SUSTAINABLE DEVELOPMENT POLICY: EU COUNTRIES EXPERIENCE

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Edited by
Doctor of Economics Sciences,
Professor

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RS Global

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Monograph

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The monograph contains the results of research conducted by scientists of Sumy National Agrarian University, Kyiv National Economic University, Kharkiv National Agrarian University named after V.V. Dokuchaev, Henan Institute of Science and Technology by the international grant of the Czech University «Sustainable development policy: EU countries experience».
The monograph is devoted to the theoretical and practical foundations of sustainable development management in rural areas at different levels, which are formed for the problems of integration and globalization, taking into account the European experience. Features of ensuring sustainable development of rural areas in terms of administrative-territorial reform; highlights the basics of territorial infrastructure management; innovative and investment approach to the development of regions in the socio-economic space; addresses issues of corporate social responsibility and land management as a responsible attitude.
For researchers, teachers, graduate students and students, business leaders and governing bodies of different levels, entrepreneurs and anyone interested in sustainable rural development.

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INTRODUCTION

Current trends in rural development in economically developed countries, in particular, the European Union, indicate the emergence and dynamics of the trend of integrated development of such areas. This approach, as evidenced by European best practices, allows to maximize the potential of multi-vector use of rural areas. Priority is given to: stimulation and investment support of effective innovation in rural areas, as well as the restoration and development of their infrastructure, which creates the preconditions for sustainable rural development and socio-economic system of Ukraine in the long run.

At the same time, having critically studied modern scientific approaches to the formation of the model of investment support for rural infrastructure development through the prism of ruralism and neo-ruralism, we have identified a set of indicators for assessing the model of rural development in the country.

They include:

- economic - characterize the economic efficiency of economic activity (gross agricultural output; the share of capital investment in agriculture; the level of profitability of agricultural enterprises; labor productivity of the rural population; the amount of public funding of the rural economy);

- institutional - reflect the state of regulatory and legal support (performance of relevant functions by local governments; the level of access of the rural population to self-government; R&D expenditures (% of the budget); level of implementation of development programs; sustainable development strategy);

- social - reflect social efficiency (the ratio of income and total expenditure of households; the level of unemployment of peasants; the share of budget expenditures on health care; provision of hospitals with hospitals; the share of budget expenditures on education; access to media and Internet);

- ecological - characterize the ecological state (costs of measures to reduce air pollution; costs of measures to restore ecosystems; costs of measures to preserve biodiversity; waste from stationary and mobile sources of pollution per capita; the level of use of biotechnology);

In order for the transition to a sustainable regional policy to be effective, a number of conditions are needed: availability of a favorable legal framework; necessary rights in the implementation of local development between local authorities, the public and other social groups; availability of necessary resources and developed infrastructure; ability to develop new effective communication mechanisms.

The development of regional sustainable development policy takes into account the main directions of sustainable development and adapted modern European experience. Thus, in the field of regional economy, efforts are aimed at maximizing the needs of local communities by providing support to local entrepreneurs, greening existing enterprises, and avoiding excessive consumption of local resources.

Sustainable development of regional development involves minimizing the negative impact on the environment, the introduction of innovative technologies in enterprises for this purpose, the use of renewable energy sources, reducing energy intensity of industry, creating conditions for biodiversity in urbanization and infrastructure development (construction of roads, bridges), communications, construction of housing estates).

The authors of the publication, summarizing the approaches of foreign and domestic scientists, present their own work on the theoretical and methodological foundations of sustainable development management based on European experience. The decisive role is given to staffing. It is important both at the stage of development and implementation of adaptation measures.

We support the views of scientists that the quality of management at different levels determines the effectiveness of investment and innovation management at the regional level, which requires training with relevant analytical thinking, knowledge of economics, management and marketing, high communication skills, monitoring skills foreign markets of technologies and innovative products, etc.

The monograph was prepared based on the results of a study within the theme by the international grant of the Czech University «Sustainable development policy: EU countries experience», by scientists of Sumy National Agrarian University, Kyiv National Economic University, Kharkiv National Agrarian University named after V.V. Dokuchaev, Henan Institute of Science and Technology.

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"We are thankful to the Czech Development Cooperation support, which allowed this scientific cooperation to start."

METHODOLOGICAL APPARATUS OF SUSTAINABLE DEVELOPMENT: SOCIAL, ECONOMIC, ENVIRONMENTAL ASPECTS

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The development of society in the twenty-first century has faced the latest challenges of economic, social and environmental nature. Thus, within the destructive events of an economic nature, the greatest force is the financial crises, which, of course, are complex and affect all spheres of management and life in the country, but the main shocks are in the economy. One of the most significant social challenges of society in the twenty-first century is inequality of income and radically different levels of access to tangible and intangible benefits. In turn, environmental challenges in the recent history of society cause a significant level of environmental pollution and a high level of depletion of natural resources.

Under such conditions, the formation of an innovative worldview becomes relevant, which would include the coordination of development goals and priorities in all spheres of activity of economic entities and the population. Among the existing concepts and programs of global human development, in our opinion, the best way to achieve these results is the concept of sustainable development. This concept is based on the need for harmonious coordination of economic, social and environmental components in order to achieve a balance between meeting the existing needs of the currently developed society, as well as the parallel formation of a system to protect the interests of future generations [6, 12].

Thus, the study of possible ways to ensure sustainable development of the state becomes relevant. Within the existing trends of Ukraine's formation and certain trajectories of its further development, the most effective means of comprehensively achieving the goals of the concept of sustainable development is the activation of the domestic agricultural sector.

In the twenty-first century, the agar sector of Ukraine is the trigger that is able to balance the economic, social and environmental components of sustainable development of the state and ensure its further progressive development.

Thus, the scientific search for the place, role and importance of the agricultural sector of the economy in ensuring sustainable development of Ukraine, it is proposed to carry out in the following sequence:

1) definition of the object of research, namely the selection of the essence of the category "agricultural sector" and its delimitation with other concepts of "agro-industrial complex", "agricultural sector" and "agriculture";

2) study of different approaches to the definition of "sustainable development of the agricultural sector" and the formation of the author's definition;

3) analysis of the prerequisites for sustainable development of the agricultural sector;

4) identification of factors for the formation of sustainable development of the agricultural sector;

5) establishing priorities for sustainable development of the agricultural sector;

6) assessment of trends in sustainable development of the agricultural sector.

Thus, starting with the distinction between the categories "agricultural sector", "agro-industrial complex", "agricultural sector" and "agriculture", we note that in the modern scientific literature there are numerous studies on this issue. Scientists adhere to a single established point of view within the gradation of these concepts by volume, ie which of the concepts is pain wide and which is narrower. Thus, the narrowest concept is agriculture, a broader agro-industrial complex, an even broader agro-industrial sector and the most complex agro-industrial sector. Therefore, in order to confirm this interpretation and identify the object of study, we will consider the existing approaches to the interpretation of each of these concepts.

Considering the approaches to the definition of the category of "agriculture", we note that in the narrow sense - these are all businesses in the country that are engaged in the production of crop and livestock products. In a broad sense, agriculture is the leading branch of production, which combines the cultivation of crops and animal husbandry, which provides raw materials to the industry and the formation of food stocks [8].

Turning to the analysis of the category "agro-industrial complex", we note that its interpretation is reduced to a list of types of industries that should solve problems related to the provision of food to society. Therefore, it is fair to say that the "agro-industrial complex" should be considered as a form of unification of agricultural and related industries, which operates on the legal basis of integration relations, as well as provide production, processing, transportation, storage and delivery mass consumer of products. [11, 14].

Examining the specific groups of industries that make up the agro-industrial complex, we note that most distinguish three main areas (links):

1) the first - industries that provide the agro-industrial complex with the means of material and technical production. Such industries include the following areas in specific economic activities: production of agricultural and other machinery in mechanical engineering; production of mineral fertilizers, herbicides and other plant and animal protection products in the chemical industry;

2) the second - includes one sector of the economy - agriculture;

3) third - industries that allow processing of agricultural products (sugar, dairy and others), its further storage (warehousing, elevator, etc.) and transportation, as well as the final sale (wholesale and retail trade) to consumers [4, 7].

Thus, the agro-industrial complex can be considered as an economic category used to generalize the sectors of the economy that form the food security of the country. At the same time, all branches of the agro-industrial complex are in the "fairway" of agriculture, as the development of this sector of the economy determines both the level of technical means needed to manufacture the product and the level of accompanying services to ensure quality storage, transportation and sales of manufactured products [10].

