24, 2022, has triggered the largest wave of forced migration in Europe since World War II. Millions of Ukrainians have been forced to seek refuge in neighboring countries and other countries in Europe and around the world, fleeing bombing, shelling, and occupation. This migration crisis has become a challenge for Ukraine and the countries that have hosted refugees, affecting the economy, education and social integration.

The bulk of them. According to the UN, from the beginning of the full-scale invasion until the end of 2022, about 7.8 million Ukrainians were forced to flee the country to escape the war [1]. Most Ukrainian refugees were accepted by neighboring countries: Poland - more than 1.5 million people, Germany - about 1 million people, the Czech Republic - almost 500 thousand people, Italy - more than 170 thousand people, Spain - about 150 thousand people, the United Kingdom - more than 150 thousand people, France, Slovakia, Romania, and Moldova - 100-120 thousand each [2].

According to the State Border Guard Service of Ukraine, as of the end of 2022, about 7.1 million citizens returned to Ukraine [3]. In 2023, the process of Ukrainians returning to their homeland continued, particularly after the de-occupation of new territories. According to UN estimates, at the end of 2023, there were still about 5.2 million Ukrainian refugees abroad [4].

In 2024, according to preliminary data from the first months, there will be a further decrease in the number of Ukrainians abroad. It is expected that another 1.5-2 million citizens may return to Ukraine during the year, especially if the active phase of hostilities ends [5]. However, a significant number of Ukrainians are likely to remain in the host countries due to the loss of housing and jobs in their homeland, war trauma, family reunification, etc. [6]. In general, in 2022-2024, Ukraine experienced an unprecedented wave of military migration, when millions of people were forced to flee the war. The vast majority of Ukrainians want to return home and rebuild the country. However, this process will take time and will depend on the security, economic and humanitarian situation in Ukraine after the war ends [7].

Conclusions. Thus, the peak of Ukrainians' departure abroad was in 2022, when about 7.8 million people left the country. However, by the end of the same year, more than 7 million citizens returned to Ukraine. In 2023, the process of returning Ukrainians continued, but at a slower pace. In 2024, the number of Ukrainians abroad is expected to further decrease. However, a significant number may remain. Massive forced migration will have long-term consequences for Ukraine, including demographic losses, problems with reconstruction and economic recovery, the need for reintegration and social adaptation of returnees, and challenges for education, health, and social security systems. Ukraine and the international community should make every effort to peace, security and normalcy in the country as soon as possible. This will allow millions of IDPs to return home and rebuild Ukraine. Solving the problems of refugees and their reintegration should become one of the key tasks of the state in the postwar period.

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THE IMPACT OF POPULATION MIGRATION FROM UKRAINE ON THE ECONOMY AND THE LABOR MARKET OF POLAND

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Introduction. The outbreak of full-scale war in Ukraine in February 2022 led to a large refugee outflow that reached more than 6 million people worldwide. Many of them fled Ukraine through the Polish border. As of October 2023, almost 1 million Ukrainian refugees were living in Poland. In the past decade, Poland had already experienced a large labor migration from Ukraine, but the current refugee influx had a different demographic structure. It mainly included working-age women (41%) and children (40%). These refugees from Ukraine did not plan to move and many of them had special needs. Despite these difficulties, refugees began to rapidly enter the Polish labor market, reaching an employment rate of 28% in May 2022 and 65% in November 2022 [8]. By July-August 2023, Ukrainian refugees were self-sufficient, with 80% of their income coming from wages.

Summary of the main text. Refugees from Ukraine who remain in Poland as employees, entrepreneurs, consumers, and taxpayers have a positive impact on the gross domestic product, which will grow in the long run. The results of the general equilibrium model show that refugees from Ukraine contributed 0.7-1.1% to Poland's gross domestic product in 2023. In the long run, this effect is projected to increase to 0.9-1.35%. It is worth noting that in this case, the long-term period is defined as the period during which the economy fully adapts to the shock of the initial refugee inflow; it does not include other aspects, such as refugee children growing up and entering the labor market.

