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MANAGEMENT DIAGNOSTICS OF THE SECURITY OF ECONOMIC RECOVERY OF UKRAINE: PRIORITIES OF INTERNATIONAL COOPERATION

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Abstract. The article is devoted to the topical issue of management diagnostics of the security of economic recovery. The priorities of international cooperation in secure economic development and economic recovery of the country in postwar times are focused. The peculiarities of the economy and business environment of the country, which influence the international cooperation of post-war restoration of the country and are updated from the standpoint of further regulatory impact, including: asymmetry in the placement of productive forces of the country, presence of old industries and imperfect technologies; destruction of the industrial complex of regions of the East and the Center of the country; innovative degradation and loss of scientific potential; destruction of cities and towns, infrastructure and logistics; ecological and chemical pollution of land, reservoirs; economic and social instability, lack of state strategy of post-war recovery, are systematized. Key conditions of post-war economic recovery in Ukraine, namely: completion of hostilities in the territory of the country, formation of international rules and security guarantees for Ukraine; return of the population from abroad and its adaptation to living conditions in the country; international support and targeted restoration funding; institutional and legal consolidation of the action of projects and programs of international assistance; restoration of the functioning of market mechanism in the overwhelming part of the economy; the issue of ownership, its preservation from the standpoint of compliance with national economic interests, are considered. It is noted that to ensure the security of economic recovery in the country it is necessary to create an effective management system for this process. Key elements of such a system are outlined. The importance of management diagnostics of the security of economic recovery is substantiated. Key stages of management diagnostics of the security of economic recovery of Ukraine are determined. The requirements for management diagnostics of the security of economic recovery are outlined. Functional burden of management support of the security of economic recovery, which gives an opportunity to expand the initiatives of international cooperation agents in the formation of a security field of activity and balance of the interests of all interested participants in the process, is determined.

Keywords: national economy, economic interests, business environment, post-war recovery, national security

Introduction

Economic recovery of Ukraine is a pressing issue and the most important national economic interest from the standpoint of actions and measures, projects and strategies of the government and the corporate sector in the next 5-10 years. However, this process will be long-term, have risks of non-fulfillment of plans and projects, form special requirements for the security of economic activities in the format of prioritizing national economic interests over business ones. The complexity and ambiguity of the process will depend on the success of restoration from international partners, the specifics of the organization of cooperation, and the level of trust in relations. This is a real, simultaneous horizon of short-term and long-term planning, forecasting and scripting of the economy and socio-cultural environment of our country. Management support of the quality of economic recovery is not just an urgent issue, it is the basis of the security component and a national economic interest. National interests form the foundation of economic policy and have their interpretation in the Law of Ukraine "On National Security of Ukraine" (2018), where it is emphasized that national interests are the vital interests of people, business and the state, the

implementation of which ensures the state sovereignty of our country, its progressive democratic development, as well as safe living conditions for every person.

Literature review

The world community is currently at such a stage of development, when against the background of Russia's military aggression against Ukraine, the issues of ensuring a secure future become urgent. In today's conditions, it becomes unacceptable to ignore various risks, conflict situations, including economic threats. Therefore, the issues of ensuring economic security, and for Ukraine the security of economic recovery, are becoming topical in the scientific community.

Among the scientists who actively discuss the problems of the development of economic security in Ukraine, it is worth noting: G. Kozachenko *et al.* (2022), V. Hnatenko (2021), I. Mishchuk, (2023). Peculiarities of the formation of the mechanism for strengthening economic security of entrepreneurial activities, taking into account the specifics of the formation, the spectrum of emerging strategic problems, which require a solution, are considered in detail in the studies of T. Kalinescu *et al.* (2021). The issues of ensuring economic security of key sectors of the economy are updated in the studies of O. Finagina *et al.* (2019), N. Zachosova (2019; 2023), F. Ereshko and E. Karanina (2022), O. Reznik (2020), I. Mihus and L. Melko (2022). The problem of understanding and ensuring economic security as one of key national economic interests has been developed in a number of works, among which it is necessary to highlight the research of O. Prygodyuk (2023), L. Pankova *et al.* (2022). Considerable attention is paid to the issues of economic security and various aspects that violate it by foreign authors, among whom it is worth noting D. Enste and F. Schneider, (2009), W. Baker and R. Faulkner (2004), J. Williams (2004; 2005), K. Edwards and G. Murphy (2022), J. Hacker (n.d.), P. Corr and A. Plagnol (2019).