Defining the essence of the "agar sector", we note that given the topic of our study, we consider it both in a broad and in a narrow sense. Thus, in the narrow sense, the "agricultural sector" is the second and third link of the agro-industrial complex, ie all economic entities that produce and process agricultural products, as well as service these processes (storage, transportation, sale of agricultural products, etc.) [12]. In a broad sense, the agricultural sector of the economy is an integrated, multilevel and continuously functioning system of providing the population with food products through agricultural production, its further primary and secondary processing, organizing timely availability of agricultural products to consumers and intensifying state agricultural policy. In addition, the functioning of the elements of this system should be clearly regulated by regulations that would ensure transparency of all subjects of agricultural relations and clearly define the conditions of their functioning.

Examining the following definition of the theoretical basis of the dissertation, we note that the agricultural sector is defined as the agricultural sector of the economy, which is closely interconnected, deeply influences and ensures the development of social infrastructure in rural areas. That is, the agricultural sector includes all the processes of management in rural areas, as well as their social security, which is implemented within the state agricultural policy of the country from regional to international level [13].

Summarizing the above study, it is fair to say that the basic concept that is central to all categories of dissertation is agriculture. It is this category that forms the agricultural sector of the economy, including the processing industry and industries that further provide the processes of transportation, storage and sale of agricultural products. In turn, the agricultural sector is formed by combining the agricultural sector of the economy and social infrastructure of rural areas. At the same time, the agricultural complex, in our opinion, is a category of another level, which summarizes all sectors of the economy, which both directly and indirectly ensure the production and sale of agricultural products, while ensuring food security.

Thus, having determined the essence and significance of the agricultural sector of the economy, the hypothesis was confirmed that sustainable development of the state is impossible without sustainable development of the agricultural sector. That is why the continuation of theoretical research of the dissertation is focused on determining the substantive aspects of sustainable development of the agricultural sector of the economy. Thus, first of all, we will group the existing approaches to the interpretation of "sustainable development of agriculture", "sustainable development of agricultural enterprises" and "sustainable development of the agricultural sector" using Table 1.

Table 1. Approaches to the interpretation of the categories "sustainable development of agriculture", "sustainable development of agricultural enterprises" and "sustainable development of the agricultural sector"

Author	The essence of the concept
Varchenko O.M, Danilenko A.S	Sustainable development of agricultural production is the ability of an economic entity to dynamically maintain proportions in the organization of activities focused on innovation development; increase social and economic efficiency; constantly increase the pace of development, carrying out expanded reproduction, the purpose of which is to provide the population with quality food, food security of the state without harming the environment
Yushkevich O.	Sustainable development of an agricultural enterprise is characterized by the following features: the use of resource-saving technologies that minimize the harmful effects of production and economic activities on the environment; establishing the optimal balance between produced and consumed resources of the enterprise; ensuring social security of the company's staff; ensuring accountability and implementation of all obligations assumed by the company
Klochan V.	Sustainable development of agricultural production is a system of providing ecologically clean and safe food for the population, sufficient to fully meet the needs of people
Tchaikovsky I.	Sustainable development of the agricultural sector is a process of optimizing the level of agricultural production, maintaining and restoring quality parameters of the agricultural environment and improving the social status of the rural population while strengthening the food and environmental security of the state
Popov O.	Sustainable development of the agricultural sector is a system that focuses on the interests and potential of man, society and society in nature as a whole and significant variables that are accompanied by increased environmental and economic efficiency. At the same time, socio-economic progress and environmental sustainability are becoming key elements in achieving rational sustainable development models.
Yarmolenko Y.	Sustainable development of the agricultural sector - self-sustaining development of enterprises in the industry with stable growth rates, which meets the needs of the population in food, strengthening the country's export potential and creating favorable living conditions for future generations.

Complete by [3, 4, 11, 12,13, 14]

Summarizing the existing developments in the scientific field of sustainable development of the agricultural sector and its components, we note that all scientists emphasize that this category is defined as an integrated system of production practices of crop and livestock, which has additional characteristics in the long run:

- satisfy society with food;
- reduce the level of environmental pollution and improve the quality of natural resources on which agricultural production depends;
- ensure the most efficient use of non-renewable and domestic resources;
- maintain the economic viability of agricultural production;
- improve the quality of life for agricultural producers and society as a whole [50].

At the same time, ensuring the sustainable development of the agricultural sector and its components is impossible without appropriate support for education, innovation, and financial and environmental literacy of the population.

Thus, it is fair to note that the sustainable development of the agricultural sector and its components is aimed at intensifying the growth of renewable economic potential of the state and preserving its environment, as well as meeting the social needs of communities and solving social security problems [9].

Turning to the author's definition of "sustainable development of the agricultural sector", we note that, in our opinion, at the heart of this concept should be the definition of "food security", as it summarizes the goal of sustainable development and further role of the agricultural sector in sustainable economic development. So, let's also consider this category in more detail. There are currently several approaches to understanding and evaluating the concept of food security, but the most comprehensive and common is the definition developed by the Food and Agriculture Organization (FAO), which defines food security in terms of three perspectives, namely : availability (availability) of food; access to food; food use (food stability option also appears in recent publications).

The availability of food in a country (region), region or locally means that the food is physically present because it was grown, produced, imported and / or transported to a certain area. Food is available if it can be found in markets or shops, it is produced on local farms or grown by households, or comes as part of food aid, etc. [16].

Food access characterizes the ability of people to actually get food available in a certain area. As a rule, the population has access to food through a combination of home production, stocks, purchases, barter, gifts, loans or food aid. The level of access to food can be considered adequate when the population has sufficient financial resources needed to obtain a set of food products that can meet the necessary human energy needs. Access to food largely depends on a number of exogenous and endogenous factors [17].

Food utilization characterizes the efficiency of food use and depends on the quality of food, the way they are prepared and stored, knowledge of nutrition, as well as the state of health of the person consuming them (some diseases do not allow maximum absorption of nutrients and require increased their consumption). Efficiency of food consumption is often reduced due to endemic diseases, non-compliance with sanitary norms, lack of proper knowledge in the field of proper nutrition, as well as cultural taboos that affect access to nutritious food by certain individuals depending on age or sex [67].

Thus, it is fair to form the following approach to the interpretation of the category "sustainable development of the agricultural sector" - this is optimally organized in terms of use and reproduction of socio-environmental and economic resources of production, processing, sale and consumption of agricultural products provided by economic agents. institutions authorized to develop and implement strategic and operational state policy in the field of agriculture, the ultimate goal of which is to achieve food security.

The advantages of using the concept of "sustainable development of the agricultural sector" proposed in the dissertation is a comprehensive consideration of the following provisions:

- achieving sustainable development of the agricultural sector is possible only if the optimal use and reproduction of economic resources. That is, the ultimate goal of sustainable development should be achieved only if the rational use of resources available to the state and their constant reproduction, as well as increase;

- In order to achieve sustainable development of the agricultural sector, not only economic and environmental resources are taken into account, but also social ones. That is, sustainable development of the agricultural sector in modern conditions is possible only with the parallel rational use of economic, environmental and social resources of rural areas. By social resource we mean the level of education in rural areas, the level of education of the population, the number of young families, the birth rate and more;

- it is determined that sustainable development of the agricultural sector is possible only if all economic agents of the state and institutions of public administration work systematically. That is, sustainable development of the agricultural sector is impossible not only without the activities of public authorities, but also their consistent strategic activities;

- clearly defined goal of sustainable development of the agricultural sector in the form of food security of the state. That is, the general policy of the state administration of sustainable development of the agricultural sector should not lead to partial changes in the economy in the form of meeting the needs of the population in food, but in a comprehensive solution to the problem of national security.

Based on the fact that the category of "sustainable development of the agricultural sector" is complex and multifaceted, for its full understanding it is not enough just to form a definition. Consideration of sustainable development of the agricultural sector of Ukraine in the system of relations with economic, social and environmental components is also becoming relevant.

Thus, on the way to sustainable development of the agricultural sector we can identify three main components on which it is based, namely: economic, environmental and social. That is, it is important not only to take into account the data of the three components, but also to balance them.

Schematically, the balance between social and environmental costs, as well as economic activity, is shown in Figure 1.