It should be noted that the resulting GDP growth is reduced by increased competition in the labor market, which slightly increases the unemployment rate by 0.18-0.3 percentage points in 2023, which corresponds to 33-54 thousand additional unemployed. This effect also slows real wage growth by 0.65-1.15% in 2023. In practice, these negative effects are likely to be offset by positive productivity gains in the form of adaptation by local workers (through professional development [1,2]) and enterprises (through changes in technology aimed at improving skills [3,4]), as econometric studies have found only small effects on local wages, which are close to

zero [5]. The issue of refugees from Ukraine in Poland is explored in an earlier paper by Gromadzki and Lewandowski [6], who found no impact on wages, employment, or unemployment rates of locals or other immigrants, except for a virtually insignificant positive impact on the wages of local women. Moreover, the additional tax revenues outweigh the costs of refugee-related expenses. Increased wages, consumption expenditures, and capital inflows from abroad lead to higher tax revenues. Overall, the Polish government's revenues increased by 1.05-1.45% in 2023. In monetary terms, this amounts to PLN 10.1-13.7 billion in 2022 and PLN 14.7-19.9 billion in 2023 [9].

Conclusions. If Poland's expenditures on refugees from Ukraine amounted to about 15 billion zlotys in 2022 and 5 billion in 2023 [7], we can conclude that they were more than offset by additional tax revenues. In the long run, refugees should increase the Polish government's revenues by about 0.85-1.3% annually.

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CBAM AND STEEL PRODUCTION IN UKRAINE

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Introduction. Climate change in the world is undoubtedly a fundamental, existential and more urgent problem than ever. The parties to the Paris Agreement, adopted under the United Nations Framework Convention on Climate Change, set an ambitious goal to keep the global average temperature rise well below 2°C above pre-industrial levels and to make efforts to limit the temperature rise to 1.5°C above pre-industrial levels. One of the tools to achieve this goal is the introduction of the European Union's "carbon border adjustment mechanism" or CBAM (carbon border adjustment mechanism). While this mechanism is considered by European institutions to be conducive to decarbonization in third countries, the impact on Ukraine's economy could be quite negative.

The main part. The CBAM was introduced by Regulation (EU) No. 2023/956 of the European Parliament and of the Council of May 10, 2023. The main purpose of this mechanism is to oblige importers of carbon-containing products (at the first stage - ferrous metals, aluminum, cement, organic chemicals, fertilizers, electricity and hydrogen) to obtain or purchase the required number of permits for each ton of emissions, as well as to submit the relevant reports. Currently, the CBAM is implemented in the form of reporting without charging a fee, but in 2026, the CBAM will become fully operational.

The aggression of the Russian Federation has caused significant damage to Ukraine's steel industry. Steel production in Ukraine fell by 81% from 32.7 million tons of crude steel in 2013 to 6.2 million tons in 2022. Control over some assets has been lost (Yenakiiyeve Steel, Alchevsk Iron and Steel Works, Donetsk Iron and Steel Works, etc.), while others (Ilyich Iron and Steel Works, Azovstal) have been completely destroyed. Logistical constraints, electricity restrictions, staff shortages, and supply chain disruptions also caused significant losses. A number of decisions by the governments of the UK, Canada, the US, and the EU to facilitate access to their markets for domestic products helped the Ukrainian steel industry to survive. At the same time, they did not lead to a significant increase in exports due to both logistical and production constraints. As of 2023, the EU accounted for 80% of Ukraine's steel products.

The European Business Association estimates that the additional fiscal burden on Ukrainian exporters after the introduction of CBAM could be more than a billion euros a year. According to research by the Kyiv School of Economics, Ukrainian producers may lose up to €396 million annually due to the CBAM, while GMK Center estimates that metallurgical companies may lose €155-200 million a year. In any case, such costs would be unaffordable for a country at war.

