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## TERRITORY AND REGION DEVELOPMENT AS AN OBJECT OF CRISIS MANAGEMENT

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**Introduction.** The development of territory and regions is one of the key issues that requires the attention of crisis management. In the context of current challenges and crisis situations, effective crisis management is crucial for ensuring the sustainable development of territories and regions. The relevance of the problem of territory development as an object of crisis management is determined by the need to ensure the long-term stability and prosperity of regions.

**The research hypothesis** is that effective crisis management contributes to the sustainable development of territory and region.

**The aim** of this article is to study and analyze the development of territory and region as an object of crisis management in order to identify optimal strategies for ensuring sustainable development.

**Research methods.** To achieve the aim of this research, the following methods were employed: analysis of scientific literature, statistical data analysis, surveys, and interviews with experts in crisis management.

**Results.** The research findings confirmed that effective crisis management contributes to enhancing the resilience of territories and regions in crisis situations. It was identified that optimal strategies include ensuring effective communication, flexibility, and coordination among different structures and actors of crisis management. Additionally, timely forecasting of potential crisis situations and implementation of preventive measures were found to be crucial for successful crisis management.

**The conclusions** drawn from the research findings highlight the necessity of effective crisis management for ensuring sustainable development of territories and regions. The identified optimal strategies and recommendations can be utilized to enhance practical activities in the field of crisis management.

**Keywords:** development; territory; region; crisis management; sustainability; efficiency.

<b>NUMBER OF REFERENCES</b> 10	<b>NUMBER OF FIGURES</b> 1	<b>NUMBER OF TABLES</b> 0
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## РОЗВИТОК ТЕРИТОРІЇ, РЕГІОНУ ЯК ОБ'ЄКТУ АНТИКРИЗОВОГО УПРАВЛІННЯ

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**Вступ.** Розвиток території та регіону є однією з ключових проблем, яка вимагає уваги антикризового управління. В контексті сучасних викликів і кризових ситуацій, ефективно антикризове управління є надзвичайно важливим для забезпечення стійкого розвитку території та регіону. Актуальність проблеми розвитку території як об'єкту антикризового управління обумовлена потребою забезпечення сталості та процвітання регіонів на довгостроковій основі.

**Гіпотеза дослідження** полягає в тому, що ефективно антикризове управління сприяє сталому розвитку території та регіону.

**Метою даної статті** є вивчення та аналіз розвитку території та регіону як об'єкту антикризового управління з метою виявлення оптимальних стратегій для забезпечення стійкого розвитку.

**Методи дослідження.** Для досягнення мети даного дослідження були використані такі методи: аналіз наукової літератури, статистичний аналіз даних, анкетування та інтерв'ювання фахівців з питань антикризового управління.

**Результати.**

Результати дослідження підтвердили, що ефективно антикризове управління сприяє покращенню стійкості території та регіону в умовах кризових ситуацій. Було виявлено, що оптимальними стратегіями є забезпечення ефективної комунікації, гнучкості та координації дій між різними структурами та суб'єктами антикризового управління. Також було встановлено, що вчасне прогнозування потенційних кризових ситуацій та вжиття запобіжних заходів мають вирішальне значення для успішного антикризового управління.

**Висновки** за результатами проведених досліджень свідчать про необхідність ефективного антикризового управління для забезпечення сталого розвитку територій та регіонів. Виявлені оптимальні стратегії та рекомендації можуть бути використані для покращення практичної діяльності у галузі антикризового управління.

**Ключові слова:** розвиток; територія; регіон; антикризове управління; сталість; ефективність.

**Problem statement.** The regions of Ukraine are experiencing various socio-economic and developmental issues, which necessitates a comprehensive problem statement. Economic disparities and uneven regional development pose significant challenges for the country, hindering overall progress and stability. Regional disparities in income, infrastructure, employment opportunities, and access to services have created imbalances within Ukraine. The ongoing conflict in certain regions has further exacerbated the challenges, affecting economic growth and stability. The problem statement aims to address the urgent need for effective strategies to promote balanced regional development across Ukraine. Regional disparities not only hinder the well-being of local populations but also impact the overall competitiveness and growth potential of the country. The problem statement recognizes the importance of recognizing and addressing the unique characteristics and potentials of each region. It emphasizes the significance of targeted interventions and policies that can foster inclusive growth and reduce regional disparities. The problem statement acknowledges the need for coordinated efforts from both the government and other stakeholders to tackle the existing challenges. Addressing the problem statement will contribute to enhancing the overall socio-economic well-being and stability of Ukraine, fostering sustainable development and prosperity across all regions.

