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STRATEGIC DEVELOPMENT PERSPECTIVES OF THE ZAPORIZHIA REGION DURING THE WAR AND POST-WAR RECOVERY

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The article examines the important strategic vectors of the prospective development of the Zaporizhzhia region during the war and post-war reconstruction, in particular through the prism of the analysis of aspects that occur and are resolved in the region and in Ukraine as a whole. The key directions of socio-economic development of the region are defined. It was determined that in the region, which is actively engaged in the reconstruction of destroyed housing in the city, energy independence, social support of the population, builds defense lines, ensures a safe educational process and actively communicates with business to maintain the economic balance. A successful socio-economic policy of the Zaporizhzhia region requires a clear strategy, plan and coordination between the authorities, business and the public. Also, special attention is paid in the article to international support, attraction of investments for the reconstruction of the destroyed, support of energy industry, defense line and charity. The article emphasizes the importance of social support to the population, internally displaced people, veterans, children and families of fallen soldiers, active communication with business and solving urgent issues for business support during the war and post-war period. Finally, the strategic plans and programs of the Zaporizhzhia region for the next year, which are approved in the region's budget for 2025, are highlighted. Therefore, the article highlights the key directions of the strategic development of the Zaporizhzhia region during the war and post-war period and points to the importance of analyzing problematic issues for a comprehensive approach in the evaluation to solve their implementation, sustainable, socio-economic development of the Zaporizhzhia region, as one of the most important industrial centers of Ukraine.

СТРАТЕГІЧНІ ПЕРСПЕКТИВИ РОЗВИТКУ ЗАПОРІЗЬКОГО РЕГІОНУ В ПЕРІОД ВІЙНИ ТА ПОВОЄННОМУ ВІДНОВЛЕННЮ

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Ключові слова:

стратегія, перспективи, Запорізький регіон, соціальні програми, реформи, економічний розвиток, відновлення, планування, бюджет.

Стаття розглядає важливі стратегічні вектори перспективного розвитку Запорізького регіону в період війни та повоєнному відновленню, зокрема через призму аналізу аспектів, які відбуваються та вирішуються в регіоні так і в цілому в Україні. Визначені ключові напрями соціально-економічного розвитку регіону. Визначено, що в регіоні, який активно займається відбудовою зруйнованого житла в місті, енергонезалежністю, соціальною підтримкою населення, будує лінії оборони, забезпечує безпечний освітній процес та активно спілкується з бізнесом задля підтримки економічного балансу. Успішна соціально-економічна політика Запорізького регіону вимагає наявності чіткої стратегії, плану та координації між владою, бізнесом

та громадськістю. Також особливу увагу в статті приділяється міжнародній підтримці, залученню інвестицій для відбудови зруйнованого, підтримки енергетики, оборонної лінії та благодійності. В статті підкреслюється важливість в час війни та повоєнному часі, соціальна підтримка населенню, внутрішньо переміщеному населенню, ветеранам, дітям та родинам загиблих воїнів, активне спілкування з бізнесом та вирішення актуальних питань для підтримки бізнесу. Нарешті висвітлюються стратегічні плани та програми Запорізького регіону на наступний рік, які затверджені в бюджеті регіону на 2025 рік. Отже стаття, висвітлює ключові напрями стратегічного розвитку Запорізького регіону в період війни та в повоєнному періоді та вказує на важливість аналізу проблемних питань для комплексного підходу в оцінці задля вирішення їх реалізації, сталого, соціально-економічного розвитку Запорізького регіону, як одного з важливіших промислових центрів України.

Statement of the problem

The relevance of the strategic development of the Zaporizhzhya region is not only during the war, but also in the subsequent post-war reconstruction. This relevance lies in solving key issues of development at the local level, in particular the task of restoring infrastructure, energy, restoring the damage caused to the environment and preserving it, ensuring safe living conditions for the population of the region and promoting its return. Effective planning and development of strategies for the development of the region can contribute to the restoration of the region and increase its vitality, prospective prosperity, improvement.

