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**ВПЛИВ МІНЛИВОГО БЕЗПЕКОВОГО СЕРЕДОВИЩА НА ПРОЦЕСИ
СТАЛОГО РОЗВИТКУ ТЕРИТОРІАЛЬНИХ ГРОМАД**

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Анотація. У статті досліджується вплив мінливого безпекового середовища на процеси сталого розвитку територіальних громад. Метою дослідження є теоретичне обґрунтування та практичний аналіз впливу мінливого безпекового середовища на сталий розвиток територіальних громад, з визначенням ключових загроз, оцінкою їхнього впливу на соціально-економічні процеси та розробкою підходів до підвищення стійкості громад в умовах нестабільності. У процесі дослідження було використано комплекс загальнонаукових та спеціальних методів, зокрема: метод аналізу і синтезу для узагальнення теоретичних підходів до поняття безпекового середовища та сталого розвитку; системного підходу для комплексного розгляду впливу безпекових чинників на соціально-економічні процеси в громадах; методу порівняльного аналізу для зіставлення особливостей функціонування територіальних громад в умовах різного рівня безпеки.

Проаналізовано ключові характеристики безпекового середовища в умовах соціально-економічної та геополітичної нестабільності. Визначено основні загрози та ризики, що впливають на стабільність функціонування громад, зокрема в контексті децентралізації, внутрішніх переміщень населення та військових дій. Проведена оцінка ефективності громад через всебічний аналіз усіх відповідних індикаторів, які допомагають вирізнити громади з нищою ефективністю та громади з вищою ефективністю. Аналіз набору індикаторів, підкреслює важливість планування і ефективного реагування на виникнення надзвичайних ситуацій для зміцнення стійкості громад та підвищення їх ефективності в цілому. Громади, які не вчасно підготовлені до війни, стають більш вразливими перед непередбаченими викликами та менш здатними до швидкого реагування. Важливо відзначити, що громади із меншою загальною ефективністю мають вдвічі меншу готовність до війни порівняно з громадами із вищою ефективністю. Обґрунтовано необхідність впровадження адаптивних стратегій управління сталим розвитком, які враховують фактори безпеки. Запропоновано підходи до підвищення стійкості громад через ефективне управління ризиками та зміцнення інституційної спроможності.

Ключові слова: сталий розвиток, територіальні громади, безпекове середовище, загрози, ризики, стратегія безпеки, адаптація, стійкість громад, управління ризиками, динаміка загроз.

**VARIABLE SECURITY ENVIRONMENT AS A FACTOR OF INFLUENCING
THE SUSTAINABLE DEVELOPMENT OF TERRITORIAL COMMUNITIES**

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Abstract. The article explores the impact of a volatile security environment on the processes of sustainable development within territorial communities. The study aims to provide a theoretical justification and practical analysis of how a volatile security environment affects the sustainable development of territorial communities. This includes identifying key threats, assessing their influence on socio-economic processes, and developing approaches to enhance community resilience in conditions of instability. A range of general scientific and specialized methods were employed in the research, including the methods of analysis and synthesis to generalize theoretical approaches to the concepts of the security environment and sustainable development; a systems approach to comprehensively examine the impact of security factors on socio-economic processes within communities; and comparative analysis to contrast the functioning of territorial communities under varying levels of security.

The key characteristics of the security environment under conditions of socio-economic and geopolitical instability have been analyzed. The main threats and risks affecting the stability of community functioning have been identified, particularly in the context of decentralization, internal population displacement, and military actions. An assessment of community performance was conducted through a comprehensive analysis of all relevant indicators, which made it possible to distinguish between lower-performing and higher-performing communities.

The analysis of the indicator set highlights the importance of planning and effective emergency response to strengthen community resilience and improve overall performance. Communities that were not adequately prepared for war have proven to be more vulnerable to unforeseen challenges and less capable of rapid response. Notably, communities with lower overall performance demonstrated only half the level of war preparedness compared to more effective ones.

The study substantiates the need for the implementation of adaptive sustainable development management strategies that incorporate security factors. Approaches are proposed to enhance community resilience through effective risk management and the strengthening of institutional capacity.

Keywords: sustainable development, territorial communities, secure environment, threats, risks, security strategy, adaptation, community resilience, risk management, threat dynamics.