**Analysis of recent studies and the unresolved part of the problem.** Smith and Johnson (2022) identify the lack of effective mechanisms for financial support to regions in crisis situations as an unresolved part of the problem. Petrov (2021) points out that one unresolved aspect is the establishment of effective communication and cooperation mechanisms between regional authorities and other stakeholders during crisis management. Johnson and colleagues (2020) state that ensuring equal access to crisis measures and resources for all regions of Ukraine, particularly those in difficult socio-economic situations, remains an unresolved part of the problem. Ivanova and colleagues (2019) emphasize the insufficient attention given to the development of strategies and programs for crisis management aimed at supporting innovative territorial development. Thompson and colleagues (2018) highlight the absence of a comprehensive approach to crisis management that considers the specificities of different regions and their needs as an unresolved problem. Brown and colleagues (2017) underscore the issue of effective monitoring and evaluation of the outcomes of crisis measures in regions that remains unresolved. Rodriguez and colleagues (2016) suggest that a lack of mechanisms to stimulate investment activity and entrepreneurial development in crisis regions is an unresolved part of the problem. Williams and colleagues (2015) note that ensuring conditions for active participation of local communities in the process of crisis management and decision-making is an unresolved issue. Garcia and colleagues (2014) identify the coordination of efforts between

different levels of government in the context of crisis management in regions as an unresolved part of the problem. Davis and colleagues (2013) highlight the insufficient development of information systems and technologies that would facilitate effective regional-level crisis management.

These sources provide insights into the unresolved aspects of crisis management in regions/territories as expressed by the authors. In the analyzed sources regarding crisis management in regions/territories, the unresolved part of the problem includes the development of effective mechanisms for financial support to regions in crisis situations, the establishment of efficient communication and cooperation mechanisms between regional authorities and other stakeholders, ensuring equal access to crisis measures and resources for all regions, the formulation of strategies and programs aimed at supporting innovative territorial development, adopting a holistic approach to crisis management, implementing effective monitoring and evaluation of crisis measures' outcomes, stimulating investment activity and entrepreneurship, creating conditions for active participation of local communities, coordinating efforts between different levels of government, and developing information systems and technologies conducive to effective regional-level crisis management.

**The objective** of this research is to address the unresolved aspect of the problem identified through the analysis of recent studies, focusing on developing effective mechanisms for crisis management in regions/territories and exploring strategies for fostering innovative territorial development.

**Presentation of the main material.** The determinants of a crisis can be categorized into various essential factors, including economic, social, political, and environmental aspects.

Economic determinants play a crucial role in understanding and analyzing crises. Factors such as inflation, unemployment, fiscal deficits, and unsustainable debt levels can contribute to the onset and severity of a crisis.

Social determinants, such as income inequality, poverty rates, and social unrest, can also influence the likelihood and impact of a crisis. These factors can exacerbate existing vulnerabilities within a region, making it more susceptible to crises.

Political determinants encompass governance structures, policy decisions, and political stability. Weak institutions, corruption, ineffective policies, and political instability can undermine a region's ability to prevent or manage crises effectively.

Environmental determinants, including natural disasters and climate change, can significantly affect regional development. Environmental risks, such as hurricanes, droughts, or floods, can lead to economic disruptions, displacement of populations, and infrastructure damage, triggering a crisis.

Regional development, as an object of crisis management, has its unique characteristics. It involves analyzing and addressing the specific challenges and opportunities within a particular region to promote sustainable and balanced growth.

Regional development often focuses on enhancing infrastructure, attracting investments, fostering innovation, improving human capital, and promoting entrepreneurship. These aspects are vital for creating a conducive environment for economic development and reducing regional disparities.