Conclusions. It is still possible to influence the situation. First, it is necessary to intensify negotiations on the use of Article 30(7) of the CBAM Regulation. This will allow for the establishment of the necessary interim measures if an unforeseen, exceptional and unprovoked event occurs that is beyond the control of the country covered by the CBAM and this event has devastating consequences for the economic and industrial infrastructure of that country. Such temporary measures may be subject to reporting under the CBAM, however, on a declaratory basis without charge.

Secondly, to start actively developing its own national system similar to CBAM, as in the foreseeable future it will be necessary to synchronize EU and Ukrainian legislation for economic and political integration.

The third important aspect is to secure financing for decarbonization in Ukraine. It is necessary to create mechanisms that would give Ukrainian companies access to financing, grants and loans from European funds that already support decarbonization programs in the EU.

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CURRENCY SECURITY OF UKRAINE IN TIMES OF WAR

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Abstract. Since the beginning of the twentieth century, the currency security of national economies around the world has been systematically affected by risk factors that have become real challenges to the security environment. First of all, we are talking about the global economic crisis of 2008-2009 and the COVID-19 pandemic. A full-scale war has become a new challenge for Ukraine's currency system, making it necessary to conduct research to assess its impact on the country's currency security.

The main part. According to the Methodological Recommendations for Calculating the Level of Economic Security of Ukraine, currency security is a component of the financial security of the state [1]. The main indicators used to assess the level of currency security are the dynamics of the exchange rate, official reserves, and the level of credit and deposit dollarization of the economy [2, 4].

The most informative indicator of currency security is the change in the official exchange rate of the national currency against the US dollar. Over the two years of the war, the average official hryvnia exchange rate against the dollar decreased by 34% - from UAH 27.29/USD in 2021 to UAH 36.57/USD in 2023 [5]. At the same time, the rate of hryvnia devaluation slowed somewhat: in 2022, it amounted to 18%, in 2023 - 13%, and in the first quarter of 2024, the hryvnia depreciated by 4%.

The change in official reserves as an indicator of currency security is characterized by ambiguous dynamics. While in the first year of the full-scale war, international reserves decreased by 8% - from \$30940.95 million in 2021 to \$28494.46 million in 2022 - in 2023 they increased by 42%, reaching \$40514.43 million at the end of the year. This amount of international reserves covers 5.4 months of imports (for comparison, in 2022, this figure was 3.9 months of imports). The increase in official reserves was made possible by the fact that foreign currency inflows in the form of aid from international partners exceeded the NBU's interventions to sell foreign currency, as well as payments to repay foreign debt.

The war caused a slow, steady decline in the level of credit dollarization of the economy: the share of foreign currency loans in total loans disbursed in 2021, 2022, and 2023 was 28.9%,

27.7%, and 26.6%, respectively. This was due to the fact that the rate of decline in foreign currency loans (11.9% in 2023 compared to 2021) exceeded the rate of decline in total loans disbursed (4.4%). At the same time, the dollarization indicator calculated according to the IMF methodology (as the ratio of foreign currency deposits to money supply M3) has no stable dynamics [3, 5]. Having increased from 24% to 27% in 2022 compared to 2021, dollarization in 2023 returned to the level of 24.7%. Although foreign currency deposits continued to grow (by 11% in 2023 compared to 2022), the money supply grew at a faster pace (by 23%). In general, over the two years of full-scale war, the dollarization of the economy was within a safe range (dollarization exceeding 30% is considered excessive).

Conclusions. Thus, the components of the national currency system that reflect the state of currency security have adapted relatively quickly to the changes in the security environment caused by the full-scale invasion. The relative improvement in the main indicators characterizing the state of currency security was facilitated, first of all, by the receipt of foreign currency funds from Ukraine's international partners, including for the military needs of the state.

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MANAGEMENT OF THE FORMATION OF THE SOURCES OF FINANCING OF ENTERPRISES

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Abstract. Challenges and requirements of doing business under martial law determine the priority of financial management tasks of business entities and adaptive approaches to determining the possibilities of financing the required amount of expenses and ensuring the required level of income.