Introduction. Wars, armed conflicts, terrorism, drug trafficking, environmental disasters, annexations, occupations, and post-pandemic crises have already reached a global scale. Addressing such issues requires the active participation of many countries, the search for compromises and decision-making, as well as the strengthening of international cooperation and interaction. In light of Ukraine's European integration process and the country's reconstruction needs, it is critically important to establish a modern paradigm of

security and justice for the third millennium and to develop a strategy for sustainable and smart development.

The problem of restoring and expanding the development of urban and rural communities in Ukraine emerged at the onset of the war. The issue of territorial community development has become particularly relevant due to the relocation of populations from war-affected areas to safer regions and their integration into community life. Under current conditions, the implementation of decentralization reforms places key emphasis on incorporating concepts of sustainable development and growth at the regional and local community levels. These concepts aim to accelerate economic development without resorting to harsh measures, while taking into account economic diversity, addressing social inequalities and environmental issues, and promoting increased economic productivity and employment. Currently, efforts to counter potential threats to the sustainable development of regions and territorial communities, as well as to national security overall, are intensifying.

In this context, research on the formation of a modern paradigm of a dynamic security environment for the sustainable development of Ukraine's regions and territorial communities—and the development of mechanisms for strengthening it in the context of financial decentralization reform—is both timely and essential. Such efforts aim to ensure fair opportunities for economic actors, equality in human capital, responsible environmental stewardship, social protection, and food security.

Problem statement. The sustainable development of territorial communities has been the subject of interest for many scholars. For instance, K. Blishchuk explored the specifics of sustainable development in the context of decentralization reforms aimed at reformatting territorial relations [1, p. 104]. I.V. Kotov studied the theoretical foundations of managing the sustainable development of territorial communities, viewing them as self-regulating social entities whose sustainable development serves as the foundation for building civil society [2, p. 83]. Regarding the formation of security for the sustainable development of Ukraine's regions and territorial communities, a team of authors published a monographic study focusing on strengthening this security through inclusive growth [3]. A valuable contribution to the field is Olga Reznikova's monograph, which examines the theoretical and practical aspects of ensuring national resilience under conditions of volatility and uncertainty in the security environment [4]. At the same time, without diminishing the scientific significance of these studies, there remains a need for a more in-depth examination of the dynamic security environment as a key factor influencing the sustainable development of territorial communities. In particular, attention should be focused on the following aspects:

- Developing a system of indicators to assess the level of security in communities, taking into account regional specificities;
- Study of adaptation mechanisms within administrative structures in response to new challenges in the security environment;
- Analysis of the impact of specific types of threats (military, informational, economic, environmental) on individual components of sustainable development;
- Examination of the role of civil society in building community resilience to crisis situations;
- Scenario modeling of territorial community development under elevated risk levels;
- Formulation of recommendations to improve security and development strategies in conditions of constant change.

The aim of the study is to provide a theoretical justification and practical analysis of the impact of a dynamic security environment on the sustainable development of territorial communities. This includes identifying key threats, assessing their influence on socio-economic processes, and developing approaches to enhance community resilience under conditions of instability.

A comprehensive set of general scientific and specialized methods was used in the research, including the method of analysis and synthesis to generalize theoretical approaches to the concepts of the security environment and sustainable development; the systems approach to comprehensively examine the impact of security factors on socio-economic processes within communities; the method of comparative analysis to contrast the functioning of territorial communities under varying levels of security; the statistical method to analyze the dynamics of threats and evaluate socio-economic development indicators; and the method of expert evaluation to identify relevant threats and assess the level of community preparedness in responding to them.

Results. The sustainable development of territorial communities in the context of a dynamic security environment refers to the process of maintaining self-sufficient local communities in the face of numerous threats, particularly those related to the war imposed by Russia. The fundamental conditions for human life have been destroyed; the system of natural, national, and international legal norms—where key values and human rights, especially the rights to life and freedom, are enshrined—has been blatantly and cynically violated. In such circumstances, local strategies must be adapted to new challenges arising from shifts in the security situation.

Sustainable development of territorial communities in a volatile security environment implies the continuous adaptation of local strategies to emerging threats. This process includes the following key areas (Table 1).

Thus, the sustainable development of territorial communities in a dynamic security environment requires a comprehensive approach that encompasses both physical and social dimensions.