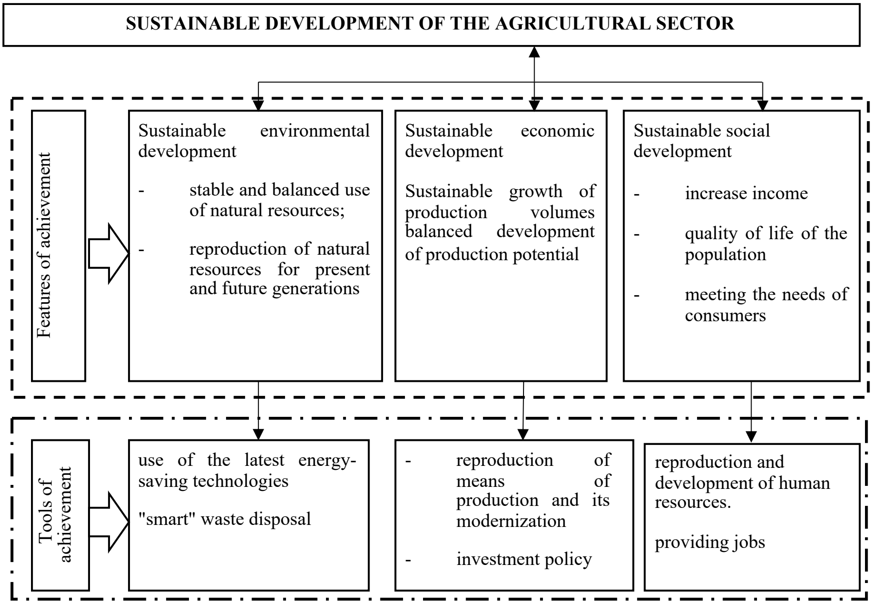

Fig. 1 - Sustainable development of the agricultural sector in the system of relationships with economic, social and environmental components (compiled by the author on the basis of [6])

According to the scheme, the sustainable development of the agricultural sector requires certain tools through which the implementation of the links between all components. In turn, the tools of the relationship between the sustainable development of Ukraine's agricultural sector with social, environmental and economic development require certain costs to maintain a balance between them.

Social costs are aimed at achieving certain tangible and intangible benefits. Environmental costs are aimed at preventing environmental pollution and require the transition from non-renewable to renewable sources, the introduction of technological processes that have minimal negative impact on the environment.

Establishing stable relations of the agricultural sector with various spheres of activity that have a direct impact on it is the result of its long-term sustainable development.

This thesis is confirmed by the opinion of G. Myrdal, who believes that the concept of sustainable development is extremely important for the effective functioning of the agricultural sector of the economy [129]. Thus, the author identifies the following factors contributing to the agricultural sector's sustainable economic development:

First, agricultural producers are the main consumers of natural resources (land, physical space, etc.).

Secondly, agriculture plays an important role in the interaction between the development of civilization and the environment.

Third, the agricultural sector is essentially multifunctional: it produces food (because it meets the company's priority needs) as well as non-food products (replacing non-renewable natural resources that are running out).

Fourth, increasing the viability of rural areas [2].

Thus, we see that the concept of sustainable development of the agricultural sector is extremely important and necessary to obtain a long-term effect of stability and balance of the agricultural sector and the national economy as a whole and, as a result, achieve a high quality of life [14, 18].

Thus, we can conclude that in the development of the agricultural sector plays a significant role in the environment, which forms the external factors influencing both the agricultural sector and social development. Therefore, we turn to the analysis of the prerequisites for sustainable development of the agricultural sector.

Therefore, we consider it expedient to consider schematically the relationship between the agricultural sector, society and the environment (Fig.2)

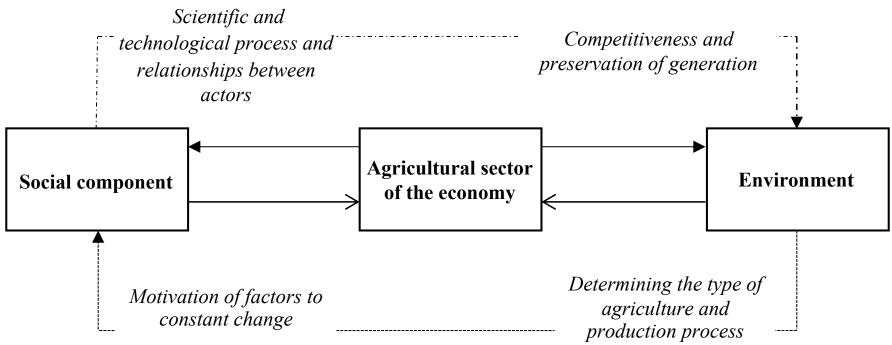

Fig. 2 - The main link between the agricultural sector, society and the environment (compiled by the author based on [9])

Note that the concept of sustainable development of the agricultural sector includes a large number of components that need to be linked to each other. Due to these interrelations, such important factors of sustainable development as: rational use of economic and intellectual resources, improvement of the quality of life of the rural population and balanced use of natural resources, food production, etc. are growing.

Having analyzed the essence of sustainable development of the agricultural sector and its preface, we consider it appropriate to formalize the above in the form of a scheme (Fig. 3)

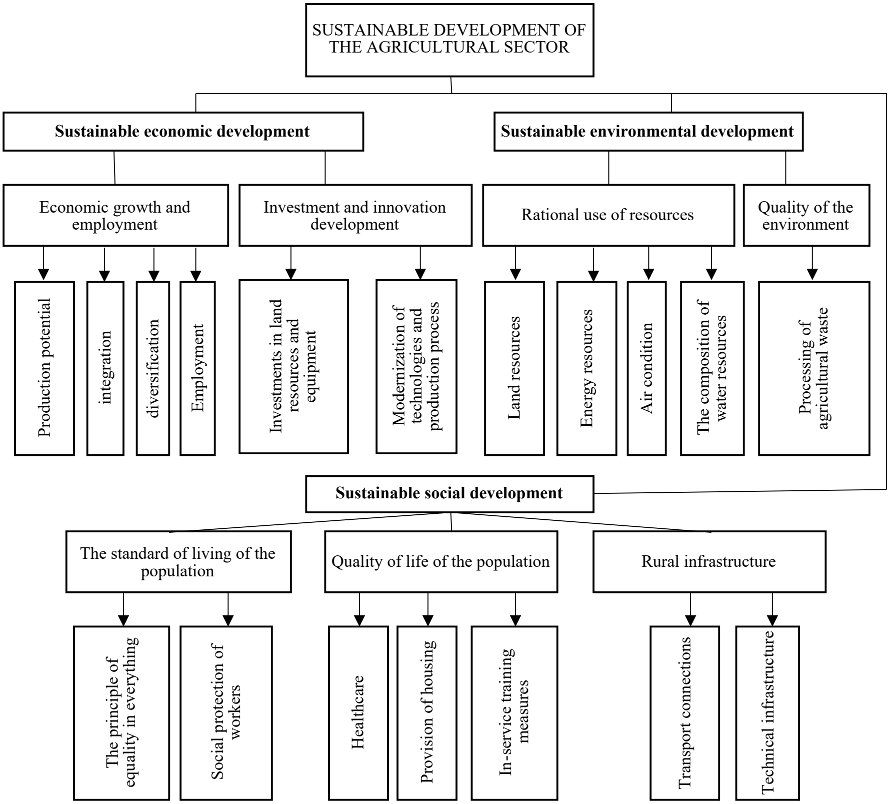

Fig. 3 - Structure of sustainable development of the agricultural sector of the economy (compiled by the author on the basis of [6])

According to the scheme (Fig. 1.3.) We can conclude that the main criterion for sustainable development is to increase the production of safe food products to meet the needs of their inhabitants, ensuring economic efficiency of production, which will stimulate expanded reproduction. The social component of sustainable development involves improving the level and quality of life of peasants, stabilizing demographic and migration processes.

It should be noted that the production of agricultural products primarily depends on climatic and natural conditions, ie is seasonal to a greater extent, which makes this industry less attractive for investment. This leads to a weak level of infrastructure development, low wages and insufficient protection against risks [4].

The importance of developing the social infrastructure of the agricultural sector is due to the fact that the complication of agricultural relations due to scientific and technological progress leads to an increase in the role of the human factor and, consequently, increases the importance of social development and human capital [17].

Rural areas are not directly involved in the process of agricultural production. However, these elements affect the course of production and renewal of the workforce. The data convincingly show that the provision of services and services to rural workers plays an important role in the economic activity of agricultural production. Unfortunately, living conditions and the level of social services provided to the rural population do not meet the requirements of a progressive society. This is one of the main reasons for the migration of peasants to the city [10].

A number of these factors lead to the fact that the agricultural sector is economically unstable and loses competitiveness among other sectors of the national economy. This hypothesis is confirmed by the fact that land is the main resource of the agricultural sector, is a limited resource and has unstable physical characteristics, which creates different projected and potential production opportunities per unit cost.