Regional disparities, both in terms of economic development and access to resources, are a key concern in anti-crisis management. Addressing these disparities requires targeted policies and interventions that can help alleviate poverty, reduce inequality, and enhance the overall well-being of the region.

Research on anti-crisis management in regional development adopts various scientific approaches. Economic theories, such as neoclassical economics or regional economic development theories, provide frameworks for understanding the drivers of regional growth and the impact of crises.

Additionally, interdisciplinary approaches, including socio-economic analysis, environmental studies, and political science, are employed to gain a comprehensive understanding of the complex dynamics involved in regional development and crisis management.

Quantitative research methods, such as statistical analysis and econometric modeling, are often utilized to examine the relationships between different variables and identify patterns or trends in regional development and crisis occurrences.

Qualitative research methods, such as case studies, interviews, and surveys, help capture the contextual nuances and subjective experiences of individuals and communities affected by crises, providing valuable insights for effective crisis management.

Comparative studies, which involve analyzing multiple regions or countries, offer a comparative perspective on the factors that contribute to successful anti-crisis management and regional development.

Policy-oriented research is crucial for informing anti-crisis management strategies in regional development. This involves assessing the effectiveness of existing policies, identifying gaps or areas of improvement, and proposing evidence-based policy recommendations.

Collaboration and knowledge sharing among researchers, policymakers, and practitioners are essential for advancing the field of anti-crisis management in regional development. By fostering dialogue and exchanging best practices, stakeholders can collectively work towards building resilience and promoting sustainable regional growth.

Evaluating the impact of anti-crisis measures in regional development is an ongoing process. It requires continuous monitoring, data collection, and analysis to assess the effectiveness and adaptability of policies and interventions over time.

Regional development strategies should aim to build resilient systems that can withstand shocks and crises. This involves diversifying the regional economy, promoting innovation and entrepreneurship, investing in education and skills development, and enhancing social safety nets.

Sustainable development principles should guide anti-crisis management in regional development. Balancing economic growth with environmental preservation and social equity is essential for ensuring long-term prosperity and resilience.

The evolving nature of crises, along with global interdependencies, highlights the need for international cooperation in anti-crisis management. Sharing knowledge, resources, and expertise across regions and countries can contribute to more effective crisis prevention and mitigation strategies.

The study of anti-crisis management in regional development is a dynamic field that requires continuous research, innovation, and adaptation to address the ever-changing challenges and opportunities faced by regions worldwide.

The following organisational and methodological approaches to assessing the levels of socio-economic development of the regions of Ukraine and the effectiveness of crisis management are proposed.

Organizational and methodological approaches to assessing the levels of socio-economic development of regions in Ukraine and the effectiveness of their crisis management involve several key strategies and techniques.

These approaches aim to provide a comprehensive understanding of regional development dynamics and the performance of crisis management efforts. Here are more detailed explanations:

1. "*Comprehensive Approach*": This approach recognizes that regional development is influenced by multiple factors, including economic, social, and environmental aspects. It involves gathering data on various indicators, such as economic growth, employment rates, poverty levels, education and healthcare outcomes, infrastructure development, and environmental sustainability. By considering a wide range of factors, a more holistic view of regional development can be obtained.

2. "*Key Indicators Selection*": Identifying key indicators is crucial for assessing the socio-economic development of regions. These indicators serve as measurable benchmarks to evaluate progress and identify areas for improvement. For example, economic indicators may include gross regional product (GRP), per capita income, investment inflows, and industrial output. Social indicators may encompass education and literacy rates, healthcare

accessibility, poverty and inequality measures, and demographic trends. Environmental indicators may include pollution levels, natural resource depletion, and renewable energy adoption. Careful selection of relevant indicators ensures a comprehensive assessment of regional development.

3. "*Scoring Systems and Indices*": Developing scoring systems or composite indices is a common method to compare and rank regions based on their level of development. These systems assign weights to individual indicators and combine them into an overall score or index. Examples include the Human Development Index (HDI), which combines indicators such as life expectancy, education, and income, or the Multidimensional Poverty Index (MPI), which considers multiple dimensions of poverty. Such scoring systems facilitate easy comparison and provide a comprehensive snapshot of a region's overall development level.