The main part. The need to address the issues of providing financial resources to business entities creates challenges to their resilience - the ability to recover, overcome crisis phenomena and implement innovative mechanisms of financial support. Depending on their regional location, business entities are exposed to different impacts of hostilities on a daily basis and, accordingly, bear different functional burdens (Figure 1).

<p>“partially occupied regions” (combat zone) - Donetsk, Luhansk, Kharkiv, Zaporizhzhia, Kherson regions and the Autonomous Republic of Crimea;</p>	<p>“frontline regions” (under the threat of invasion) - Mykolaiv, Odesa, Sumy, Chernihiv, and Kyiv regions;</p>
<p>“supporting regions” (play a crucial role in the logistics of defense and humanitarian supplies) - Dnipropetrovsk, Kirovohrad, Poltava, Cherkasy, Vinnytsia, Zhytomyr regions;</p>	<p>“safe regions” - Volyn, Lviv, Rivne, Khmelnytsky, Ternopil, Ivano-Frankivsk, Zakarpattia, and Chernivtsi regions.</p>

Fig. 1 Characteristics of the regions where domestic enterprises are located

In the frontline and partially occupied territories, about 50% of enterprises are at risk of destruction. The biggest obstacle to doing business in the current environment is the lack of financial resources in the country.

According to the official data of the State Statistics Service of Ukraine, the structure of assets and liabilities of the balance sheets of Ukrainian enterprises in 2022 and 2023 was studied (Table 1). The results of the structuring of the financial resources of Ukrainian enterprises,

including industrial ones, suggest a chronic shortage of their own sources of financing, as evidenced by the level of their financial independence from external sources of financing. Its value for enterprises ranges from 27.9% to 31.2%, including industrial enterprises - from 22.7% to 27.8%.

Table 1 - Structure of assets and sources of financial resources of Ukrainian enterprises (UAH million)

Indicators.	30.03. 2022p	%	30.06. 2022p	%	30.09. 2022p	%	30.03. 2023p	%	30.06. 2023p	%	30.09. 2023p	%
Balance sheets of enterprises												
Assets	77673	1	76698	1	79888	1	89766	1	85800	1	87917	1
	07,2	0	76,4	0	83,3	0	17,8	0	99,5	0	10,7	0
Non-current assets	35179	4	34184	4	34260	4	36738	4	35924	4	36300	4
	75,9	5,3	43,9	4,6	97,4	2,9	68,2	0,9	42,0	1,9	54,9	1,3
Current assets	42465	5	42485	5	45593	5	53000	5	49861	5	51591	5
	42,6	4,7	29,5	5,4	22,8	7,1	55,9	9,1	23,3	8,1	97,9	8,7
*NON-CURRENT ASSETS	2788,7	0	2903,0	0	3463,1	0	2693,7	0	1534,2	0	2457,9	0
Sources of financial resources	77673	1	76698	1	79888	1	89766	1	85800	1	87917	1
	07,2	0	76,4	0	83,3	0	17,8	0	99,5	0	10,7	0
Equity capital	24066	3	23613	3	22268	2	26803	2	26418	3	27393	3
	35,7	1,0	70,2	0,8	27,6	7,9	91,1	9,9	99,8	0,8	20,0	1,2
Long-term liabilities and collateral	11683	1	11315	1	12606	1	12294	1	12109	1	12561	1
	86,8	5,0	32,7	4,8	18,6	5,8	56,5	3,7	96,1	4,1	89,5	4,3
Current liabilities and provisions	41921	5	41768	5	45013	5	50666	5	47271	5	47960	5
	43,9	4,0	69,5	4,4	34,7	6,3	71,1	6,4	03,1	5,1	67,6	4,5