Despite the sufficient number of developments on the mentioned issues and the comprehensive study of economic security issues, the problem of the security of economic recovery in the post-war period remains open and acute for Ukraine.

Results and discussion

Economic recovery of Ukraine appears to be the primary task of the post-war period, such a task is a priority in plans and measures, decision-making and communication support of the government and business, the population and international support institutions. Economic recovery is a stage of the business cycle of reproduction of the national economy after a long recession, which has the characteristics of positive dynamics of GDP indicators, business activities, reduction of social tension and unemployment, restoration of the potential of the economy and social sphere, investment and innovative growth. The beginning of restoration is counted from the emergence of conditions of reproduction of political and security, military and economic nature. Also, the developed, approved and implemented targeted policy of comprehensive socio-economic development of the country under new conditions of economic activities, with elements of expansion of the national producer and the service sector, stimulation of new businesses and expansion (diversification) of old ones should be recognized as a characteristic feature of the beginning of economic recovery. A creation of a new vision of the country's economic interests, its positioning both in domestic environment and on world markets is a key condition for economic recovery.

Let's systematize the peculiarities of the economy and business environment of our country, which will affect international aid and need to be studied from the point of view of further regulatory influence:

- asymmetry in the deployment of the country's productive forces, presence of old industries and imperfect technologies;
- destruction of the industrial complex of the regions of the East and Center of the country;
- innovative degradation and loss of scientific potential;
- destruction of cities and towns, infrastructure and logistics;
- ecological and chemical pollution of land, reservoirs;
- economic and social instability, lack of a state strategy for post-war recovery.

The outlined issues generate problems of the economy, nature management, environmental and social security. They have both a narrow and broad reflection in the processes of reproduction of the national product, in ensuring industrial and informational and intellectual progress.

Let's consider key conditions of post-war restoration in Ukraine, which are of primary importance for the security of economic recovery, organization and implementation of targeted international projects:

- completion of hostilities on the territory of the country, formation of international security rules for Ukraine;
- return of the population from abroad and its adaptation to living conditions in the country;
- international support and targeted funding for restoration;
- institutional and legal consolidation of the action of international aid projects and programs;
- restoration of the functioning of the market mechanism in the majority of economic complex (with the exception of strategically important industries and enterprises of the state);
- the issue of property, its preservation from the standpoint of compliance with national economic interests.

According to the author, the security of economic recovery means ensuring the sustainable progress of economic system in the post-crisis period, which is based on managerial measures of regulatory influence in overcoming problems, challenges and involving a wide range of opportunities in the realization of national economic interests in the balanced development of the national economy. To ensure the security of economic recovery in the country, it is necessary to create an effective system for managing this process. This system should consist of such elements as: subjects of process management in the field of the security of economic recovery, normative legal acts regulating relations in the spheres of economic recovery and economic security, management objects in the field of economic security, methodical and information support of the management systems of economic security in matters of post-war restoration. In a general form, the management system for ensuring the security of economic recovery is formed and manifested in synergistic interaction of objects and management subjects.

The security of economic recovery requires management diagnostics, which aims to identify and analyze the problems, challenges and opportunities of the post-military development of the country; outline shortcomings and problems in management processes and structures, as well as determine possible ways to overcome and improve them. Management diagnostics requires the collection and analysis of information on: damage and losses from the war; functioning of key structures of economic recovery, their goals, processes, communication and resources. Such an analysis may include the following stages:

1. Collection and analysis of information about the consequences of the war (infrastructural, environmental, social ones, destruction of the housing stock), financial condition, production efficiency, market conditions of both wartime and postwar times, and other factors that influence the formation of strategic decisions for economic recovery and security of the country.

