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Hapieieva O.,

*Doctor of Economic Sciences, Professor,
University of Customs and Finance, Dnipro, Ukraine;
e-mail: golga@ukr.net; ORCID ID: 0000-0001-6320-2775.*

Martynenko V.

*Doctor of Economics, Associate Professor
State Tax University, Irpin, Ukraine;
e-mail: martynenkovv86@gmail.com; ORCID ID: 0000-0001-9078-8345*

Romanovska Yu.,

*Ph. D. in Economics, Associate Professor
Vinnytsia Institute of Trade and Economics Kyiv
National University of Trade and Economics, Ukraine;
e-mail: bogdana32rom@ukr.net; ORCID ID: 0000-0002-1099-0787*

Chyrva H.

*Candidate of Pedagogical Sciences, Associate Professor
Uman State Pedagogical University, Ukraine;
e-mail: Ch56@i.ua; ORCID ID: 0000-0003-3791-6111*

Potapiuk I.,

*Ph. D. in Economics, Associate Professor,
Poltava State Agrarian University, Ukraine;
e-mail: irinapotapiuk@gmail.com; ORCID ID: 0000-0002-1051-0114*

**THEORETICAL AND METHODOLOGICAL ASPECTS
OF STRATEGIC MANAGEMENT OF ECONOMIC SECURITY OF THE STATE
IN THE CONDITIONS OF THE COVID-19:
CURRENT PROBLEMS AND VECTORS OF DEVELOPMENT**

Abstract. The purpose of this article is to provide a thorough examines the strategic management of economic security of the state and development of strategic management of the state's economic security in the context of the COVID-19 pandemic.

It is noted that in the process of assessing the scale of current problems there is a need for a detailed study of the content, types, factors, and ways of spreading threats / threats to socio-economic security of Ukraine, which have long accumulated in the economic sphere. It is determined that the release of citizens from the branches of the national economy, suspended due to quarantine; reduction of household incomes and rising prices for goods that have no substitutes; reduction of aggregate supply and demand in case of loss of markets; increase in receivables of enterprises and the general deterioration of their financial condition. All countries, markets, businesses, firms and other economic institutions have somehow coped with the effects of the pandemic. This is easily explained by the relatively rapid integration into the world economy through international trade, financial flows and labor migration. Another factor of economic instability was the rapid expansion of services. Despite the growing importance for society and employment, services are most at risk of a pandemic. Sectors of the economy that were under strong pressure under the influence of the coronavirus crisis are highlighted. The macrofinancial indicators of Ukraine for 2018—2020 are analyzed. Thus, there is a stable growth of GDP (in actual prices) throughout the study period, which indicates an increase in domestic production capacity. In 2019, this figure increased by 111.7% compared to 2018, and in 2020 this figure showed an increase of 105.5%. The total amount of public and state-guaranteed debt will increase during 2018—2020. In 2019, the debt increased by UAH 6.05 billion, and in 2020 this figure increased by UAH 5.88 billion. But the ratio of public debt to GDP fluctuates. In 2018, this figure was 60.9%, in 2019 - 50.3%, and in 2020 — 60.8%. The recession could be particularly damaging for countries with the greatest potential for unrest and conflict. The authors developed a strategy for managing the country's economic security has been developed.

Keywords: Pandemic, strategy, security, state, support, crisis.

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Ганєєва О.,

*доктор економічних наук, доцент, професор,
Університет митної справи та фінансів, Дніпро, Україна;
e-mail: golga@ukr.net; ORCID ID: 0000-0001-6320-2775.*

Мартиненко В.

*доктор економічних наук, доцент,
Державний податковий університет, Ірпінь, Україна;
e-mail: martynenkovv86@gmail.com; ORCID ID: 0000-0001-9078-8345.*

Романовська Ю.