**CURRENT LIABILITIES AND PROVISIONS	140,8	0	104,0	0	102,4	0	99,1	0	100,5	0	133,6	0
Working capital	-	-	-	-	-	-	-	-	-	-	-	-
	11113	2	10570	2	11992	2	99347	1	95054	1	89073	1
	40,2	6	73,7	5	69,8	6	7,1	9	2,2	9	4,9	7
Balance sheet of industrial enterprises												
Assets	36581	1	37213	1	38245	1	41070	1	40598	1	41466	1
	46,3	0	33,4	0	26,6	0	43,9	0	87,7	0	99,6	0
		0		0		0		0		0		0
Non-current assets	16259	4	15988	4	16210	4	17036	4	16708	4	17054	4
	72,4	4,	12,8	3,	46,3	2,	52,1	1,	72,2	1,	97,8	1,
		5		0		4		5		2		1
Current assets	20309	5	21212	5	22021	5	24018	5	23885	5	24398	5
	34,3	5,	77,6	7,	00,5	7,	65,0	8,	47,4	8,	30,8	8,
		5		0		6		5		8		9
*NON-CURRENT ASSETS	1239,6	0	1243,0	0	1379,8	0	1526,8	0	468,1	0	1371,0	0
Sources of financial resources	36581	1	37213	1	38245	1	41070	1	40598	1	41466	1
	46,3	0	33,4	0	26,6	0	43,9	0	87,7	0	99,6	0
		0		0		0		0		0		0
equity capital	10163	2	98157	2	86877	2	10651	2	10414	2	10903	2
	04,4	7,	0,1	6,	2,6	2,	75,3	5,	49,2	5,	00,9	6,
		8		4		7		9		7		3
Long-term liabilities and collateral	56693	1	57797	1	66319	1	64306	1	62733	1	64005	1
	9,0	5,	2,5	5,	2,2	7,	7,1	5,	8,8	5,	6,1	5,
		5		5		3		7		5		5
Current liabilities and provisions	20748	5	21617	5	22925	6	23987	5	23910	5	24163	5
	95,1	6,	82,7	8,	53,4	0,	94,3	8,	92,9	8,	40,6	8,
		7		1		0		4		8		3
**CURRENT LIABILITIES AND PROVISIONS	7,8	0	8,1	0	8,4	0	7,2	0	6,8	0	2,0	0

Working capital	-	-	-	-	-	-	-	-	-	-	-	-
	60966	3	61724	2	75227	3	63847	2	62942	2	61519	2
	8	0	2,7	9	3,7	4	6,8	7	3,0	6	6,9	5

Calculated according to the State Statistics Service of Ukraine (<http://www.ukrstat.gov.ua>) [1].

The share of current liabilities and collateral of enterprises is significant, ranging from 54.0 to 56.4%. In addition, companies are experiencing a shortage of their own working capital. It is also worth noting that the ratio of current assets to current liabilities does not meet the regulatory formalized requirements for the current solvency ratio. In 2022, enterprises incurred losses in the amount of UAH 276277.7 million, including the lion's share of this amount - UAH 246696.7 million - from industrial enterprises.

Conclusions. In today's extremely difficult conditions, addressing the issues of achieving their sustainability and competitiveness determines the state of protection of national interests [2], which determines resilience - the ability to "take a hit", self-reproduction, and the formation of a stress-resistant strategy.

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**INNOVATIVE DEVELOPMENT OF AQUACULTURE:
REDUCING THE NEGATIVE IMPACT OF THE CONSEQUENCES OF HOSTILITIES
IN UKRAINE AND EXPANDING MARKET OPPORTUNITIES**

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Abstract. Innovations in aquaculture can be effective strategies to reduce the impact of hostilities and ensure sustainable development of the industry, while increasing the productivity of the aquaculture sector.

Increasing productivity. First, innovations in aquaculture can help increase productivity. New feeding methods, water management systems, and quality control technologies can improve the conditions of aquatic organisms and increase their growth rate. For example, the introduction of automated systems for monitoring water parameters can help prevent diseases and maintain optimal conditions for the development of fish and other marine industrial species.

Increasing environmental sustainability. Second, innovation can contribute to increasing the environmental sustainability of aquaculture systems. The development of environmentally friendly cultivation methods, such as recirculation systems or the use of algae for water purification, can reduce negative environmental impacts by preserving biodiversity and ensuring the stability of ecosystems in aquaculture areas.