Analysis of recent studies and publications

Recently, issues of strategic development of regions during the war and reconstruction in the post-war period are increasingly being discussed and analyzed. Cherep A.V., Leshchenko A.A. analyzed this issue in their article on the innovative development of the recovery of the economy of Ukraine in the post-war period [1]. Zabłodska I. V., Rogozyan Y. considered as an economic and legal aspect of evaluating the effectiveness and efficiency of the development of functional types of territories of Ukraine [2]. Danylyshyn B. M. evaluated economic transformations during the period of martial law: tactics of evolutionism and modernization [3]. All scientists work and research current and painful issues of today.

Objectives of the article

Ukraine achieved significant progress in the implementation of regional policy reforms in 2015-2022 with the support of the EU and other partners. And already in 2018, for the sake of effective public investment at all levels of government, Ukraine joined the Recommendation of the Organization for Economic Cooperation and Development (OECD). Key aspects of the strategic development of Ukraine's regions before the war were the programs of reforming medicine, education and science, and social support of the population.

The main material of the research

The medical reform began in 2018, and it is based on changes in the principles of financing healthcare institutions, which allows every citizen of Ukraine to receive quality treatment in any hospital. Its goal is to provide

citizens of Ukraine with equal access to quality medical services, as a result of changes to orient the system so that the patient is at its center [4]. The positive points are that the money follows the patient, the medical institution can additionally earn money for its needs and spend it as it decides, including for the motivation of its employees.

The reform of education and science in Ukraine is carried out in the following priority areas: affordable and high-quality preschool education, a new Ukrainian school, modern professional education, high-quality higher education and development of adult education, development of science and innovation [5]. The education reform in Ukraine envisages the transition to a 12-year school education system, which should take place in 2027. In particular, from 2027, a three-year specialized secondary education (grades 10–12) with academic and professional orientations will be introduced. The main goal of the reform is to provide every student with equal access to quality education in a comfortable and inclusive educational environment [6].

The reform of social support of the population is aimed at promoting higher quality and improved processes of assistance, administrative payments and services, introduction of an effective and urgent, targeted social package of services adapted to the needs of the population. "Modernization of the system of social support of the population of Ukraine" is a project implemented by the Ministry of Social Policy of Ukraine with the support of the World Bank. The goal of the project is to promote the successful implementation of social reforms aimed at reducing poverty and increasing social protection of the most vulnerable population groups. Within the framework of the project, the processes of providing social assistance are improved, the administration of social payments and services is improved, the development of family forms of education and social support for orphans and families with children in difficult life circumstances is stimulated [7].

Local executive bodies of regional development of Ukraine use different approaches when preparing regional development strategies. This is due to the processing and collection of qualitative and quantitative information about the socio-economic state of the region. One of the negative aspects of excessive statistical information is the rapid loss of relevance and the absence of a real picture of the dynamics of the region's development. An important task in the

development of a strategic plan for the development of the region is to take into account all interested parties of the government, business, communities and the public.

During the war, the economic development of the region, in particular the support of industrial enterprises and business, should be attributed to the key perspective directions of the strategic development of the Zaporizhzhia region; social protection of citizens; provision of defense and logistics; international cooperation.

Effective reforms are being carried out in social protection and medical institutions of the Zaporizhzhia region, in particular: 15 social protection institutions exist on paper, but only 4 of them actually provide services, others are financed from the budget, but do not work in the region; some medical institutions are morally outdated and cannot function within the framework of reforms introduced by the Ministry of Health back in 2019. Starting from 2024, the Mother and Child Center was created in the Zaporizhzhia region from three regional institutions: Communal non-profit enterprise (KNP) "Zaporizh Regional Clinical Children's Hospital" of the Zaporizhzhia Regional Council (ZOR), KNP "Regional Perinatal Center" ZOR, KNP "Regional Medical Center" human reproduction" ZOR; and the regional clinical hospital was merged with oncology and cardiology centers.

As part of the reform of education and science in the region, the "Safe School Offline" program is already being implemented, where more than 10,000 students have the opportunity to learn offline. The reform of the "Profile" high school in the Zaporizhzhia region is part of the comprehensive renewal of general secondary education based on the "New Ukrainian School" concept. Starting in 2027, the introduction of three-year specialized secondary education (grades 10–12) is planned in two directions:

- academic: in-depth study of subjects (courses) and preparation for obtaining higher education;
- professional: orientation to the labor market, emphasis on relatively quick acquisition of a profession.