*кандидат економічних наук, доцент,
Вінницький торговельно-економічний інститут
Київського торговельно-економічного університету, Україна;
e-mail: bogdana32rom@ukr.net; ORCID ID: 0000-0002-1099-0787.*

Потапюк І.,

*кандидат економічних наук, доцент,
Полтавський державний аграрний університет, Україна;
e-mail: irinapotapiuk@gmail.com; ORCID ID: 0000-0002-1051-0114.*

Чирва Г.,

*кандидат педагогічних наук, доцент,
Уманський державний педагогічний університет
імені Павла Тичини, Україна;
e-mail: Ch56@i.ua; ORCID ID: 0000-0003-3791-6111.*

ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ АСПЕКТИ СТРАТЕГІЧНОГО УПРАВЛІННЯ ЕКОНОМІЧНОЮ БЕЗПЕКОЮ ДЕРЖАВИ В УМОВАХ ПАНДЕМІЇ COVID-19: СУЧАСНІ ПРОБЛЕМИ ТА ВЕКТОРИ РОЗВИТКУ

Анотація. Метою статті є ґрунтовне дослідження стратегічного управління економічною безпекою держави та розробка стратегічного управління економічною безпекою держави в умовах пандемії COVID-19.

Відзначено, що у процесі оцінки масштабу актуальних проблем виникає необхідність детального вивчення змісту, видів, факторів та шляхів поширення загроз/загроз соціально-економічній безпеці України, які тривалий час накопичувалися в економічній сфері. Визначено, що звільнення громадян із галузей народного господарства, призупиненого через карантин; зниження доходів населення та зростання цін на товари, які не мають заміників; зменшення сукупного попиту та пропозиції при втраті ринків; збільшення дебіторської заборгованості підприємств та загальне погіршення їх фінансового стану. Усі країни, ринки, підприємства, фірми та інші економічні інститути так чи інакше впоралися з наслідками пандемії. Це напрочуд легко пояснити відносно швидкою інтеграцією у світову економіку через міжнародну торгівлю, фінансові потоки та трудову міграцію. Ще одним фактором економічної нестабільності стало швидке розширення сфери послуг. Незважаючи на зростаючу важливість для суспільства та зайнятості, служби найбільше піддаються ризику пандемії. Висвітлено сектори економіки, зазнали сильного тиску під впливом коронавірусної кризи. Проаналізовані макрофінансові показники України за 2018—2020 роки. Отже, спостерігається стабільне зростання ВВП (у фактичних цінах) протягом всього досліджуваного періоду, що говорить про збільшення потужності вітчизняного виробництва. У 2019 році даний показник приріс на 111,7 % порівняно з 2018 роком, а у 2020 році цей показник продемонстрував приріст 105,5 %. Загальна сума державного та гарантованого державою боргу збільшується протягом 2018—2020 років. У 2019 році борг зріс на 6,05

млрд грн, а у 2020 році даний показник збільшився на 5,88 млрд грн. Але відношення державного боргу до ВВП коливається. У 2018 році цей показник склав 60,9%, у 2019 році – 50,3%, а у 2020 році – 60,8%. Рецесія може бути особливо шкідливою для країн з найбільшим потенціалом заворушень і конфліктів. Авторами розроблена стратегія управління економічною безпекою держави.

Ключові слова: Пандемія, стратегія, безпека, держава, підтримка, криза.
Формул: 0; рис.: 1; табл.: 4; бібл. 10.

Introduction. It is well known that under the influence of globalization the world economy and the world economy as a whole are constantly changing: global value chains are being restructured, the influence of transnational corporations is expanding, competition for markets and resources is increasing, leading to rivalries and political crises. The COVID-19 pandemic is a shock that has exacerbated the decline in global economic growth. To contain the spread of the virus, countries have imposed severe travel restrictions, bringing economic activity to an almost complete halt, exacerbating the economic problems of the past.

The impact of all countries of the world caused by the COVID-19 pandemic in 2020 has affected all areas of the economic, social, cultural, tourist, and recreational life of every inhabitant of the planet. Such events have obvious negative consequences both for the world economy and for the economies of individual countries. Among them are falling GDP, imbalances in the labor market, declining employment, increasing poverty, etc.