Thus, we will pay more attention to the factors that affect the agricultural sector. It is proposed to divide them into two groups: external and internal. Thus, the following external factors play a crucial role in shaping the sustainable development of the agricultural sector of the economy: the development of domestic demand; availability of resources; competitive environment; state aid; scale and development of markets; institutional environment; state scientific and technical policy; pricing and tax policy; investment climate; natural conditions; social development of the community; state of the environment; the relationship between cooperation and integration into the agri-food system; economic conditions.

This group of factors is one of the most important conditions for the functioning of the agricultural sector, as it particularly affects the efficiency of economic entities and regulates internal factors, stimulating or limiting them.

The impact of internal factors depends more on management factors: the availability of highly qualified managers who can effectively make management decisions using world best practices, modern technologies for modernization and diversification of production, knowledge of available resources and adapt to changing environmental conditions.

Internal factors, such as location, specialization and concentration of agricultural production, are also affected by: the level of development of internal infrastructure; potential of economic and intellectual resources; organizational and economic forms of the enterprise; level of competitiveness; organization of production and management; innovations; responding to fluctuations in supply and demand; availability of agricultural raw materials; work motivation [17].

It should be noted that the agricultural sector as an integrated production system will work consistently and stably, provided that all factors of production are balanced, if socio-economic and agricultural policies are accompanied by legal and financial support. On the other hand, the system will be unstable if the factors of production remain unbalanced and the potential for resource use is low.

The overall result of the functioning of corporate structures as a system of production institutions in the agricultural sector is reflected in the perspective that embodies the stability of national food security and stable maintenance of highly competitive positions in the world market [90].

The practical implementation of the concept of sustainable development of the agricultural sector requires the establishment of priorities that can take into account economic interests in terms of social and environmental responsibility of economic entities. In this context, the following priorities can be identified:

- creation of an integrated integrated approach to economic, environmental and social development;
- introduction of rational and ecologically safe land use. This concept includes many aspects, such as: protection and reproduction of fertility, increase of humus, technological possibilities of soil cultivation, reduction of pollution by nitrates, pesticides, heavy metals and other harmful substances entering the soil;
- natural-spatial organization of resource use, aimed at providing appropriate conditions for efficient use of potential resources without compromising the environmental balance of some administrations and the state as a whole;
- optimal combination of public and private interests with the public in the field of reproduction of natural resources [6].

Thus, analyzing these priorities, we can say that the implementation of the concept of sustainable development of the agricultural sector requires an integrated approach, which includes rational use of natural resources, introduction of technological innovations in the environmental sphere and the use of effective tools of state regulation.

Concluding the study of the place, role and importance of the agricultural sector of the economy in ensuring sustainable development of Ukraine, we will identify yoga goals that will shape the trend of further activities of agricultural enterprises and rural population. In order to solve this problem, we will consider the document "Common Agricultural Policy until 2020: Food, Natural Resources and Territorial Change - Challenges for the Future", published by the Commission of the European Parliament in November 2010. According to this document, the Common Agricultural Policy until 2020:

1. Viable food production.
2. Sustainable management of natural resources and the fight against climate change.
3. Balanced territorial development [19].

Based on a detailed review of the essence of sustainable development of Ukraine's agricultural sector, we can consider certain goals of Ukraine's sustainable development, which will form a new system of mutually agreed management measures for economic, social and environmental measures to build public relations based on solidarity, trust, equality and security.

The basic goal of these goals is the pursuit of social justice and rational use of nature, integration of economic growth efforts, which is possible under the deep socio-economic transition of Ukraine to new approaches to public administration using the opportunities of global partnership.

In order to identify priority actions to ensure the implementation of the concept of sustainable development in the national agricultural economy, it is necessary to determine the priority areas of such work.

To do this, we analyze in more detail the main Sustainable Development Goals for 2016-2030, with the relevant tasks we have summarized and presented in Fig. 4.

It should be emphasized that six of the seventeen Sustainable Development Goals (SDGs) concern sustainable agriculture, namely SDG 2 on eradicating hunger, improving nutrition and promoting sustainable agriculture, CSW 6 on sustainable water use. resources, CSW 12 for sustainable production and consumption, CSW 13 for climate change, CSW 14 for the conservation of marine resources and CSW 15 for sustainable ecosystems, land reclamation and biodiversity loss. Sustainable agriculture also contributes to other sustainable development goals, for example, agriculture plays an important role in reducing poverty, building production and supply chains, and raising social standards.

Thus, the transition to the principles of sustainable development of the agricultural sector is a long-term process that ensures the production of safe food and preserves non-renewable resources without polluting the environment. The main objectives of ensuring sustainable development in the agricultural sector are to achieve a high standard of living for agricultural producers; the use of production methods that do not neglect the environment and do not pollute surface and groundwater as a result of excessive use of fertilizers and plant protection products, as well as do not lead to soil erosion and have minimal impact on the environment and biodiversity; preserve the traditions of rural communities and their customs and provide a fair income for the agricultural producer, while forming the basis for the continuation of family business for future generations.

Management of sustainable development of the agricultural sector of the economy is a process aimed at creating a functional environment in which harmoniously combined and effectively functioning economic, social and environmental components.

It should also be noted that at the current stage of development of the agricultural sector of Ukraine's economy, the priority management task is to promote sustainable, inclusive and sustainable economic growth, full and productive employment and decent work for all segments of the population.

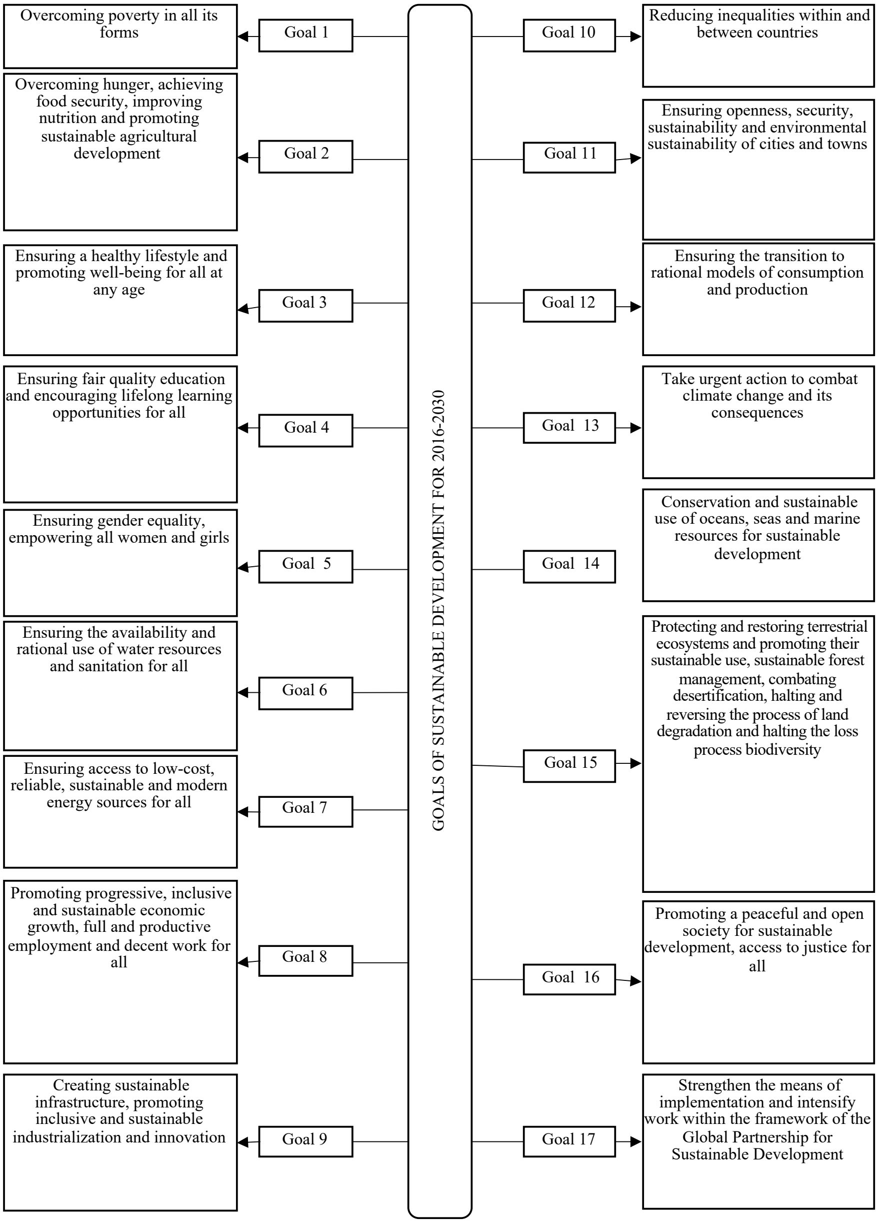

Fig. 4 - Sustainable Development Goals for 2016-2030 [19]

Ukraine has a very large natural resource and climate potential, which should become a priority area of comprehensive development. That is why the development of the agricultural sector is a leading factor in ensuring the sustainable development of Ukraine. The ability of the agricultural sector and businesses to create an effective system of production, which under adverse external factors can maintain the trajectory of the state, is a significant contribution to sustainable development of the country [15, 17].