Ukrainian experts, together with international partners, conduct active work on assessing the consequences of Russia's armed aggression against Ukraine. At the International Conference in Lugano, the Prime Minister of Ukraine, presenting the Recovery Plan of Ukraine, provided information about the consequences of the war. Thus, according to the preliminary estimates, which were obtained based on the results of the evaluations of the working group, which was formed by the Ministry of Reintegration under the National Council for Reconstruction, as of June 13, 2022, the following was established:

the sum of direct damage to residential and non-residential real estate and other infrastructure amounted to more than \$95.5 billion (approximately UAH 2.6 trillion);

the amount for the reconstruction of only the destroyed assets is at least \$165.1 billion (almost UAH 4.8 trillion) (\$750 billion is needed, 2022);

the total need for financing the reconstruction of Ukraine, according to the Government's estimates presented in Lugano, is approximately \$750 billion. This figure includes not only the cost of

destroyed objects rebuilding, but also the revival of key sectors of the economy and assistance in the restoration of business and enterprises (\$750 billion is needed, 2022; The cost of Ukraine's post-war restoration, 2022).

2. Determination of the procedure for assessing the consequences of war. The Cabinet of Ministers of Ukraine has currently approved the Resolution "On the Approval of the Procedure for Determining the Damage and Losses Caused to Ukraine as a Result of the Armed Aggression of the Russian Federation" (2022), which includes the main provisions, organizational principles for damage assessment, and methodological principles for determining the amount of damage caused by armed aggression.

3. Determination of key directions, spheres and indicators of the assessment of the security of economic recovery.

Let's consider and outline key directions of the management diagnostics of the security of economic recovery and spheres, indicators of assessment of priority spheres of economic activities (Fig. 1).