Expanding market opportunities. Third, innovations in product cultivation and processing can expand the market opportunities for aquaculture. Developing new products based on aquatic organisms or improving preservation methods can help expand the range of products and attract new consumers.

The goal of enhancing innovation capacity in the aquaculture sector is to catalyze a paradigm shift in favor of sustainable practices, technological advances and interdisciplinary collaborations. This initiative aims to strengthen the sector's resilience to environmental challenges, optimize resource use and increase production efficiency, while reducing negative impacts on ecosystems.

To increase the innovation potential in the aquaculture sector, several important criteria need to be taken into account:

1. Technological progress: The introduction of advanced technologies, such as automation, artificial intelligence and biotechnology, allows to optimize production processes and minimize environmental impact.
2. Research, education and capacity building: Allocating resources to research and education programs promotes the development of new techniques and practices, and helps professionals gain the necessary knowledge and expertise to meet the needs of aquaculture.
3. Cooperation and knowledge sharing: Collaboration between industry and academia facilitates the exchange of expertise and accelerates innovation.
4. Adaptation of the regulatory framework: Establishing an adaptive regulatory framework that takes into account innovative approaches is important for creating an enabling environment for innovation.
5. Matching market demand: Focusing innovation on meeting market demand ensures market competitiveness.
6. Integrating sustainability: Supporting sustainable practices contributes to the long-term viability of aquaculture operations.
7. Infrastructure development: Infrastructure development increases the scalability of innovative solutions.
8. Risk management and sustainability: Implementation of risk management strategies ensures the sustainability of operations.
9. Stakeholder engagement and support: Involving different stakeholders promotes inclusion in decision-making processes and increases efficiency.

To achieve this goal, a number of tasks need to be accomplished, including:

- creating favorable conditions for the development of aquaculture business and involving stakeholders in this process through smart planning;
- raising awareness of the importance of aquaculture innovations and their impact on the circular economy, in particular through an information strategy;
- providing a scientific and educational base for environmentally sound development of the aquaculture sector through the creation and development of training programs and staff development;
- creation of favorable financial conditions for the development of the aquaculture sector through the state strategy and expansion of financial opportunities; stimulating the investment and utilization of aquaculture innovations through product standardization, marketing planning and the development of strategic alliances.

The results of enhanced innovation capacity in the aquaculture sector are multifaceted, contributing to progress in sustainability, efficiency and productivity. Increasing the innovation capacity of the aquaculture sector is transformative, contributing to a more sustainable and efficient industry that meets the needs of both present and future generations.

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INVESTMENTS IN DIGITALIZATION OF BUSINESS PROCESSES AS A GUARANTEE OF FINANCIAL STABILITY IN MODERN TIMES

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Introduction. Investments in the digitalization of business processes are currently a global trend and play a major role in ensuring the financial stability of enterprises around the world.

They are critically needed now in times of war, where digital transformation processes are of particular importance, as they are not only methods of maintaining economic and financial stability, but also a way to quickly adapt to a constantly changing environment with few derivative data for economic forecasts and strategic planning.

The main part. The Ministry of Digital Transformation of Ukraine has signed a memorandum with the European trade association DIGITALEUROPE on attracting European Union (EU) investments to build Ukraine's digital infrastructure, develop small and medium-sized businesses, particularly in the field of artificial intelligence (AI), where various analytical systems such as Government BI (GBI) will be tested, which should ensure the development of Big Data institutions in the national system of electronic interaction between state resources, various electronic registers and the Trembita information system.

As for the business itself, investments in the digital transformation of production processes require clear strategic planning, staff development, adaptation of existing business processes, and selection of relevant digital technologies for certain specific tasks required by production.

Let's look at the areas in which investments should be made in the first place in the current environment:

1) Cloud technologies - martial law is characterized by unpredictable and extremely difficult business conditions, so the decision to transfer all production processes to the cloud will allow you to save critical enterprise data and access it from anywhere in the world.