Such a mechanism of production includes optimization of agricultural production, preservation and rational use of resource potential of agricultural environment, improvement of social conditions of rural population and strengthening of ecological security of the state, which determines the leading role of agricultural sector for social, ecological and economic development of Ukraine.

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INNOVATIVE APPROACH TO FORMATION OF BUSINESS MODEL OF ENTERPRISE IN COVID-DEPENDENT SOCIO-ECONOMIC SPACE

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Today the issues of functioning of enterprises and ensuring their competitive positions are relevant, the business model of the enterprise as a tool to describe the value creation of the enterprise and its product, in this issue is perhaps the most important role. The business model is part of the business strategy, so it is not surprising that this problem worries many entrepreneurs, economists and scientists. The main problem is to ensure the effective functioning of the business model of the enterprise, as well as compliance with methods for building and analyzing the enterprise and its business model as a condition of competitiveness in the market situation, its change over time. This problem was also emphasized by the following authors - G. Hamel and C.K. Prahalad. Business models are not focused on future markets, i.e. they are essentially designed for existing market conditions. On the one hand, it greatly simplifies the company's understanding of the main aspects of business strategy, but does not prepare it to create an innovative product, access to the so-called blue ocean, where development takes place with fewer competitors.

Problem statement in general and its connection with important scientific or practical tasks. The activities of the enterprise must be clearly defined and delineated, in order to understand and build the business processes that take place in the enterprise, mostly in the COVID-dependent socio-economic space. In the business model of the enterprise, scientists and practitioners try to take into account most of the factors that can affect the development of the enterprise, in particular, this issue is relevant in the COVID-dependent socio-economic space. The concept of business model can be interpreted in different ways, for example, as a combination of strategic concept of the firm and technology for its practical implementation, in particular the company's actions towards consumers with the development and creation of relevant consumer proposals, or as a combination of different elements customers, customer relationships, revenue streams, expenses, etc.

That is why the paper pays attention to the interpretation of the concept of business model of the enterprise and analyzes the methodological approaches to evaluating the business model. During the study of this issue, the key issues of business model formation were identified as conditions for ensuring the competitiveness of the enterprise, which is why the authors emphasize the need to introduce a dynamic factor for business model formation and its modification in response to market turbulence. The authors proposed a "Model of prospects for the business model of the enterprise", which facilitates the process of identifying key parameters of the enterprise.

Analysis of recent researches and publications. The study was conducted on the basis of scientific works of domestic and foreign experts dealing with the problems of business management, building a business model of the enterprise, business strategies, namely: A. Afuah (2004), M. Alexa (2014), O. Bakulina (2018), H. Chesbrough (2002), J. Magretta (2002), D. Mitchell (2003), A. Osterwalder (2010), J. Tesch (2019), G. Shvydanenko (2013), C. Zott (2010), etc. However, G. Hamel and C.K. Prahalad (1996) emphasizes the main problem of classical business models, namely that they are not focused on future markets, i.e. are essentially designed for existing market conditions. On the one hand, it greatly simplifies the company's understanding of the main aspects of forming a business strategy, but does not prepare it to create an innovative product, access to the so-called blue ocean.

Modern scholars define business models in different ways, including: A, Slywotzky (1995) belives that business model is a system, which gives services to consumers and receives profit in such a way; C. Zott, R. Amitt (2010) consider the business model as a set of actions that helps a company create value using opportunities; in turn A. Afuah (2004) sees it as a system of reflecting what actions, how and when the company performs; D. Mitchell (2003) defines the business model as a way to provide consumers with goods and services; J. Magretta (2002) approaches the definition of the business model in terms of stories explaining how the enterprise works; A. Osterwalder (2010) interprets the business model as a description of the organization's creation of economic, social and other values.

According to the authors, the most detailed definition of the business model is the interpretation proposed by G. Shvydanenko and N. Revutska (2013), according to which the business model is considered as a set of elements that characterize the fundamental logic of its operation based on effective use in business processes, competencies and strategic resources to create a product (service) of high value that meets consumer priorities and ensures profit growth.

Scientific schools, which study business-models, are represented in Table 1. Their researches represent specific scientific approaches to business modelling.

Business modeling researchers not only define the essence of this concept, but also classify business models according to different classification criteria. One of such classification features is functional (Skryl, 2016), which is based on the functions of business models: goal setting, organizational, informational, resource, budget, process, matrix, competence.

The specifics of the impact on the formation and functioning of business models in the modern world of digital technologies explores in his work J. Tesch and co-authors (2019). T. Shkoda, M. Tepliuk, M. Sahaidak (2020) focused on the study of the impact on the company's business model of such a factor as the strategic partnership science-education-business.

Table 1 - Systematization of scientific schools that study business models

Scientific school	Definition of the term "business model"
School of the activity system (Zott, Amit)	Structure, content and management of transactions. Content implies the choice of activities to offer value. The structure determines how activities are carried out and how they are interconnected. Management determines who carries out each of the activities. The system of activities is a set of interdependent activities focused on activities and carried out both by the company and its partners.
Process school (Demil, Lecocq)	Dynamic process of balancing revenue, costs, organization and value. The business model is constantly striving to eliminate inefficiencies and improve resource utilization.
Cognitive school (BadenFuller, Morgan)	Business models are models or logic of how businesses build business. They are abstract ideal types and constructs that tell some stories.
Technological school (Chesbrough, Teece)	This is a way to commercialize new technology.
School of strategic choice (Casadeus Masanell, Ricart)	This is the result of strategic choice of the enterprise. Strategy is a plan of which business model to use, and tactics are already determined by the business model.
Recombination school (Gassmann, Frankenberger, Csik)	It is a combination of a set of patterns (methods and models) to answer the questions asked by the business: who, what, how and why
School of duality (Markides, Charitou)	The current business model always coexists with a competing business model and requires non-standard creative thinking.

Source: improved by the authors based on (Prokhorova, 2020)

O. Gassmann, K. Frankenberger, M. Csik (2014) explore the specifics of the strategy of creating innovative business models and describe the most important steps in this direction. G. Shvydanenko and N. Revutska (2013) also paid considerable attention to the issues of strategic measurement and technology of substantiation of strategic maps in business modeling. The relationship between business model and business strategy and the impact on business modulation of such an application tool as the company's website has been studied in M. Rozeia and H. Werthner (2011).

The important point for our research is the principles of the business model as a tool of correcting the strategical positions of the enterprises on competitive markets studied by V. Prokhorova (2020):

1) Complexity - coverage of the enterprise as a whole, not its individual elements;
2) Situationality - variability depending on the set of conditions;
3) Universality - suitability for analysis and planning;

4) Evolutionarity - demonstration of business model development depending on the situation, the ability to build an ideal and acceptable model;

5) Continuity - based on the model of enterprise maturity;

6) Adaptability - the ability to adjust to the situation in the external environment;

7) Practical applicability - the presence of criteria and scales that allow diagnose the existing business model of the enterprise in order to move to the desired.

Besides, business model allows implement the innovative concept of creating consumer value for customers, increase value added for the enterprise (Andriushchenko et al., 2019) as well as market value for shareholders (owners).

The elements of business modeling analyzed above, such as definitions, principles, functions, scientific schools as the main driving forces of the relevant scientific approaches, the results of the business model are important components of the scientific concept structure (Shkoda, 2018) of business modeling. However, for its proper interpretation in the covid-dependent socio-economic space, it is important to give a proper scientific interpretation of the latter one.

Under the influence of the COVID-19 pandemic, both the business models themselves and the socio-economic space in which companies conduct their business activities are changing. In his research, P. Seetharaman (2020) focused on the impact of COVID-19 on the business model of the modern enterprise. In particular, to the traditional matrix of information intensity (Porter & Pilar, 1985), this scientist introduces an additional dimension of the essential nature of the product or service, thus recording the strength of information intensity COVID-19.