Study analysis and problem statement. The study of strategic management of economic security of the country is devoted a significant amount of scientific works among domestic and foreign scientists, namely: the scientist Lekar S. [1] emphasizes that under ensuring the national economic security of Ukraine in scientific works should be understood purposeful actions of state and public institutions, as well as citizens to identify and prevent threats to the economic security of individuals, society and the state. Scientist Skoruk O.V. [2] notes that economic security can be considered as protection of the state from the negative impact of the external environment, as well as its ability to timely eliminate various threats or adapt to the existing conditions that negatively affect its activities. Specialist Frolova L.V. emphasizes that the economic security of the state is also considered the state of protection of its scientific, technical, production, and personnel potential from direct and indirect threats or threats and undesirable changes in the parameters of enterprise assets [3]. This problem was also studied by: Horbulin V.P., Danyk Yu.H. understand under the strategic management of economic security of the country — a specific strategic plan of action aimed at the development of national economy, which in turn manifests itself in the development of social, cultural, and other spheres of national activity [4], Bazyliuk Ya. B., Heiko T.Iu. under the strategic management of the economic security of the country understand the algorithm of actions aimed at the development of the socio-economic potential of the population [5] Heneralov O., Romanenko O. interpret the strategic management of economic security as a quick and effective response to changes in the environment based on the previously developed alternatives to management decisions, providing various actions depending on the situation [6], and so on.

The purpose of this article is to develop the strategic management of the economic security of the state in the COVID-19 pandemic.

Study Methodology and Methods. To achieve the defined objectives of the study, the following general scientific research methods were used: analysis, induction, deduction, synthesis. Information base of scientific research: scientific papers and conference materials, materials of periodicals, reports, and other documents of professional organizations and state statistical authorities of Ukraine.

Study results. Socio-economic security is one of the most important elements of national security and a determining condition for the socio-economic development of Ukraine, which is the main strategic goal of public administration. The prevention of epidemiological threats is an important condition for supporting normal living conditions and protection of the population, increasing the competitiveness of the national economy, restoring economic growth, increasing

welfare, developing socio-national and socio-spiritual elements of social infrastructure, reducing social tensions, and improving life in the national economy.

The viral threat and its consequences contribute to the deepening economic crisis in society. The threat of the COVID-19 pandemic has not only tested the ability of public administration, local government, economy, and national security to withstand significant challenges and threats but also revealed significant problems in all spheres of society [1]. Under the threat/danger of the COVID-19 epidemic, the health and life of the Ukrainian population are subjected to numerous tests due to the enormous losses incurred by the state, business, and population. In the process of assessing the scale of current problems, there is a need for a detailed study of the content, types, factors, and ways of spreading threats/threats to the socio-economic security of Ukraine, which have long accumulated in the economic sphere and remain unresolved and pandemic. Solving these problems requires a change in the model of response and a comprehensive approach to improving existing and developing new mechanisms to prevent threats to socio-economic security, the implementation of which will have a decisive impact on economic growth, the competitiveness of the national economy, and increase the competitiveness of the national economy.

The main threats to Ukraine's economic security include: the dismissal of citizens from sectors of the national economy suspended due to quarantine; a decrease in household income and an increase in prices for goods with no substitutes; a decrease in aggregate demand and supply with a loss of markets; an increase in accounts receivable from enterprises and a general deterioration of the financial condition. At the state level, such negative consequences as deterioration of state finances and increase of state debt, an increase of state debt due to payments in housing and communal services are characteristic.

Ensuring economic stability in Ukraine is intensively researched by domestic scientists. In particular, the National Institute for Strategic Studies, whose professional team scientifically substantiated significant recommendations to improve public administration in the conditions of the pandemic: the Cabinet of Ministers of Ukraine created a situation center not only to collect information but also for quick and effective decision-making, ensuring economic stability in a pandemic; development of a scenario analysis of a number of measures to prevent excessive damage to the national economy; control of compliance with antimonopoly “Diya. Business” supporting initiatives and mechanisms to stimulate Ukrainian business [2].