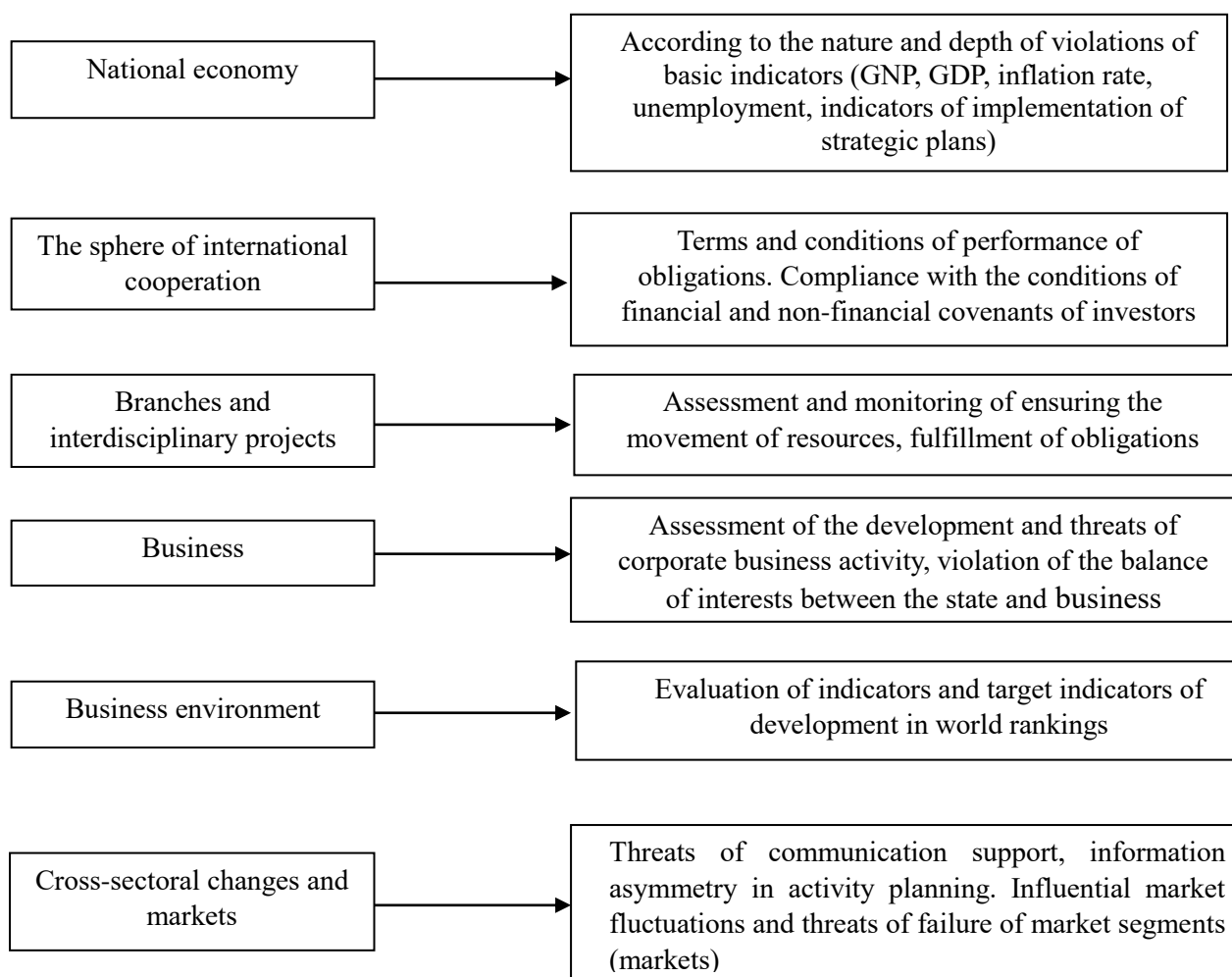


Figure 1. Key areas of management diagnostics of the security of economic recovery

Source: compiled by the author

The description of directions is recommended to be expanded under the conditions of interest in information, the need to substantiate quantitative and qualitative indicators of changes that appear to be influential on economic reproduction, the state of industries and markets, businesses and international projects, as well as the image of the country and its business environment.

4. Assessment of risks, threats and identification of potential problem situations in ensuring the processes of the security of economic recovery. As part of the study "Post-war restoration of the

economy of Ukraine", a SWOT-analysis of the post-war restoration of Ukraine has been carried out (Table 1).

5. Development of strategies and recommendations to ensure the security of economic recovery, including measures to reduce risks, crisis management and reservation of resources.

6. Monitoring and evaluation of the effectiveness of adopted strategies and recommendations to ensure continuous improvement of the security situation.

Table 1. SWOT-analysis of the post-war restoration of Ukraine (as of June 2, 2022)

Strengths	Weaknesses
<p>huge potential of used, explored and potential natural resources;</p> <p>human potential (highly educated qualified personnel, cheap labor force);</p> <p>geographical location, transport infrastructure with wide export opportunities;</p> <p>developed service sector (small and medium-sized businesses, in particular, a powerful IT sector);</p> <p>stable financial system despite military operations;</p> <p>armed forces with unique combat experience and modern weapons;</p> <p>local self-government, self-organization of the population and business</p>	<p>monopolization of the economy, which hinders its income, development and modernization;</p> <p>role of the state in the economy, corruption (complication of the investment attraction process);</p> <p>lack of transparency and independence of the judicial system;</p> <p>worn-out infrastructure, lack of modernization of enterprises;</p> <p>dependence on critical imports of energy carriers and potash fertilizers from the Russian Federation and Belarus;</p> <p>dependence on world prices for raw materials (cereals, metal, iron ore);</p> <p>weak integration into the EU economy (in particular, in processing, engineering and other industries)</p>
Opportunities	Threats
<p>gaining the status of a candidate for EU membership;</p> <p>abolition of duties and quotas on export products, sanctions for the Russian Federation;</p> <p>attraction of large international mining companies to Ukraine;</p> <p>reform of the regulatory and tax system, demonopolization of the economy;</p> <p>modernization of destroyed and outdated infrastructure;</p> <p>reform of the judicial system with the creation of conditions for attracting foreign investments;</p> <p>new geopolitical status of Ukraine, regional leadership of the state</p>	<p>protracted war, which grows losses and potential cost of restoration;</p> <p>loss / occupation of territories, in particular regions with high economic value;</p> <p>blocking of seaports through which key products are exported;</p> <p>lack of reforms and incentives from the state for business development;</p> <p>increase of inflation indicators, which carries serious risks to citizens;</p> <p>unemployment, migration, humanitarian crisis with the threat of social collapse;</p> <p>signing of a peace treaty with the Russian Federation on unprofitable terms for Ukraine with the maintenance of the threat of military escalation</p>