Given the specifics of our work, the definition of the term "covid-dependent socio-economic space" is also important. According to the authors, the basic term should be "economic space", gradually justifying its relationship with the social space and the impact of COVID-19. Thus, according to the authors, the most relevant definition of the term "economic space" is the definition given by Nobel Laureate P. Krugman (1994): "abstract economic landscape of dynamic distribution of resources depending on their location." In turn, this definition can be slightly modified, taking into account the impact of the pandemic.

On the other hand, when defining the concept of socio-economic space, the definition of "social space" must be taken into account. Therefore, it is important to study this scientific problem. A number of well-known researchers, such as P. Bourdieu (1989), M. Castels (2010), representatives of the Chicago School of Sociology, etc., deal with the scientific problems of social space. A significant contribution to the study of social space has been made by scientists at the Chicago School of Sociology, who view social space as the community's connection with other communities and with the central place of space in it (Park, 1967). For our study, the most appropriate would be the interpretation of the community in the business context and its understanding as a business community, because any company operating in the market is such a business community. Characteristics of the social community such as integrity and internal differentiation are also inherent in the business community, as only a holistic business community can achieve a successful business result, but it is internally differentiated according to the functions performed by its individual representatives.

Thus, the authors propose to define the term "covid-dependent socio-economic space" as an abstract economic landscape of dynamic distribution of resources depending on the impact of their location, the interaction of business communities that operate on them, and the impact of the COVID-19 pandemic.

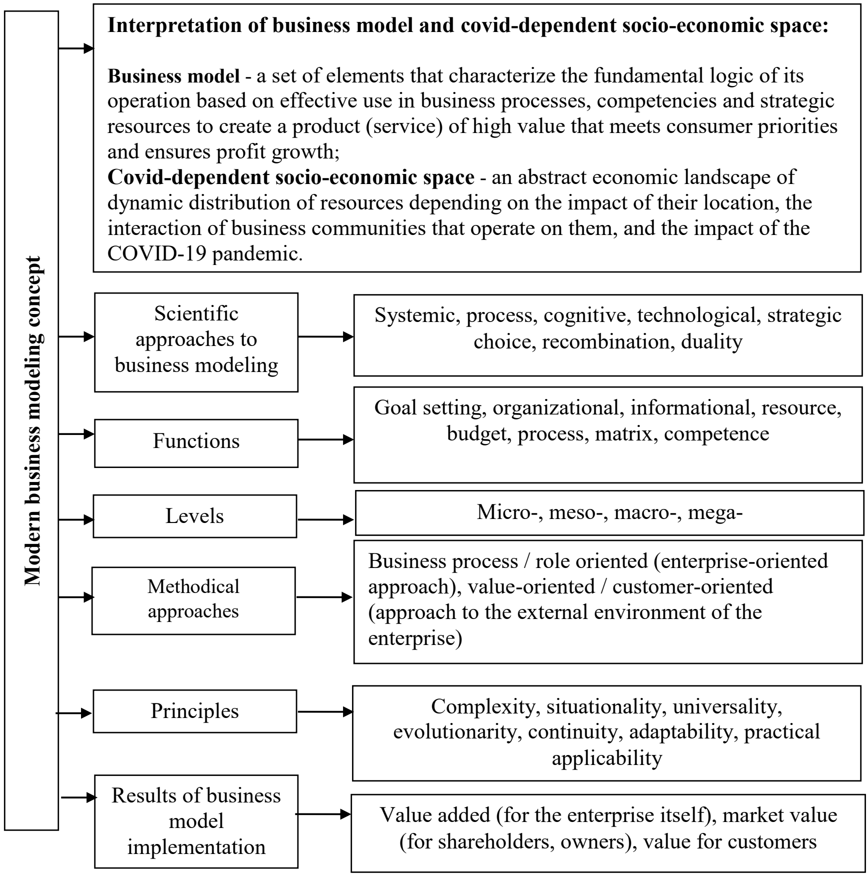

Fig. 1. Modern scientific concept of business modeling in covid-dependent socio-economic space

Source: developed by the authors

Another interesting research is the study on the impact of COVID-19 and covid-dependent socio-economic space on the business models of member companies of

International Development Finance Club (IDFC, 2021). The peculiarity of this report is that it reflects the impact of COVID-19 also on the Sustainable Development Goals (UN, 2022), in particular, on SDG 8 (Decent Work and Economic Growth)/ SDG 3 (Health and well-being)/ SDG 1 (No poverty)/ SDG 9-(Industry, Innovation and Infrastructure)/ SDG 17 (Partnership for the Goals)/ SDG 2 (Zero Hunger), which have become a priority for IDFC members in the light of the pandemic. According to this study, the sectors in which the socio-economic environment is the most covid-dependent have become: renewable energy, healthcare equipment and service, utilities, pharmaceuticals, bio-technology and life science.

This study also contains developed innovative tools and processes that are recommended to improve the functioning of business models of member companies of IDFC (2021):

- Acceleration of decision-making processes;
- Use of innovative financial instruments (in particular, synthetic securitization, guarantees);
- Leverage of non-financial instruments (research, project preparation, private sector capacity building);
- Digitization for better customer service;
- Growing partnership.

These innovative tools can be recommended for consideration in the business models of companies in other areas of business.

Research methodology. The following research methods were used in the scientific work: systematic approach - to form the definition of "covid-dependent socio-economic space" based on different approaches to the interpretation of terms “economic space” and “social space”, monographic - to study individual processes, elements and identify cause-and-effect relationships of their development in the enterprise, method of comparison and formalization - to identify similarities and differences in different concepts to determine the business model of the enterprise and its elements, hypothetical-deductive - to make assumptions and familiarize with the materials that need clarification, modeling - to build a model that reflects perspectives of the business model of the enterprise and takes into account changes in the environment in which it is located.

Selection of previously unsolved parts of the overall problem. Lack of understanding of future vectors of development makes it impossible to build high-quality business models taking into account COVID-dependent socio-economic space.

Formulation of the purpose of the article (task statement). The article aims to offer a modern business model of the enterprise based on the analysis of the features of the evaluation of business models and systematization of factors influencing business models, in particular the impact of COVID-dependent socio-economic space.

Presentation of the main material of the research. The business model of the enterprise and its components under the influence of COVID-factors is a very important issue today to ensure the competitiveness of the enterprise. The ability to correctly and efficiently build a system of implementation of innovative technologies, methods, approaches will ensure the proper functioning of any enterprise. The operation of the enterprise and its efficiency depends on many factors that the owner must not only take into account, but also improve and reform. It is very important to properly prioritize the reform and analysis of the company, its external and internal environment, the choice of its strengths, identify shortcomings, and so on. To identify factors influencing the activities of the enterprise, various tools of business models are used.

It should be noted that a well-built business model of the company reflects not only the quality of its external operation, i.e. customer relationships, established sales and other relationships with stakeholders, but also internal, i.e. the course of affairs in the company. At the same time, the processes of creating value for the consumer and within the company are reflected, i.e. those related to personnel, common values of the company, the correlation between employee goals and company goals, identifying priority areas for development.

To date, there are many business tools that can be used to analyze the company's activities. Modern business tools, as the actual components of the business model, which should be considered by the company, are: canvas or the Osterwalder's business model; lean Canvas; blue ocean canvas; vrio analysis; strategic market outline; model of four actions; 6 steps of buyer's experience and 6 levers of usefulness; design thinking; Kano model.

The business model consists of several elements, the main of which are the nine structural elements of the Osterwalder business model. According to the authors, they most accurately convey the essence of enterprise processes and reflect the business model. Undoubtedly, one methodological description is not enough for the company to make various management decisions at the strategic, tactical and operational levels and to carry out global changes in the company. There is a need for a more specific description, as well as support for numbers, i.e. evaluation based on specific results. From the point of view of division of estimations there are two approaches - an estimation of separate elements, for example, the same structural elements on the Osterwalder's canvas, or an estimation of the basic activity of the enterprise which can be considered as an estimation of comprehensive research of the enterprise.

The effective functioning of the business model of the enterprise is ensured by several steps. The first step is to analyze the elements of business models, i.e. their comprehensive description and selection. The second step is to evaluate these elements, for example, according to the relevant indicators according to a specific methodology. The third step is to improve, refine, restructure the interactions of the elements of the business model, the business model of the enterprise itself to ensure better performance in the context of competitiveness. It is important that the procedure for implementing these steps is exactly the same, because the change of step-by-step actions will lead to differences between the expected results and existing or proposed strategies for enterprise development and ways to achieve them. The third step is impossible without the previous two, because without analyzing the existing base of the company cannot offer at least some innovations. When it comes to starting a new business, the market still has to be analyzed and decide how it will create value for the consumer. In some cases, it can usually be easier than in an already established company, because no restructuring is required. And one or another direction can be immediately chosen.