Economic security has become one of the sectors most affected by the coronavirus pandemic. It is still difficult to predict the far-reaching and long-term effects of the COVID-19 pandemic on the global economy. The speed and unpredictability of its spread, as well as the lack of information about its possible consequences, make it necessary to find the optimal balance between rapid measures against the pandemic and protection against excessive haste, which can make the situation many times worse. Especially given that pandemic measures have painful consequences for the economy and significantly complicate trade relations and the flow of goods and services between countries around the world. These relationships have been built and developed over decades in the process of globalization, and they are now being tested.

It should be noted that the economy of Ukraine, which was under strong pressure under the influence of the coronavirus crisis, it hit the weakest sectors, namely (*Fig.*):

All countries, markets, companies, firms, and other economic universities have faced the consequences of the pandemic in one way or another. This is easily explained by the fairly rapid integration into the world economy through international trade, financial flows and labor migration. Another factor in economic instability has been the rapid expansion of the service sector. Despite the growing importance of society and employment, services are at the highest risk of a pandemic. Income in this sphere depends directly on freedom of movement, which makes it unstable and prone to methods of pandemic control, such as blocking.

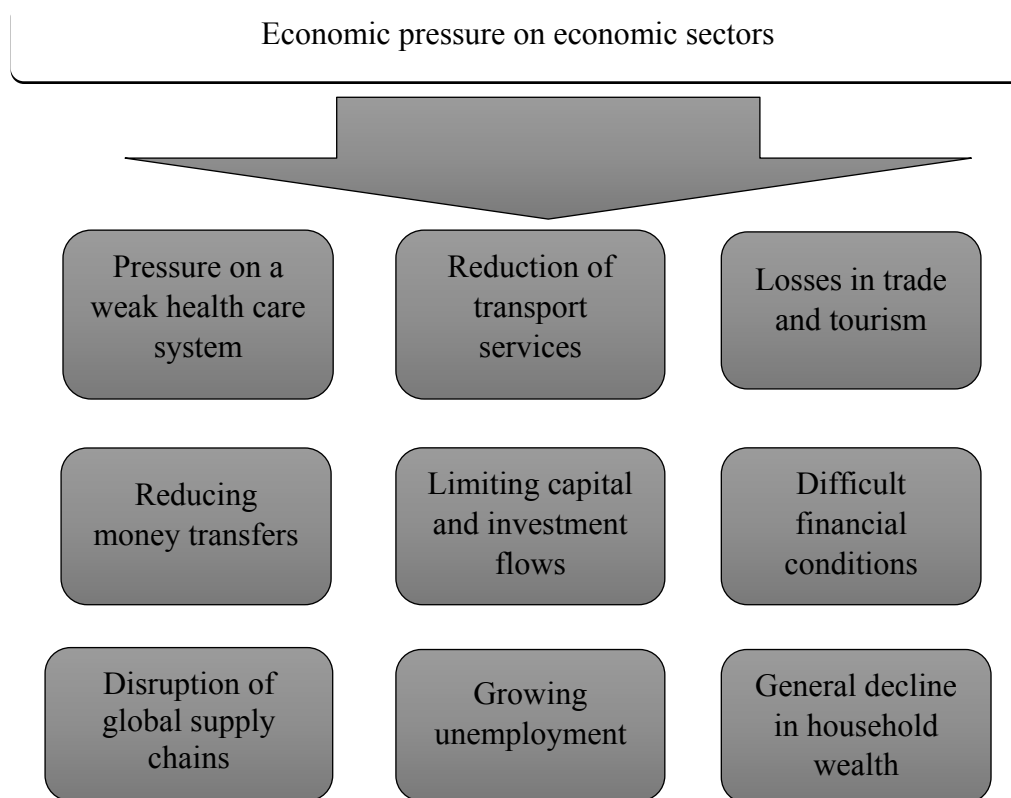


Fig. Economic pressure on economic sectors

Source: developed based on data [1-3]

Methodological recommendations define 15 elements of economic security of Ukraine: industrial security; demographic security; energy security; foreign economic security; investment and innovation security; macroeconomic security; food security; social security; financial security; banking security; security of non-bank financial sector; debt security; budget security; currency security; monetary security [3].

