

CONCLUSIONS

1. Shaping an interdisciplinary concept of resilience and its extension to the field of security research resulted from the development and complementarity of several knowledge fields. At the same time, the growing relevance of national resilience research is indicative of an active search for new methods and ways to respond to modern challenges and threats. The insight into the interdisciplinary concept of resilience, the definition of its characteristics and manifestations as well as the peculiarities of implementation in the field of national security allowed *enhancing and deepening of existing scientific developments, determining the philosophy of resilience in the field of national security, shaping a common theoretical basis for the study of practical mechanisms to ensure national resilience (to include various fields and areas), identifying and characterizing peculiarities of the use of the categorical and conceptual apparatus in the study of various aspects of the development of the system for ensuring national resilience.*

Application of a systems approach to the analysis of the issues of ensuring national resilience made it possible to *propose a definition of “national resilience” which takes into account an integrated approach to countering threats and crises of any nature and origin and also covers the main processes that form the basis of the author’s vision of the national resilience ensuring cycle.*

2. The analysis and synthesis of scientific research on the resilience of complex systems, national security, and sustainable development made it possible to determine that the main objects of ensuring national resilience are the state and society as complex systems that have a certain potential for resilience as well as *to scientifically substantiate that an additional comprehensive organizational mechanism can be formed around these objects. Its functioning is aimed at strengthening the resilience of the state and society to an optimum level under certain conditions, which is a variable value, while avoiding the existing traps. Besides, the expediency of building a national resilience ensuring system under*

changing and uncertain global security environment as well as the need to coordinate the processes of developing and functioning of this system with the national security ensuring system has been proven. It was clarified that a close interaction between these systems allows for synergy. The possibility of combining these systems into a single one for ensuring national security and resilience has been proved.

3. The study of the nature of the main system elements, connections, and processes in the field of national resilience made it possible to determine and scientifically substantiate the cycle, which is a sequence of actions of the actors in ensuring national resilience. This makes it possible to effectively counter threats of any origin and character, adapt to rapid changes in the security environment, and maintain sustainable functioning of the main spheres of life of a society and the state before, during, and after the crisis. *The practical significance of establishing a national resilience ensuring cycle is that it can be applied while developing a national resilience ensuring system to determine its key processes and the direction of a relevant state policy.*

According to the results of the study of criteria, indicators, levels of ensuring national resilience, and peculiarities of managing relevant processes, *the expediency of implementing adaptive management of national resilience in a changing security environment has been proved.*

The generalized interdisciplinary nature of the author's methodology for assessing national resilience according to the proposed criteria makes it possible to develop special criteria and indicators on its basis to assess resilience in certain areas.

4. The application of a systems approach in the analysis of key elements of the national resilience ensuring system, the links between them, and factors of influence, including from the security environment, combined *allowed to form a generalized multi-level comprehensive model for ensuring national resilience as well as to determine the conceptual foundations for its formation and functioning to include basic principles and universal mechanisms. The practical significance*

of this development lies in the fact that based on the proposed universal model and defined regularities, a national resilience ensuring system of each state can be established taking into account its national interests and development features.

It is scientifically substantiated that the highest priority in ensuring national resilience belongs to universal mechanisms and measures aimed at a comprehensive response to a wide range of threats and crises at all stages of the national resilience ensuring cycle.

It is proved that the multi-level system of ensuring national resilience is especially important for countries with a sufficiently large territory and population, to which Ukraine belongs. This is due to the need to establish an effective primary response to threats and crises at the local and regional levels as well as the formation of reliable vertical and horizontal system links.

5. The regularities identified by the results of the study of the theoretical foundations for national resilience helped *determine and characterize the peculiarities of the formation and implementation of a comprehensive state policy in the field of national security and resilience*, in particular, on the application of adaptive management, assessment of risks and capabilities, timely identification of threats and vulnerabilities, strategic analysis and planning, development of plans and protocols of concerted actions in case of crises, the lessons learned of the gained experience, the determination of tasks for ensuring the resilience of society and local communities as well as resilience in certain sectors (spheres), constant monitoring of the security situation to timely amend the established targeted guidelines for the functioning of universal and special mechanisms for ensuring national resilience and clarifications to the relevant state policy.