Table 1

Key Directions of Sustainable Development of Territorial Communities in the Context of a Dynamic Security Environment

№	Direction	Description
1	Strengthening Infrastructure	Ensuring the reliability and safety of infrastructure objects such as roads, schools, and healthcare facilities, so they can withstand potential threats.
2	Increasing Preparedness	Developing emergency response plans, educating the population on basic safety principles, and providing information on how to respond to crises.
3	Social Cohesion	Promoting cooperation between communities, organizations, and local residents to form a united front in addressing security challenges.
4	Economic Resilience	Developing the local economy and supporting small and medium-sized businesses to reduce community vulnerability to external threats.
5	Environmental Security	Integrating environmental considerations into development planning to mitigate risks related to natural disasters.

The research should begin with an understanding of the concept of a "security environment." The term "safe environment" is actively used in both practical applications and academic studies. For instance, the Institute for Peace and Understanding has developed a methodology for creating a safe environment at the community level [5], as well as a methodology for building a security system for citizens [6], and a draft strategy for public safety and civil protection in Ukraine [7]. Such projects, including the public safety and civil protection strategy for Ukraine, highlight the importance of establishing safe conditions for

citizens. In academic research, attention is focused on describing and assessing the security environment, as well as developing appropriate approaches to it [8, p. 33; 9, p. 6].

However, there is no clear definition of the concept of a "security environment" in regulatory documents, only several scientific variations. Some scholars, such as Bohdanovych V. Yu., Iliashov O. A., Komarov V. S., Oleksiuk V. V., address it in their research, such as in the article "Approach to Assessing the Security Environment in the Context of Modern Armed Conflict" [8, p. 33], as well as Bocharnikov V. P., Sviesnikov S. V. in the monograph "Security Environment 2030" [9, p. 6], and Reznikova O. O. in the monograph "National Resilience in the Context of a Changing Security Environment" [4]. The need for such research arises from the absence of a clear conceptual understanding of the term "security environment," its structure, and related concepts. This leads to the arbitrary use of security terms in practical activities at various levels of government and business, which can negatively impact lawmaking, organization, and planning of security measures.

In the process of forming and evolving the security environment, so-called security situations arise — states of human activity and social relations characterized by the presence of potential and tools for protection against threats that confront individuals, social systems (organizations, communities, society, the state). However, these situations require managerial decisions regarding the use of the aforementioned mechanisms due to the dynamic change in the characteristics of threats — their nature, strength, scale of spread, and potential consequences. Therefore, a security situation is a specific state of the environment, within which or in relation to which changes occur in the nature of the threat, its intensity, territorial coverage, and resulting effects.

The concept of "sustainable development" is very broad, as it covers various aspects: social, ecological, economic, as well as numerous indicators [10]. Sustainable development aims to ensure the successful functioning of society in the future. The main goal is to achieve social justice, economic stability, and the rational use of natural resources to preserve the environment. It is important to emphasize that the concept of sustainable development also includes combating hunger and poverty, reducing inequality among the population, improving the well-being of citizens, preserving marine resources, protecting ecosystems, and so on.

Nowadays, sustainable community development is of utmost importance. Local communities face various challenges such as air pollution, traffic congestion, resource shortages, and the deterioration of people's quality of life. One of the ways to address these issues and ensure the sustainable development of cities in the future is the implementation of the concept of sustainable community development. This means the development of communities that meets the needs of current residents without compromising the ability of future generations to meet their own needs. It involves ensuring a balanced development of the economy, society, and the environment.

One of the key aspects of sustainable community development is creating a clean environment and reducing the impact of cities on it. These goals can be achieved by using energy-efficient technologies, implementing modern waste management systems, and improving air quality. In addition, cities can support green plantings and the creation of green spaces, which help reduce the negative impact on the climate and environment. Another important aspect of sustainable community development is ensuring social justice and equality. These goals can be achieved by creating equal opportunities for all community members, including access to education, healthcare, and infrastructure. Furthermore, communities can support social projects and programs that contribute to improving the quality of life for local residents.

The administrative-territorial reform in Ukraine has led to changes in the distribution of resources and the influence of sectors. While communities have gained additional opportunities for financing local budgets, they have also had to take on more responsibility

for effective resource management and environmental protection. Enterprises registered within the communities now need to show more interest in the overall economic development of the community, contributing to the development of infrastructure and public services. It is important to consider the proposals from businesses and civil society organizations when developing strategies for the development of cities and communities in order to find innovative and effective solutions to the complex issues of community and territorial sustainability.