Source: Post-war economic recovery, 2022

Management diagnostics of the security of economic recovery is an important tool for making reasonable management decisions at all levels of the system of economic relations. This process helps to ensure the stability, sustainability and competitiveness of economic system. Management diagnostics of the security of economic recovery is a process of assessing the non-disruption of the balance of national interests in target projects of restoration of the economy in post-war times. Careful calculations regarding project measures, an in-depth analysis of indicators, facts, and decisions made should be the basis of such a diagnostics. Economic processes that will ensure or become the facts of, the implementation of government and business projects, international organizations and donor countries are the subject of management diagnostics. Economic expediency, scientific substantiation, motivation should be defined as primary requirements and mandatory rules of cooperation. The purpose of diagnostics is to recognize the search for areas of risk, danger, and conflicts, as well as the corresponding assessment of conditions of violation of harmony of economic processes, imbalance of phenomena and indicators in the conditions of effective market reproduction of the national product.

I. Bityuk (2023) emphasizes that qualitative and comprehensive management analysis, diagnostics and monitoring of priority areas, activities can be achieved on the basis of involvement of

scientifically sound management principles that are clearly oriented on the quality of the diagnostic process, namely:

maintaining the balance of interests in the fields and areas of research, which will result in high efficiency;

availability of consensus in priority of grades, sequence of research procedures among researchers (experts or groups of experts);

quality and independence of information;

compliance with the rules of information culture;

compliance with information security rules and standards;

information progress and movement to the best information economy standards in attracting targeted programs and information processing products;

taking into account the variability of the environment;

taking into account the ultimate goal - the harmonious development of relations in the paradigm of "business - population - authorities";

social partnership and social responsibility.

In security issues of economic development and economic recovery of Ukraine in post-war times, the following priorities of international cooperation should be singled out:

1. Restoration and development of the production sector and the service sector on the basis of clustering, smart-oriented and digital development. Ukraine needs the adaptation of world experience, recommendations, attracting foreign investments, grants, loans from international organizations in relevant business projects.

2. Structural reforms on the way to the European integration.

3. Innovation of key sectors of the economy.

4. Restoration of the housing stock and infrastructure of destroyed Ukrainian cities and towns.

5. Diagnostics and assessment of the consequences of Russia's military aggression against Ukraine.

6. Harmonization of the Ukrainian economic and legal field with the European one based on the balance of economic interests, which will make it possible to expand the boundaries of cooperation.

International cooperation becomes real, has its own specifics and interest groups, requires a careful attitude and quality of managerial promotion. First, there are two levels of security that must be recognized and independently established in the field of research (analysis, diagnostics, institutional and legal consolidation):

- economic expediency, goals of activities of foreign agents of cooperation,

- economic expediency of activities of national agents of cooperation.

It is the successful and transparent interaction of international and national agents of cooperation that will form the requirements and rules for compliance with mutual security of activities. A field of security will be formed only against the background of harmonious relations and a balance of interests.

Requirements for management diagnostics of security of economic recovery are as follows:

- elimination of informational, documentation and communication asymmetry as unforeseen situations regarding data processing and high-quality decision-making;

- development of internal control of the Ukrainian top management over compliance with security zones, understanding the needs of continuous assessment of conflict situations and preventing misunderstandings with foreign investors;

- the function of control introduced into a broad understanding of management evaluation, such as operational, statistical, accounting monitoring, audit;

- transparency of actions and trust in decision-making;

- conformity of control with international standards and the legal field of the EU.