Taking into account the challenges of war and the demographic forecast and depending on the security situation, there is a need to implement a road map; modeling of a prospective network of institutions that will provide specialized secondary education in the region (currently and after the de-occupation of the territory); models of financing and management of such a network.

One of the strategic prospects for the development of the region, in the conditions of wartime and the energy crisis, is unconditional energy independence or its increase. The Ministry of Economy of Ukraine has developed a program for the energy security of Ukraine and a whole package of important solutions to stimulate the development of distributed generation in order to meet local generation needs. That is, the government creates conditions with a minimum number of bureaucratic procedures for the ability of businesses and citizens to ensure their own energy independence by attracting financial instruments, and from now on a 0% lending program is available for the purchase of generating plants that produce electricity from alternative sources. The Zaporizhzhia region takes an active part in this program and additionally participates in co-financing

with the ministry for the installation of cogeneration and generation plants. The program for partial reimbursement of costs for the purchase of equipment for energy dependence of the Zaporizhzhia region consists of a simplified procedure:

- submission of all necessary documents to any CPAS located in the region;
- average compensation by the regional authorities of 10% of the cost of the equipment.

At the present time, the strategic solution of land issues remains relevant – payment of taxes on land by businesses and timely concluded lease agreements. Quick and transparent resolution of all bureaucratic issues according to the procedure defined by law. In the Zaporizhzhia region, for the effective functioning of this strategy, a working group on land issues was created under the city government, the composition included specialists of specialized city services, representatives of the regional administration of the State Land Cadastre and the State Tax Service. The first positive results from the work of this group are the partial inventory of land plots in the city of Zaporizhzhia and the discovery of unregistered land plots. To date, 39 lease agreements have been concluded, the decision on which has not been decided since 2019, which will add UAH 4 million to the 2024 budget.

One of the directions of social security of strategic perspective development in the Zaporizhzhia region is the creation of effective conditions for the opportunity for persons with disabilities to realize their rights and lead a full-fledged lifestyle, creating a barrier-free future for every child. Today, 87,000 people with disabilities are registered in the Zaporizhzhia region. More than 16,000 of them are persons with disabilities since childhood and children with disabilities. In addition to state social assistance, they are provided with rehabilitation services. Support is also provided to people who have suffered as a result of the action of explosive objects. The priority area of work of regional and local authorities is the social support of persons with disabilities as a result of the war between the Defenders of Ukraine and the Defenders of Ukraine, who have the right to receive monetary compensation for the purchase of housing. In addition to state programs, the Zaporizhzhia Region has its own targeted program of support for people with disabilities – "Towards the People". In order to overcome psychological stress and other social challenges, the opening of Sustainability Centers has been started in the region. Such centers have already been established in the Energodar, Kushugum, Melitopol, Petro-Mykhailiv and Shirokiv communities.

On November 29, 2024, the Cabinet of Ministers of the Government approved the Veterans Policy Strategy until 2030. From the initial steps in the soldier's return to civilian life – to the veteran's ability to strengthen the life of the community, region, and state. The strategy is based on such principles as comprehensiveness, human-centeredness, long-termism, realism and respect.

The document defines three main strategic goals:

- restoration of human capital and welfare of veterans and their family members;