In our study, we consider it appropriate to view community resilience in times of war as the ability of local communities to effectively resist, adapt, respond to events, and recover after severe shocks and challenges while maintaining core functions. This concept includes both physical and perceptual components related to both actual experience and perception. Resilience is achieved through the broad range of community resources and the application of various interaction mechanisms that actively engage different groups of community members. The importance of the human element for community resilience extends to other crucial aspects of roles and relationships, such as unity, faith, and leadership [11]. This approach acknowledges the interconnectedness of factors influencing the community's ability to withstand challenges and develop, even under the most challenging wartime conditions. In the context of this study, we identified indicators related to different aspects of institutional and social functioning within communities, which also allow for assessing whether decision-makers in communities are oriented toward recovery (Figure 1).

In the context of the institutional aspect, the effectiveness of organizational structures is considered, focusing on their ability to implement measures in emergencies, provide services, and meet basic needs during wartime. In the social aspect, attention is given to indicators that measure community ties (such as trust) and networks that facilitate collective action (including communication mechanisms and civic participation). The analysis plan also includes examining the orientation toward recovery through the lens of values (democratic or authoritarian), support for reforms, priority sectors for immediate recovery, and awareness of partner programs.

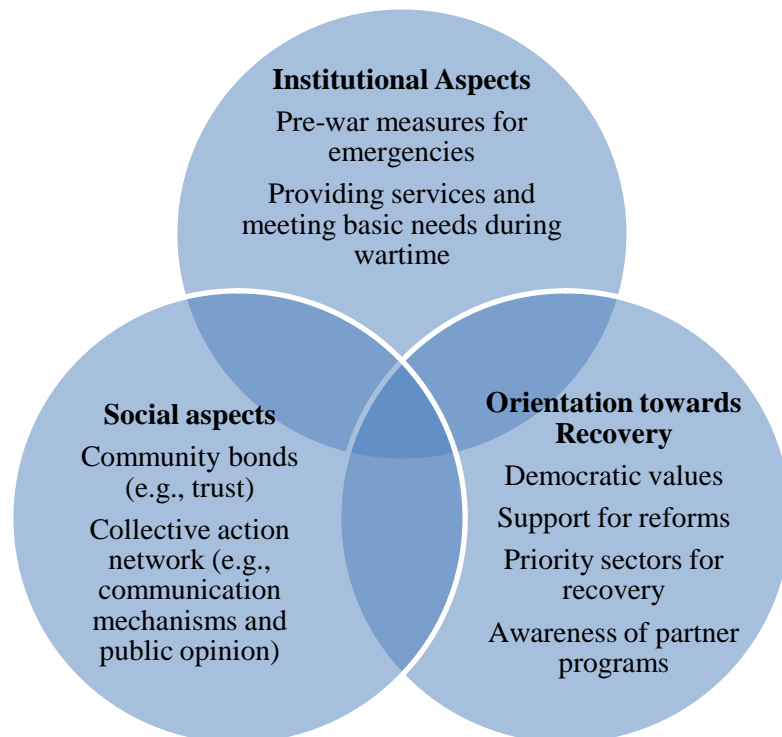


Fig.1. Community Resilience: Aspects of Analysis

The assessment of community effectiveness involves a comprehensive analysis of all relevant indicators that help distinguish between communities with lower and higher efficiency. It is important to note that in the context of this study, "effectiveness" refers to indicators that reflect specific conditions and situations, rather than an assessment of the skills or quality of management within the communities. Following this, indicators were identified that significantly influence the classification of different communities.

The analysis of the set of indicators that can be considered as emergency preparedness measures before the war emphasizes the importance of planning and effective responses to emergencies in strengthening community resilience and improving their overall effectiveness. Communities that were not adequately prepared for the war become more vulnerable to unforeseen challenges and less capable of rapid response. It is crucial to highlight that communities with lower overall effectiveness have half the readiness for war compared to communities with higher effectiveness.

Among the various groups of factors influencing communities with lower efficiency, the absence of public consultations and cooperation mechanisms can be noted, which may hinder community engagement and the transparency of decision-making processes. In communities with lower efficiency, there are almost twice as few opportunities for personal or virtual consultations between citizens and the authorities compared to communities with higher efficiency.

The last factor that defines communities with lower efficiency is a lower level of trust in local authorities (at the regional, city/town, and mayoral levels), which creates difficulties for quality management and leadership within the community.