The obtained results of the study of the methodological tools for ensuring national resilience make it possible to assert the expediency of redistribution of powers in the field of national resilience and security between central and local authorities in which the key role of the state in solving strategic issues of ensuring national security and resilience is preserved as well as the functions of control and coordination that the state performs are strengthened. At the same time, a sufficient

amount of powers and resources should be transferred to the regional and local levels. This involves, in particular, the creation or strengthening of territorial security capabilities, the formation of reliable systems links based on broad cooperation, and an increase in social capital.

It has been proved that the implementation of state-defined priorities and tasks in the field of national resilience involves adjusting the daily activities of state and local authorities, developing social solidarity and unity in society, trust in the authorities, establishing reliable bilateral channels of communication between the authorities and the population, and forming an appropriate security culture in the state and society.

6. The results of the analysis and generalization of world experience in ensuring resilience in the field of national and international security suggest that there are no uniform rules in this area. Since ensuring national resilience is the sphere of responsibility of states, they determine the goals, objectives, and priorities of the relevant state policy taking into account national interests, features of historical, cultural, economic, and political development of their country. At the same time, common approaches of different states, their alliances, and international organizations to the implementation of systems elements and mechanisms for ensuring national resilience are based on the essence of the concept of resilience in the field of national security and relevant regularities.

The analysis of strategic and program documents and practices of several states has revealed the changes that have occurred in the national resilience ensuring models: from focusing on priority areas and directions to a broader integrated approach to ensuring readiness to respond to threats of a wide range and effective crisis management based on comprehensive cooperation. It was determined that the biggest changes in the models of ensuring national resilience of various states occurred after 2014.

The results of the analysis of strategic and program documents as well as the recommendations of leading international organizations (the UN, NATO, the EU, OECD, OSCE) make it possible to conclude a gradual convergence of their

conceptual approaches to national resilience. A significant part of the efforts of these organizations is now aimed at eliminating the causes of conflicts, forming a cohesion, trust, and leadership, introducing an integrated approach to ensuring readiness and efficiency of responding to threats of a wide range, rapid recovery of various branches as well as the state and society as a whole after the crisis. *The practical significance* of the conclusions obtained lies in the possibility and expediency of their implementation during the formation and implementation of state policy in the field of ensuring national security and resilience in Ukraine.

Besides, the study of world experiences in ensuring national resilience has made it possible to determine effective world practices in this area that can be applied in Ukraine. In particular, we are talking about the experience of New Zealand in implementing an integrated approach to ensuring national security and resilience; the United Kingdom and the Netherlands – in the formation of national systems for assessing risks and threats as well as the organization of a system for providing the resilience of regions and local communities; the US, Israel, and Japan – in the area of strategic and crisis planning; Scandinavian and the Baltic countries – in the implementation of the whole-of-society approach to the organization of measures in the field of enhancing readiness to respond to threats and recover the state and society after crises.

7. The experience of Ukraine's response to the threats and crises studied suggests that Ukraine's time-tested ability as an independent state to continue functioning in difficult conditions, including under armed aggression by the Russian Federation, the impact of hybrid threats, and crises' of various origins, is evidence of the significant potential for resilience which is embedded both in existing state institutions and mechanisms and in the society. At the same time, current trends in the security environment of Ukraine, the presence of a significant number of threats and vulnerabilities, incomplete compliance of the Ukrainian state and society with the criteria for the resilience of their state and resilience of their functioning *prove the expediency of building a national resilience ensuring system in Ukraine, combined with the national security ensuring system* as an additional

protective mechanism aimed at strengthening the resilience of the state and society.

Extrapolation from defined theoretical regularities of ensuring national resilience contributed to the determination of conceptual principles, main goals, and objectives of creating an appropriate system and shaping a relevant state policy in Ukraine. It is substantiated that the national resilience ensuring system of Ukraine should be complex and multi-level, organized at the state, regional, and local (territorial) levels. All of them should introduce uniform principles, key processes, and universal mechanisms for ensuring resilience, in particular, a national risk assessment system, a multi-level organizational resilience management system, and a system of strategic analysis and planning as an element of adaptive management. *The practical implementation* of the proposed recommendations was the adoption in Ukraine of the Concept of Support of the National Resilience System as a basic legal act in the relevant area. The author of this book participated in the development of the draft concept.