The definition and promotion of functional management support will be an acute issue. In our opinion, the following functions should be recognized as such that will require their substantiation, essential definition from the point of view of security of economic recovery:

- control of project implementation procedures, preparatory and working stages, auxiliary measures;
- search for reserves to provide resources in order to increase the efficiency of management activities and comply with the interests of national economic security;
- regulation and correction based on the results of monitoring and diagnostics;
- identification of violations and assessment of risks, problematic issues and conflict situations;
- information and analytical function and its reflection under the conditions of simultaneous information transparency of both the interest of the Ukrainian authorities and the issues of commercial or state secrets (especially everything related to the military-industrial complex, strategic industries and productions, infrastructure or related areas);
- motivation and image reflection of the consequences of decisions made;
- management culture and unification of documentation and information support.

We recommend that such functions be recognized as relevant and unchanged both in wartime conditions and under the conditions of the return to operation of market mechanisms. Here the question arises only in access to information, definitions and observance of state and commercial secrets. The limitation of access to information must be formalized in the form of an independent document for each project. The action of the functions should be aimed at expanding the initiatives of international agents of cooperation and simplifying the promotion of financing procedures and projects, forming a secure field of activities and balancing the interests of all interested participants in the process, which is quite difficult, image-dependent.

Conclusions

The formation and involvement of management diagnostic tools in the process of economic recovery contributes to rational use of methodical, personnel, and information potential of the country due to the monitoring of threats and their reduction, taking into account the preferential increase of the type of security that has the greatest potential to minimize and eliminate consequences. Management diagnostics of the security of economic recovery of Ukraine requires timely development and filling with functional support, as a condition for successful international cooperation. The formation of such scientific foundations should take place in parallel with the development of strategic plans and international aid projects for our country. Economic security of Ukraine's recovery will shape the future of the national business environment, outline the priorities of partnership and joint business, and stimulate a new vision of commercialization of scientific projects and creative ideas.

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Conflict of interest

None.

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УПРАВЛІНСЬКА ДІАГНОСТИКА БЕЗПЕКИ ЕКОНОМІЧНОГО ВІДНОВЛЕННЯ УКРАЇНИ: ПРІОРИТЕТИ МІЖНАРОДНОЇ СПІВПРАЦІ

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Анотація. Статтю присвячено актуальному питанню управлінської діагностики безпеки економічного відновлення. Зосереджено увагу на пріоритетах міжнародної співпраці у безпекових питаннях розвитку економіки та економічного відновлення країни у повоєнні часи. Систематизовано особливості економіки та ділового середовища країни, що впливають на міжнародну співпрацю повоєнного відновлення країни та є актуалізованими з позиції подальшого регуляторного впливу, серед яких зазначено: асиметрію в розміщенні продуктивних сил країни, наявність старих індустрій і недосконалих технологій; знищення промислового комплексу регіонів Сходу та Центру країни; інноваційна деградація та втрата наукового потенціалу; знищення міст та селищ, інфраструктури та логістики; екологічне та хімічне забруднення землі, водосховищ; економічна та соціальна нестабільність, відсутність державної стратегії повоєнного відновлення. Розглянуто ключові умови повоєнного економічного відновлення в Україні, а саме: закінчення ведення бойових дій на території країни, формування міжнародних правил та гарантії безпеки для України; повернення населення з-за кордону та його адаптування до умов життя в країні; міжнародна підтримка та цільове фінансування відновлення; інституційно-правове закріплення дії проєктів та програм міжнародної допомоги; відновлення функціонування ринкового механізму, в переважній частині господарського; питання власності, її збереження з позиції дотримання національних економічних інтересів. Зазначено, що для забезпечення безпеки економічного відновлення в країні потрібне створення ефективної системи управління цим процесом. Окреслено ключові елементи такої системи. Обґрунтовано важливість управлінської діагностики безпеки економічного відновлення. Визначено ключові етапи управлінської діагностики безпеки економічного відновлення України. Окреслено вимоги до управлінської діагностики безпеки економічного відновлення. Визначено функціональне навантаження управлінського забезпечення безпеки економічного відновлення, що дає можливість розширення ініціатив міжнародних агентів співпраці у формуванні безпекового поля діяльності та балансування інтересів усіх зацікавлених учасників процесу.

Ключові слова: національна економіка, економічні інтереси, ділове середовище, повоєнне відновлення, національна безпека