It is worth noting that modern business models cannot be called sustainable enough, they have not yet developed so many recommendations and specifics to say whether the business model will work one hundred percent. In addition, they are not ready for abrupt changes in the modern environment, but are developed in a relatively calm environment with fluctuations in indicators such as supply and demand. That is why the model was formed - "Model of prospects of the business model of the enterprise" or "Model plus-minus" in Figure 2, which solved the problem emphasized by G. Hamel and C.K. Prahalad (1996) and consider in complex the current and future or projected business model of the enterprise.

According to the developed model, which has 7 blocks, the rule "+ -" is implemented, which speaks of creating something new and getting rid of the old. For example, the first block to analyze is the consumer block. In addition to analyzing this block according to different approaches to consider it in the dynamics and forecast changes, the company should add a new value proposition for consumers and eliminate outdated one. Since the value proposition is not just a written sentence in the plan, but a number of changes, which may include modernization of goods or services or the creation of a new one, its implementation, i.e. creation will require a lot of effort and skills. Getting rid of an outdated value proposition will help the company get rid of low-quality goods or services, those that lose their position and shift efforts to the same new value. In addition, in the long run, the company must attract other consumers and suppliers to create value supply, to determine demand. This can be done through surveys, connecting various applications and creating information sources, portals about the company's activities. It is also worth using the analysis of indirect factors shaping consumer demand, such as preferences, color, shape, and so on. The development of a cascade of priorities for the company can be used. Also it can be used forecasting, changing the need for consumers in terms of the tool Jobs to be done, proposed by A.W. Ulwick (2017). The Jobs to be done tool helps to create the products that consumers need. To the question "why is this tool important?", it can be answered that, firstly, this tool helps businesses to record and classify the desires and needs of their customers, and secondly, as soon as a business or enterprise can understand the needs of its customers, it will be able to understand what needs are not being met, and third, businesses will be able to understand what solutions need to be developed to meet those needs. In this way, the tool helps increase value for customers. This tool is also based on the purpose or need of the consumer, i.e. he does not buy a product, but only takes it, ‘hires’ it to meet his needs. It will be expedient to determine the need not only of the consumer, but also of the enterprise (employees) as a consumer of the benefits of the enterprise. This means what the company seeks - growth, expansion, development of new activities and more. Keep in mind that although the company is an employee, the goals may be different. It is important to find common ground and identify common directions for both employees and the company represented by the owners. This requires a quality communication system.

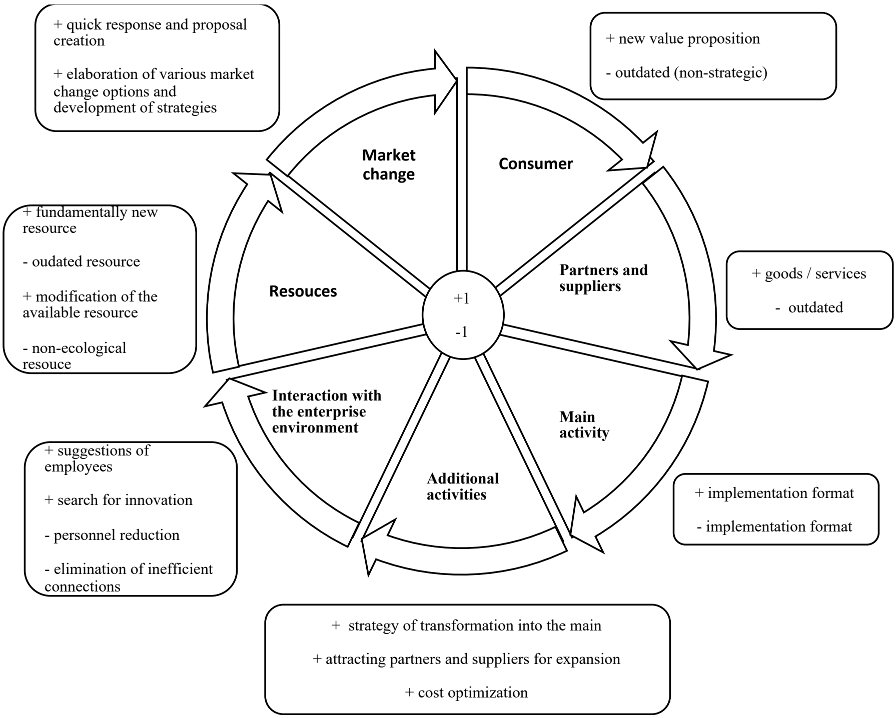

Fig. 2. Model of prospects of the business model of the enterprise (Model plus-minus)
Source: developed by the authors

The second block - partners and suppliers, provides mandatory links with other companies and enterprises. They may be insignificant, but their presence will help the company to develop. This block involves, first, the elimination of obsolete goods, resources, services from the supplier, or services from a partner, and secondly, involves taking something new from a partner or supplier - the same product, resource, service or relationship, example. Interconnection means the creation of a new agreement, joint participation in conferences, product launches, and so on. It also includes creating offers for partners and suppliers, finding new points of contact, collaborating with existing partners and suppliers on modified terms, joint staff training, creating joint announcements, conferences, sharing experiences or other ideas.

The third and fourth blocks are the main and additional activities. Some principles for them are similar, for example, it is + format change - format. That is, it is the implementation of sales - the search for new platforms, various other means of product announcements, and consumer surveys, and ways to create value and so on. Greater development is envisaged for additional activities. This distribution of recommendations is made in view of changes in the market environment and additional activities are considered as one that can save the company if there are fluctuations with the main activity. The basic idea is also that the company should have at least several profiles of its activities, and not be single-profile.

The fourth block is the block of interaction with the environment of the enterprise. Accordingly, two environments are considered - internal and external, and active participation is expected both here and there. The rules allocated to this block are aimed at finding and attracting innovations, cooperation with innovation centers, companies that use the services of the enterprise, various institutions. Also in terms of the internal environment, it is the involvement of employees in the overall formation of the enterprise, their proposals, various methods of improving processes, forming a stable team, which includes recruiting qualified personnel and eliminating inefficient employees, as well as various training and motivation systems.

The fifth block shows what the company may need to implement the previous blocks - these are resources. Based on the analysis of resources, the elimination of outdated resources, search for new ones, as well as modification of resources is envisaged. It is possible to transform a resource into a strategic or key resource. This is done to maximize the benefits of the resource used.

The sixth, final block is the market change block. The idea that is embedded in this block is the impact on market change, the behavior of the enterprise, and to some extent the opposite - the impact of the market on the enterprise. To overcome the negative changes in the changing market situation, a rapid response and the creation of a new state-of-the-art proposal is envisaged. It will be expedient to prevent any changes in the market environment, for this purpose it is planned to develop and forecast the actions of competitors, the market, work out different options for market changes and develop strategies for future market changes. Also, this block includes abstraction from market share, through the transition to another business environment, such as the blue ocean.

The model of prospects of the business model of the enterprise should be used in combination with the business model of Osterwalder in order to determine the current state of the enterprise. This is a system that can be applied at least every six months, thus updating all blocks or basic elements of the business model, which will change, adjust, modernize the company's activities and approaches to defining these activities. In addition, involving customers in this process directly as end users, ie those for whom these goods and services are created, will help to adjust the value proposition, which also changes along with the market environment and consumer requirements.

Conclusions and prospects for further research. So, summing up, it should be noted that the main condition for the competitiveness of the enterprise is its defined and sound business model, and it can and should be changed under the influence of time and modern market needs. Different approaches of scientific schools to the formation of the business model of the enterprise, together with its components, the essences of key concepts were also studied. The scientific concept of business modeling in a covid-dependent socio-economic space was developed.

In general, the authors can highlight such key conclusions as following:

1. Business model of the enterprise, as a model that takes into account the factors of formation and realization of the potential of the enterprise, the implementation of its activities becomes a condition for ensuring the competitiveness of the enterprise;
2. Properly defined (selected) business model in the context of the enterprise will provide it with a competitive advantage;
3. The basis for the formation of a business model is its components, i.e. the components of the enterprise. The most important elements are: customer segments, value proposition, distribution channels, customer relationships; revenue streams, key resources and main activity;
4. To achieve competitiveness, the company can use different models, tools and approaches to analyze their activities, i.e. business models, as well as modify the business model.
5. There are many approaches to evaluating the elements of business models of the enterprise, it is better to use a combination of qualitative and quantitative analysis to achieve the most diverse results;
6. For the analysis and evaluation of business models can be used general indicators of the enterprise, as well as indicators for each element (block) separately;
7. Defining or forming a business model of the enterprise covers all its organizational structures, departments, as well as applies to all processes in the enterprise and is inseparable from the mission and objectives.