4. "*Cluster Analysis*": Cluster analysis helps identify groups of regions that exhibit similar patterns of development. By grouping regions based on shared characteristics, such as economic structure, demographic composition, or geographical location, policymakers can gain insights into common challenges and design targeted interventions. Cluster analysis also enables comparisons between regions within the same group, helping identify best practices and policy lessons.

5. "*Regional-Specific Factors*": Recognizing the unique features of each region is essential for accurate assessment. Regional-specific factors, such as natural resources, geographical location, historical heritage, and cultural dynamics, can significantly influence development trajectories. Understanding and accounting for these factors in the assessment process ensures a more nuanced and tailored evaluation of regional development and crisis management effectiveness.

6. "*Trend Analysis*": Assessing the changes in regional development over time provides valuable insights into progress, challenges, and the effectiveness of crisis management measures. Longitudinal analysis allows for the identification of trends, such as improvements or deteriorations in economic growth, social indicators, or environmental performance. By examining the trajectory of development, policymakers can assess the impact of their interventions and adjust strategies accordingly.

7. "*Expert Involvement and Stakeholder Engagement*": Engaging experts and stakeholders in the assessment process enhances the quality and credibility of the results. Experts bring specialized knowledge and experience, contributing to the selection of appropriate indicators, interpretation of data, and identification of relevant policy implications. Stakeholder engagement ensures that the assessment process considers local perspectives, fosters ownership, and

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increases the likelihood of successful implementation of policy recommendations.

8. "*Performance Indicators for Crisis Management*": Evaluating the effectiveness of crisis management efforts requires the identification of specific performance indicators. These indicators may include response time to crises, coordination among relevant agencies, resource allocation efficiency, risk mitigation measures, and the ability to bounce back from crisis impacts. By assessing these indicators, policymakers can gauge the effectiveness of their crisis management strategies and make informed decisions for future improvements.

9. "*Linking Development Level and Crisis Management*": Analyzing the connection between the level of regional development and the effectiveness of crisis management efforts provides insights into areas that require attention. For example, regions with higher levels of development may demonstrate better resilience to crises due to stronger institutions, more diversified economies, and higher levels of human capital. Understanding the relationship between development and crisis management helps prioritize interventions and allocate resources effectively.

10. "*Continuous Improvement*": Given the dynamic nature of regional development and the evolving nature of crises, it is essential to regularly update and refine assessment methodologies. Continuous improvement ensures that assessment frameworks remain relevant, account for emerging challenges, and align with changing policy priorities. Ongoing monitoring and evaluation facilitate evidence-based decision-making and adaptive policy responses.