2) Cybersecurity - according to the latest analytical data, Ukraine is currently ranked first in the world in terms of the number of cyberattacks on the public sector and critical enterprises of the country. Implementation of modern data protection solutions (cyberattack warning systems; encryption; multi-level authentication and cloud backup) will avoid the loss of critical data and prevent the production process from stopping.

3) Automation – the introduction of automated systems (digitalization of logistics operations; accounting; inventory management; decision-making systems) will significantly reduce dependence on the human factor and increase the efficiency of the company's operations.

4) Machine learning – investments in this technology will make it possible to quickly process and analyze large amounts of data from all parts of the enterprise's production, conducting continuous analysis of BigData, algorithms can learn on their own and become smarter, which will allow to recognize problems at the production stage at an early stage, perform automatic quality control, check the output product for compliance with standards, optimize and minimize the use of enterprise resources.

5) Digital marketing – it is predicted that in the next 5 years, 74% of marketers will use artificial intelligence (AI) and its tools in their work, the main task of which will be to automatically generate and distribute content on the company's products, automate customer service, study and analyze customer behavior and save time in performing routine tasks equivalent to more than a month a year.

Conclusions. Investing in digitalization, especially in times of war, significantly contributes to the economic stability of business, helps maintain security, uninterrupted operational work of the enterprise, provides a strategic advantage and strengthens the resilience of infrastructure.

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DEVELOPMENT OF BUSINESS ENTITIES IN THE CONDITIONS OF OF MARTIAL LAW IN UKRAINE

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Abstract. The structure of operating large, medium and small businesses in Ukraine has remained unchanged over the past 15 years. In 2022, the share of large business enterprises amounted to 0.03% of the total number of enterprises, medium-sized businesses - 0.91% and small businesses - 99.06% [1]. In 2022, 25 thousand new enterprises were registered and 17 thousand enterprises were liquidated in Ukraine. Thus, even during the war in Ukraine, the number of enterprises increased. At the end of 2023, more than 2 million individual entrepreneurs (IEs) worked in Ukraine, which indicates significant business activity of the Ukrainian population, even in times of war. During the period of active hostilities in Ukraine, many companies suffered destruction and significant material losses. According to preliminary estimates, the total loss of small and medium-sized businesses in Ukraine is estimated at USD 85 billion, and the amount of losses is growing [2]. Small and medium-sized businesses face many problems in their operations that arose or worsened during the war in Ukraine. One of the most difficult problems of modern business in Ukraine is the problem of physical destruction or complete destruction of fixed assets. Those companies located close to the front line had the opportunity to relocate their businesses to safer regions of the country with the help of the government. More than 500 companies took advantage of the relocation program, 300 of which resumed operations in new regions. The period of blackouts that occurred in many regions of Ukraine in the winter of 2022 forced businesses to look for additional power sources and create autonomous power supply systems. The lack of electricity has become a significant challenge for both the population of Ukraine and businesses. Industrial enterprises switched to alternative power sources during blackouts, to generators, solar panels, and postponed work shifts until the power supply was restored. Such significant challenges for enterprises certainly required them to incur financial costs. At the beginning of the war, limited sources of funding significantly impaired the work of small and medium-sized businesses. SMEs had to develop new forms of additional financing, such as crowdfunding and international grants. During the difficult period of the war, assistance from foreign partners and international organizations was a significant support for Ukrainian

business. The Ukrainian government has also done its part to help businesses. This includes amendments to legislation, such as the abolition of penalties and fines for the unified social tax (UST) during the period of martial law, a moratorium on inspections at the beginning of the war, expanding the flexibility of the tax system for small businesses, and exempting them from the obligation to fiscalize non-settlement transactions. These government decisions allowed entrepreneurs to keep their businesses and keep their employees on the payroll, which was a very important socially responsible decision during the war. One of the most popular government programs in 2022 is the government's eRobota program, which provides non-refundable grants for business development subject to the creation of a certain number of jobs. Government measures and the efforts of Ukrainian entrepreneurs to preserve and develop small and medium-sized businesses are the first steps toward the recovery of Ukraine's national economy.

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