Table 1 – Development programs of the Zaporizhia region for 2025

The name of the budget program according to the Standard program classification of expenditures and crediting of the regional budget	Name of the local/regional program	The date and number of the document that approved the local regional program	Total, hryvnias
Provision of out-of-school education by out-of-school education institutions, measures of out-of-school work with children	Education development program of the Zaporizhia region for 2023-2025 (with changes)	order of the head of the regional state administration dated February 22, 2023 No. 101	112,000
Improvement of qualifications, retraining of personnel by institutions of postgraduate education			288,000
Provision of financial support to public associations of veterans and persons with disabilities whose activities are socially oriented	Targeted program of social support for the population of the Zaporizhzhia region for 2025-2029	order of the head of the regional state administration dated November 20, 2024 No. 1004	150,000
Other measures in the field of social protection and social security			24,850,000
Other activities in the field of culture and art	The cultural development program of the Zaporizhzhia region for 2025	order of the head of the regional state administration dated 19.11.2024 No. 1002	700,000
Conducting educational and training meetings and competitions in Olympic sports	The target program for the development of physical culture and sports in the Zaporizhzhia region for 2022-2026 (with changes)	decision of the session of the regional council dated 16.12.2021 No. 39	1,991,900
Waste disposal	Regional program of construction, reconstruction, modernization of infrastructure objects, socio-cultural and ecological purpose in Zaporizhzhia region for the period until 2025 (with changes)	decision of the session of the regional council dated 18.03.2021 No. 141	37 522300
Measures and works on territorial defense	The program for ensuring the fulfillment of tasks in the field of defense work, implementation of measures related to territorial defense and civil protection in the territory of Zaporizhzhya region for 2022-2026 (with changes)	by the decision of the regional council session dated 02.15.2022 No. 75	3,650,000
Other activities in the field of mass media	Program to support the development of the information space of the Zaporizhzhia region for 2021-2025 (with changes)	decision of the regional council session dated 03/18/2021 No. 145	900,000
Promotion of the development of small and medium-sized enterprises	Comprehensive program for the development of small and medium-sized enterprises in the Zaporizhzhia region for 2025-2027	order of the head of the regional state administration dated 14.11.2024 No. 965	9,000,000
Measures for the prevention and liquidation of emergency situations and consequences of natural disasters	Program for the implementation of civil protection measures under martial law and in peacetime for 2023-2027 (with changes)	order of the head of the regional state administration dated 01.12.2022 No. 550	1,100,000
	The program of further expansion of the regional material reserve for the prevention and liquidation of the consequences of emergency situations for 2021-2025 (with changes)	decision of the session of the regional council dated March 18, 2021 No. 147	26,000,000
Promotion of the development of small and medium-sized enterprises	Comprehensive program for the development of small and medium-sized enterprises in the Zaporizhzhia region for 2025-2027	order of the head of the regional state administration dated 14.11.2024 No. 965	3,000,000
Measures and works on territorial defense	The program for ensuring the fulfillment of tasks in the field of defense work, implementation of measures related to territorial defense and civil protection in the territory of Zaporizhzhia region for 2022-2026 (with changes)	by the decision of the regional council session dated 02.15.2022 No. 75	300,000,000
Total			409,264,200

- respect and honor;
- ensuring national security and defense capability.

The first stage of the implementation of the Veteran Policy Strategy is planned for 2025-2027 [9].

The development program of the Zaporizhian region is given in Table 1 [10].

Therefore, the approved budget of the Zaporizhzhia region enables the region to quickly and effectively start implementing programs at the beginning of 2025.

Conclusions

In the conditions caused by the war, there are increasing risks regarding the timeliness, comprehensiveness and realism of the prepared strategic development perspectives and recovery plans, therefore effective coordination of efforts of all participants in the process of the city government, business and the public is required. This mission can only be accomplished together, everyone is responsible for the implementation of the policy of development and restoration of the Zaporizhzhia region.

The war created a lot of destruction and painful, acute problems that need a timely solution every time and day. The Zaporizhzhia region should use the solution of these

problems as an opportunity for rapid entry into international cooperation and world support in the interests of the development of the region for its prosperity and the well-being of Ukrainian society.

Unfortunately, the war has been going on for a very long time, and the consequences in some places are catastrophic, which will affect the Zaporizhzhia region for more than one decade. Therefore, strategic planning of the region's development during the war and recovery period is urgent, and it is not worth waiting for the end of the war to start the recovery of the Zaporizhzhia region, a lot of time has already been lost. Now it is necessary to concentrate efforts for economic growth, to support enterprises, to promote the creation of new jobs in order to provide the population with jobs and the production of products necessary for the front and the country. The front, for their part, should create multi-branch agricultural farms in order to provide the internal market of the Zaporizhzhia region with food products. Currently, a working strategy is needed for the development of all human, financial, technological and organizational resources of the region, which must be directed to the rapid growth of the economy in the Zaporizhzhia region for the accelerated recovery of the rest of the occupied and destroyed region tomorrow.

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