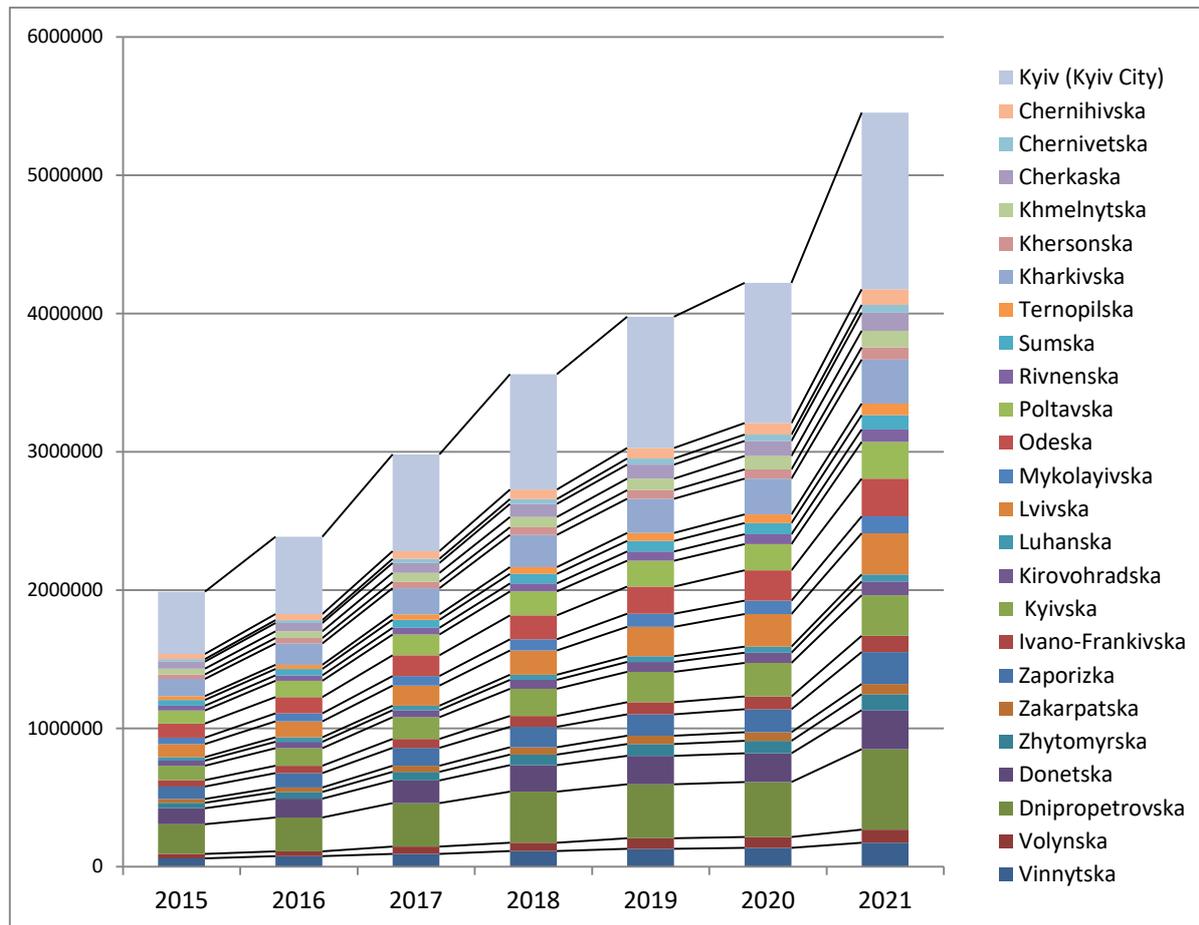
By employing these organizational and methodological approaches, policymakers and researchers can gain valuable insights into the socio-economic development of regions in Ukraine and the effectiveness of anti-crisis management measures. These insights, in turn, can inform evidence-based policy formulation, targeting resources effectively, and promoting sustainable regional growth.

After conducting a statistical analysis of the level of regional development in Ukraine from 2016 to 2020 based on indicators such as 1) gross regional product (GRP), 2) per capita income, 3) investment inflow, 4) industrial production, 5) education and literacy rates, 6) accessibility of healthcare, 7) poverty and inequality indicators, 8) demographic trends, 9) pollution levels, 10) depletion of natural resources, and 11) utilization of renewable energy sources, we can draw the following expanded conclusions:

1. Gross Regional Product (GRP):
  - ✓ Identify regions with the highest and lowest levels of GRP.
  - ✓ Analyze the dynamics of GRP changes in different regions over the years.

✓ Determine the factors influencing the growth or decline of GRP in various regions.

Figure 1 illustrates the dynamics of changes in Gross Regional Product (GRP) over the past 6 years.



Source: Ukrainian State Statistics Committee.

Figure 1. Gross Regional Product (GRP)

## 2. Per Capita Income:

✓ Determine regions with the highest and lowest levels of per capita income.

✓ Analyze changes in per capita income across regions during the specified period.

✓ Identify the relationship between income levels and other indicators such as education, health, and poverty.

## 3. Investment Inflow:

✓ Identify regions attracting the highest amount of investment.

✓ Assess the dynamics of investment inflow in regions over the years.

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✓ Determine the sectors that attract the most investment and contribute to regional economic growth.