In the Ministry's Strategic Action Plan for 2020-2024, the main mission is to ensure sustainable economic growth, job creation, and improvement of standards and quality of life [4]. To achieve this goal, the Strategic Plan creates a set of tasks and measures, strategic of which are related to the Sustainable Development Goals of Ukraine, budget programs of the Ministry of Economy, and key strategic documents, including those approved in 2020: prevention of occurrence and spread of COVID-19 for 2020—2022 and plan of measures for its implementation, as well as the Action Program of the Cabinet of Ministers of Ukraine [5-6]. Within the framework of the government action program, the Ministry of Economy of Ukraine is defined as responsible for actions in 9 directions: development of entrepreneurship; export support; renewal of domestic industry; development of labor market; effective state companies; food security of the country; agrarian reform; reform of military-industrial complex; legal protection and protection of intellectual property

Let's start the analysis of Ukraine's macrofinance by estimating the main indicators of macroeconomic development for 2018—2020 in *Table 1*.

Table 1

The main indicators of macroeconomic development of Ukraine for 2018-2020

Indicators	2018	2019	2020	Rate of increase/decrease, %	
				2019 / 2018	2020 / 2019
Gross domestic product (in actual prices), mln.	3558706	3974564	4194102	111,7	105,5
Resident population (end of the year), mln. people	42,2	41,9	41,6	99,3	99,3
Gross domestic product per person, UAH	84329,5	94858,3	100819,8	112,4	106,3

Source: developed based on data [10]

Consequently, there is a stable growth of GDP (in actual prices) during the whole period under study, which indicates an increase in the capacity of domestic production. In 2019, this figure increased by 111.7% compared to 2018, and in 2020, this figure showed an increase of 105.5%. The population shows the opposite trend, indicating the emergence of a demographic crisis. In 2019, the population decreased by 0.7 million people; in 2020, this indicator decreased by another 0.3 million people. The GDP per person indicator is increasing at a higher rate than GDP because in parallel with the growth of the gross domestic product there is a decrease in the population.

The main indicators of the consolidated budget of Ukraine for 2018-2020 are presented in Table 2.

Table 2

Main indicators of the Consolidated Budget of Ukraine for 2018-2020.

Indicators	2018	2019	2020	Rate of increase/decrease, %	
				2019 / 2018	2020/ 2019
Total revenues, billion UAH	1442,3	1357,6	1413,0	94,1	104,1
including:	943,7	1000,5	1190,8	106,0	119,0
- tax receipts, billion UAH					
- non-tax receipts	62,1	86,4	89,1	139,1	103,1
- capital receipts	0,2	0,2	0,2	100,0	100,0
- official transfers	167,8	118,9	33,9	70,9	28,5
- trust funds	0,2	0,2	0,2	100,0	100,0
Total expenditures, bln UAH	1451,5	1386,0	1655,4	95,5	119,4
in particular	1415,6	981,0	1503,3	69,2	153,2
- current expenses					
- capital expenses	33,8	34,7	38,8	102,7	111,8
Tax revenues in % to revenues, %	26,5	25,2	28,3	95,1	112,3
Deficit (surplus), UAH billion	-9,2	-28,4	-27,3	308,7	96,1
Consolidated budget deficit as % of GDP, %	-2,0	-2,0	-5,2	233,3	100,0

Source: developed based on data [10]

Revenues of the Consolidated Budget of Ukraine in 2019 decreased by 84.7 billion UAH, in 2020 there is a growth of this indicator by 55.4 billion UAH.

Steadily growing tax revenues to the budget in 2019, this indicator increased by 56.8 billion UAH, in 2020 by 190.3 billion UAH. This trend is associated with the strengthening of tax pressure on taxpayers in Ukraine.

Further increase in tax revenues is predicted due to the increase in the size of assets and the introduction of additional taxes. Non-tax revenues are also increasing throughout the period under study. Only transfers are decreasing in 2019, this figure decreased by 48.9 billion UAH, and in 2020 this figure decreased by 85 billion UAH. In general, it should be noted that the State budget of Ukraine is traditionally deficit, that is, expenditures prevail income, which indicates the inefficient state management of the economy.