The factors defining communities with higher efficiency include high ratings for indicators related to mechanisms of civic participation, such as participatory budgeting, the presence of social networks and online chats for communication between citizens and local leadership, as well as meetings with city or town councils. These factors emphasize the positive connection between active feedback (between the authorities and the wider public) and improved community indicators. For example, communities with higher efficiency use participatory budgeting three times more often and hold meetings in local community centers, businesses, schools, and with city/town councils twice as frequently as communities with lower efficiency (Table 2).

Therefore, it is important to note that preparing and updating emergency response plans is a key practice for improving the functioning and resilience of the community. Developing risk management scenarios is an important task, and a coordinated preparation process for possible emergencies can significantly ease community interaction. Regular and effective feedback (e.g., through meetings and hotlines) and cooperation with various population groups (youth, women, civil society representatives) are essential processes that contribute to many positive outcomes, such as increased trust in leadership and sensitive responses to the unique needs of different population segments. Increasing trust in local authorities and emergency services is crucial for enhancing community resilience, ensuring the community is prepared for emergencies and giving the population a sense of control and safety.

Table 2

Indicators Determining Community Effectiveness in a Changing Security Environment

Indicators Defining Communities with Lower Efficiency	Indicators Defining Communities with Higher Efficiency
Absence of proactive planning and effective response to emergencies	Availability of civic participation mechanisms for communication between citizens and authorities: <ul style="list-style-type: none"> • Participation in the budgeting process (participatory budget) • Social networks and/or online chats • Meetings in local community centers, businesses, schools, etc. • Hotlines • Effective cooperation with youth
Absence of public consultations and cooperation mechanisms with the public	Effective cooperation with CSOs (civil society organizations) Community cooperation (includes relying on people in the community to help with serious problems and solve common issues, such as cleaning the area or planting trees)
Low level of trust in local authorities	High trust in the State Emergency Service of Ukraine

It is worth noticing that effective management requires the person responsible for the security environment to have the appropriate authority. This means that they must have the right to allocate human and material resources to solve security tasks. The scope of delegated authority depends on the management hierarchy and the subsystem to which it belongs. In general, authority must provide the right to make decisions, organize activities, directly execute the decisions made, and other related responsibilities. It should also include the right to control the activities and results. The presence of these powers in the security environment management system allows for effective counteraction to threats and successful completion of relevant measures.

The analysis of the theory and practice of developing a safe environment in Ukraine has shown that, under current conditions, the development of a safe environment should occur through:

- Enhancing the capabilities and readiness of the subjects of the safe environment for safe activities, that is, to counter (prevent, detect, eliminate threats, and restore processes, activities, and system integrity) threats to protect interests and preserve the integrity of processes and systems (organizations, society, the state);
- Uniting and coordinating efforts of the state, communities, and people;
- Consolidating a safe culture in society, manifested in the form of safe thinking as a value and safe behavior as a norm in relationships [12, p. 70].

To ensure sustainable development of territorial communities in the context of a changing security environment, it is crucial today to:

- Ensure public participation in decision-making processes related to the management of sustainable development in territorial communities;
- Promote the development of territorial communities through partnerships and innovation between private and public sectors;
- Use strategic planning methods considering the local development features;
- Ensure that all management decisions are aimed at improving the quality of life for residents of a specific territorial community.

Thus, sustainable development of territorial communities in the context of a changing security environment requires a comprehensive approach based on several key principles. This means that all management decisions should be aimed at improving the quality of life for residents, considering local needs in strategic planning, promoting innovative development and partnerships between sectors, and ensuring active public participation in the decision-making process. These principles are essential for ensuring sustainable and balanced community development that meets current needs while preserving resources for future generations.

Conclusion. As a result of the study, it has been established that the changing security environment is one of the key external factors that determines the trajectory of sustainable development for territorial communities. The constant evolution of threats, including social, economic, informational, and military, requires the formation of adaptive and proactive management approaches. Sustainable development of territorial communities in conditions of security instability is possible only with the presence of comprehensive strategies that combine elements of risk management, strategic planning, institutional interaction, and community participation in decision-making.

Based on the analysis conducted, the following recommendations have been made:

- Develop localized security strategies considering regional threats and resource potential.
- Implement early warning systems and monitoring of changes in the security environment.
- Strengthen the role of local governments in coordinating responses to threats.
- Ensure flexibility of sustainable development strategies, allowing their adaptation to new challenges.
- Form partnerships between civil society, authorities, and businesses to enhance community resilience.

Further research should focus on developing indicators to assess the impact of the security environment on the effectiveness of community development management, as well as modeling development scenarios in the context of multifaceted threats.

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