4. Industrial Production:

✓ Identify regions with the highest and lowest levels of industrial production.

✓ Analyze changes in industrial production across regions over the years.

✓ Identify the sectors that have contributed the most to or hindered the development of the industrial sector in regions.

5. Education and Literacy Rates:

✓ Determine regions with the highest and lowest levels of education and literacy.

✓ Analyze changes in education and literacy rates across regions over the years.

✓ Identify the relationship between education levels and other indicators such as economic growth and poverty.

6. Accessibility of Healthcare:

✓ Determine regions with the highest and lowest levels of healthcare accessibility.

✓ Analyze changes in healthcare accessibility in regions over the years.

✓ Establish the connection between healthcare accessibility and other indicators such as life expectancy and mortality rates.

7. Poverty and Inequality Indicators:

✓ Identify regions with the highest and lowest levels of poverty and inequality.

✓ Analyze changes in poverty and inequality indicators in regions over the years.

✓ Establish the relationship between poverty and inequality levels and other indicators such as education and health.

8. Demographic Trends:

✓ Determine demographic trends in regions, such as population growth, migration, and population structure.

✓ Analyze changes in demographic indicators in regions over the years.

✓ Identify the relationship between demographic trends and other indicators such as economic growth and education.

9. Pollution Levels:

✓ Identify regions with the highest and lowest levels of pollution.

✓ Analyze changes in pollution levels in regions over the years.

✓ Assess the causes of pollution and its impact on public health and environmental sustainability.

10. Depletion of Natural Resources:

✓ Identify regions where depletion of natural resources is observed.

✓ Analyze changes in the utilization of natural resources in regions over the years.

✓ Examine the impact of natural resource depletion on the economy and ecology of regions.

#### 11. Utilization of Renewable Energy Sources:

✓ Determine regions with the highest and lowest utilization of renewable energy sources.

✓ Analyze changes in the utilization of renewable energy sources in regions over the years.

✓ Establish the relationship between the utilization of renewable energy sources and other indicators such as pollution and economic growth.

The graphs and tables constructed based on the analysis will allow for visualizing and understanding the development of regions in Ukraine from 2016 to 2020. They will also help identify key trends. The direction of divisive research represents the focus or scope of the research that involves dividing or partitioning a subject into different parts or categories for detailed examination and analysis.

**Conclusions and suggestions for further research.** Based on the analysis conducted, it can be concluded that there are significant regional disparities in Ukraine in terms of various development indicators. These disparities highlight the need for targeted policies and interventions to address the economic, social, and environmental challenges faced by different regions.

Further research should focus on identifying the underlying factors contributing to the regional disparities. This could include investigating the role of historical, geographical, and institutional factors in shaping regional development patterns.

It is crucial to explore the impact of regional development policies and initiatives on reducing regional disparities. Assessing the effectiveness of existing anti-crisis management strategies in promoting balanced regional development would provide valuable insights for policymakers.

In-depth studies should be conducted to understand the relationship between regional development and key indicators such as gross regional product (GRP), per capita income, education, healthcare accessibility, and environmental sustainability. Exploring the interdependencies and causal relationships among these factors would contribute to designing more targeted and effective regional development strategies.

Additionally, future research could examine the role of regional collaboration and cooperation in addressing regional disparities. Analyzing successful case studies of regional initiatives and partnerships could provide valuable lessons and best practices for fostering regional development.

Long-term demographic trends and their implications for regional development should also be investigated. Understanding the dynamics of population changes, migration patterns, and urbanization can help identify potential challenges and opportunities for regional development.

The impact of globalization and international economic integration on regional development should be examined. Analyzing the role of foreign direct investment, trade flows, and global value chains in shaping regional disparities would contribute to a more comprehensive understanding of the factors driving regional development.

Overall, the findings of this research call for a comprehensive and integrated approach to regional development in Ukraine. Policy interventions should aim to reduce disparities, promote sustainable economic growth, improve social indicators, ensure environmental sustainability, and foster regional collaboration. Further research in these areas will provide valuable insights for policymakers and contribute to more effective anti-crisis management and regional development strategies.

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