Let us also consider the main indicators of the state debt of Ukraine (Table 3)

Table 3

The main indicators of the state debt of Ukraine for 2018-2020.

Indicators	2018	2019	2020	Rate of increase/decrease, %	
				2019 / 2018	2020/ 2019
The total amount of state and state-guaranteed debt, billion UAH	78,32	84,37	90,25	107,7	107,0
including:	67,19	74,36	79,90	110,7	107,5
- state direct debt, billion UAH					
- Government-guaranteed debt, billion UAH	11,13	10,0	10,35	89,8	103,5
Public debt (direct and guaranteed) as % of GDP, %	60,9	50,3	60,8	82,6	120,9
Public debt (direct and guaranteed) per person, UAH	1,9	2,0	2,2	105,3	110,0

Source: developed based on data [10]

The total amount of state and state-guaranteed debt increases during 2018—2020. In 2019 the debt increased by 6.05 billion UAH, and in 2020 this figure increased by 5.88 billion UAH. But the ratio of state debt to GDP fluctuates. In 2018 the figure was 60.9%, in 2019 — 50.3%, and in 2020 — 60.8%. The main indicators of the Pension Fund budget are presented in Table 4.

Table 4

The main indicators of the budget of the Pension Fund of Ukraine for 2018—2020.

The main indicators of the budget of the Pension Fund of Ukraine for 2018—2020	2018	2019	2020	Rate of increase/decrease, %	
				2019 / 2018	2020/ 2019
Own receipts of the Pension Fund of Ukraine, bln UAH	353,9	435,0	441,8	122,9	101,6
Expenses of the Pension Fund of Ukraine, bln UAH	358,6	435,9	440,7	121,6	101,1
Deficit of the Pension Fund of Ukraine, bln UAH	-4,7	-0,9	1,1	19,1	-122,0
Deficit of the Pension Fund of Ukraine as a percentage of GDP, %	-3,6	-0,6	0,7	16,7	-116,7

Source: developed based on data [10]

Own revenues of the Pension Fund of Ukraine in 2019 increased by 81.1 billion UAH, while in 2020 this indicator decreased by 6.8 billion UAH. As for the expenditures of the Pension Fund of Ukraine, they increased by 77.3 billion UAH in 2019, and in 2020 this indicator increased by 4.8 billion UAH. It is important to note that 2019 and 2018 were deficits for the Pension Fund of Ukraine, but in 2020 there was an excess of income over expenditures and the year ended with a surplus.

The COVID-19 pandemic has had many negative effects on household welfare, including in the context of reduced economic security. Strict quarantine measures accelerated the shift from conventional shopping to online shopping. As a consequence, the share of online sales in total retail sales has increased, and this adaptive aspect has formed a new trend that is likely to continue and continue. However, overall retail sales have been hit hard. Business and residential investment has also fallen sharply. Many companies in the construction sector are going through a period of restructuring and restructuring their own business processes [7]. A sharp decline in investment will make their already precarious position more vulnerable. Analysis and study of this problem allows us to identify the following key areas of strategic management of state economic security: restoration of international transport and tourism networks; diversification of critical supply chains; business and work support; timely, temporary, and targeted tax vacations; export promotion; implementation of all appropriate monetary instruments for economic recovery. Providing liquidity support to affected sectors and firms; facilitating trade and security. However, it is important to remember that a slowdown in economic activity caused by COVID-19 deprives countries of the resources needed to cope with the social and economic consequences of a pandemic and is fraught with social unrest. A recession can be especially harmful to countries with the greatest potential for unrest and conflict. The pandemic thus becomes a new type of economic security threat, leading to an increased risk of other related and interrelated threats.

Conclusions. New post-pandemic realities and changed national priorities will require leading political elites to develop a more comprehensive approach to security, both against internal and external threats. This means that governments will have to invest heavily in preparing for the next pandemic as an integral part of their social, economic, political, national, and global security. Logistics and health care will increasingly be seen as strategic sectors of national importance.

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