The results of the analysis of the prospects for the implementation of a systems approach to ensuring national security and resilience in Ukraine make it possible to assert that the functioning of the relevant system on a permanent basis can create several *advantages* for the development of the Ukrainian state and society including improving the efficiency of the existing national systems; reducing the volume of human, material and financial losses due to the emergence of threats, the onset of crises of all kinds; consolidation of society, increasing the level of trust in the authorities; strengthening the capacity of resilience of regions and territorial communities, expanding the capacity of local self-governments in the context of preventing and countering threats and crises, and saving the resources of the state and society through their effective use.

It is scientifically substantiated that the introduction of universal and special mechanisms for ensuring national resilience in Ukraine will contribute to the formation of the ability of the state and society to timely identify threats and vulnerabilities, assess risks, prevent or minimize their negative impacts, respond effectively, and quickly and fully recover from crises of all kinds, including but not

limited to hybrid threats. In addition, the use of unified methodological approaches and general criteria for assessing resilience will not only allow us to compare the results of resilience assessment in various areas obtained using specific methods but also to conduct a qualitative analysis of the progress and effectiveness of implementation of sectoral measures in the field of national resilience aimed to determine priorities and make adjustments to the relevant state policy, if necessary.

8. The study of the current state of ensuring national resilience in Ukraine made it possible to distinguish a number of *systemic problems* in this area, including: incoherence and inconsistency of certain measures and legal regulation in this area; shortcomings in shaping a relevant state policy and definition of priority tasks for ensuring national resilience in strategic and programmatic documents as part of a single intent; imperfection of planning joint measures to provide readiness to respond to threats and large-scale crises with cascading effects; imperfection of the strategic analysis and planning system; lack of a systems approach to risk management; shortcomings in the methodology and organization of a comprehensive review of the national security and defense sector and its components; ineffectiveness of mechanisms of organization and coordination of actions at the national, regional and local levels in the field of crisis management; and inconsistency of functioning of existing national systems for responding to certain types of threats and risks.

It is substantiated that the settlement of identified problems in the field of national resilience requires the adoption of comprehensive measures based on the Concept of Support of the National Resilience System as a basic regulatory document in the relevant area in Ukraine. It has been determined that the development of national legislation in the area of national resilience presupposes amending several legislative acts of Ukraine (first of all, the Law of Ukraine “On National Security of Ukraine”) on streamlining, strengthening, and developing systemic ties, establishing effective coordination of activities in the field of ensuring national resilience, and improving strategic planning and crisis management.

9. Taking into account the conclusions on the peculiarities of the implementation of the concept of resilience in the field of national security and world experience, recommendations have been developed regarding the shaping and implementation of several universal mechanisms for ensuring national resilience in Ukraine.

In particular, taking into account effective world practices and national peculiarities in the field of state-building, recommendations have been developed for the introduction in Ukraine of a *comprehensive multi-level organizational mechanism for ensuring national resilience*, which is important for the formation of reliable systemic ties based on whole-of-society cooperation. The introduction of such a mechanism does not provide for amendments to the distribution of powers defined by the Constitution of Ukraine between the main branches of state power and to the current administrative-territorial structure of Ukraine but it takes into account the prospects of decentralization and the need to coordinate the functioning of national systems aimed to respond to certain threats and emergencies that exist or emerge.

Based on the practices used in Ukraine and based on the world experience, *recommendations have been developed to create a comprehensive multi-level system for assessing risks and capabilities, identifying threats and vulnerabilities; the ways of its organizational and legal support were identified; recommendations for the state and local authorities, and strategically important enterprises and organizations to conduct resilience self-assessment were formulated.*

10. Taking into account theoretical conclusions on the peculiarities of *the formation and implementation of a state policy in the field of national security and resilience, a set of relevant recommendations for Ukraine has been developed*, in particular, on the determination of strategic goals in the field of ensuring national security and resilience; ways to implement adaptive governance mechanisms; development of public-private partnership in the national security sphere, and security culture in the state and society; improvement of the system of special education in the national security and defense sector, dissemination of knowledge

among the population about risks and threats; providing the cohesion of society through the unification of people around issues of ensuring the security, resilience and sustainable development of the state, region, and local community; the formation of leadership at various levels, as well as effective civil control over the use of state and local resources for the needs of national security and resilience.

11. It is expedient to continue interdisciplinary theoretical and applied research in the field of providing resilience in certain areas, considering the specifics of the relevant branches of science as well as the development of indices and indicators for assessing risks, capabilities, and identification of threats. Results of such research should be considered when improving the national resilience ensuring system of Ukraine, which today is at its initial stage of creation but should not be static in the future.