It is also worth noting that this article also took into account the main problem of business models, which was mentioned at the beginning, namely the lack of focus on the future market and the lack of business models for the future. The proposed model - "Model of prospects of the business model of the enterprise" will solve this problem, and consider in a complex concept of current and future or projected business model of the enterprise.

The model was based on the concepts of change, movement, innovation, modernization. The selected blocks quite accurately reflect the main processes, activities taking place in the enterprise, and therefore the proposed solutions are aimed at updating the elements of the business model of the enterprise. Updating all the blocks, or the main elements of the business model, will allow you to change, adjust, modernize the company's activities and approaches to defining these activities.

It is assumed that changes in all proposed units will first help the company better navigate the needs of consumers, and secondly, frequent changes in model elements will help the company in case of unforeseen situations such as market changes, market demand - to mobilize its efforts as it did when changing business elements. models. The first 6 blocks are arranged in the order of their most appropriate analysis, they can also intersect with each other and have interconnections. The last block of the model contains some recommendations on how not only to respond to market changes, but how to avoid them or create them yourself.

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ECONOMIC AND LEGAL ASPECTS OF INTERNATIONAL EXPERIENCE HUMAN RESOURCES' MANAGEMENT UNDER CONDITIONS OF SUSTAINABLE DEVELOPMENT THE DIGITAL ENVIRONMENT

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1. Economic and legal analysis of international and domestic experience in the usage of communication skills in human resource management in resolving labour disputes under conditions of COVID-19 and digitalization

Every year, humanity tries to meet its own needs up to date without compromising the capabilities of future generations. This is the message of sustainable development of human resources in today's unpredictable digital environment. However, every day we face many infectious diseases that not only threaten human health, but also seriously affect the economic development of the country during the epidemic, and at the same time cause many problems in labour relations. An example is COVID-19, which was discovered in Wuhan (China) in late 2019 and quickly spread around the world. For example, on April 8, the Chinese News Agency in Beijing reported the "hot" news that the World Health Organization had released an epidemic report, which recorded 12 79722 confirmed cases of COVID-19 and 72 614 deaths worldwide. At the same day, the International Labour Organization said that 81% of the world's working population of 3.3 billion had been affected by the new crown epidemic and that its jobs had been completely or partially closed [1]. That is why, from the global point of view, after the epidemic, the number of labour disputes instantly increased worldwide. And the question of building an algorithm for their rational solution has become relevant. Given that the art of human resource management during the pandemic period is complex and requires the introduction of foreign experience, we highlighted the urgency of using the communication skills of workers and employers to resolve labour disputes.

It should be noted that the works of domestic and foreign scientists such as: N. Dlugunovich [2], J. Lee [1], A. Saliu [3], P. Tamma [4], C. Hong [5], B. Zhang [6], R. Shapravsky [7] are devoted to the issue of the research of the usage of communication skills, management of employees in resolving labour disputes in terms of digitalization of the business environment. The experience of those countries of the world where the first misunderstandings on labour disputes arose during the global COVID-19 pandemic is especially relevant today. After all, the algorithm for solving them is still not properly worked out, which leads to a misunderstanding between the employer and the employee. That is why the purpose of this study was the use of communication skills in human resource management in resolving labour disputes, using economic and legal analysis of international and domestic experience in the context of digitalization.

In 2019, the whole world was paralyzed in the field of production and services. We would like to emphasize that today, in early 2022, according to government orders, due to the severity of infectious diseases, the emergence of new types of COVID-19, most companies, such as China, have suspended certain production lines, and workers have to rest at home. Moreover, if we analyse the movement of the Chinese, even in business affairs around the world outside of China, it is one of the nations that tries its best to follow the rules of hygiene. There is a problem of employers around the world: "How to calculate the preferential rate of the employee, if he or she works remotely at home, or if his or her type of work does not involve remote form? How should the employer pay for the employee's working time in such circumstances? What to do with employment contracts that expired during the epidemic?"

Under such conditions, the communicative abilities of both employees and employers become expedient. It should be noted that when communicating with the owners of companies in post-Soviet countries, we found the answer to why communication is the driving force in labour relations not only in Ukraine but also abroad. In particular, we are talking about the basic principles and strategies of negotiation, the ability to generate reports on the work performed, justify their own value in the enterprise, use nonverbal communication when acquainting the audience or employer with the work performed. All this comes down to "soft skills", it means the universal skills of everyone in society. And it often happens that "hard skills" are developed at the highest level, and "soft skills" only at the basic level. This means that "hard skills", just professional skills of employees, which are related only to the field in which the person works, are devalued. And the person himself or herself does not have the ability to prove what he or she is useful in the team. In this regard, Dlugunovich N. A. emphasizes that "… the higher a person climbs the career ladder, the less weight of hard skills and more soft skills" [2, c. 239]. We agree with the opinion of the scientist, because the professional success of any person is determined by "soft skills", although achieving the desired level has a long duration.

In the publications [8, 9], we analyzed in detail how communication affects a person's ultimate goal. In particular, we came to the conclusion that the combined combination of methods of expressive, informational, paralinguistic, persuasive communication has a phenomenal impact on the process of human resource management. And in the work [10] we conducted the unique scientific study on the optimization of violations of the right to work under COVID-19 in different countries.

Today, at the beginning of 2022, researching the experience of foreign countries, we chose China, because it was the first country to face the problem of mass resolution of labour disputes over wages. Thus, we propose to analyze in details the measures taken by the Chinese government to stabilize labour relations during the epidemic in 2019-2021 years. Firstly, found out how the government's policy was coordinated. For example, in mid-2020, China's state apparatus issued the "State Council Statement on the continuation of the spring 2020 holidays", while the Ministry of Staff and Social Security, the National Federation of Trade Unions, the Chinese Confederation of Enterprises, the National Federation of Industry and

Trade during the outbreak new coronavirus infection actively implemented measures to stabilize labour relations to prevent, control and support the resumption of production in enterprises. Interpretations of the Supreme People's Court and the Supreme People's Prosecutor's Office on a number of issues concerning the special application of the law in criminal cases of violation of prevention and control of sudden epidemics of infectious diseases were published, and "Reports on the proper resolution of labour relations issues in preventing and combating outbreaks of new coronavirus infections" as well were done. In our opinion, all the above measures of the Chinese government have been taken to fight carefully to prevent the COVID-19 epidemic. Moreover, these measures were aimed at harmonizing China's labour legislation with preventing and combating epidemics, protecting the legitimate rights and interests of both employers and workers, and promoting harmonious and stable labour relations.

Looking back at historical events, the similar legal experience used during the severe acute respiratory syndrome of 2003 has been adapted to today's circumstances. Thus, applying the method of statistical analysis, examining the period of 2019-2021 years, we found that by the end of 2021, some Chinese courts have reached appropriate conclusions on the resolution of labour disputes during the global pandemic (Fig. 1).

Analyzing the material given in the Figure 1, it should be emphasized that we made fundamental investigations and identified three main areas that have become the basis for appealing to Chinese courts in the field of labour law violations. In particular, these are issues related to "employees' labour relations", the issue of "employee's wages" and "other (for instance, work injury, leave, statute of limitations)". For example, in employment cases, we investigated that the employer does not pay wages in full and on time due to the epidemic. And if the employee requests to terminate the labour contract on this ground and demands payment of economic compensation, it is usually not confirmed by court decisions, as this rule is intended to prevent excessive burden on the company. Otherwise, it can lead to the destruction of labour relations. Chinese scientist Cao Hong agrees with this position [5].

Researching disputes over employee wages, we found that if, starting from February 3rd, 2020, the company stops working and production due to epidemic prevention and control, the employee is in favour of the employer to pay wages according to the norm of the employment contract. If wage payments are more than one cycle, the employee advocates that the employer pay wages in accordance with the work provided by the employer and the wage standard re-agreed by the employer.

Measures to resolve labour disputes during the COVID-19 pandemic in China

(based on the principle of stabilizing labour relations)

Labour relations

The employer does not pay the salary in its full a measure and in time due to the epidemic. If the employee asks to terminate the employment contract on this basis and demands payment of economic compensation, the court usually does not support it (Chongqing, Inner Mongolia, Shandong Province, Sichuan Province, Guangxi High People's Court). *Limit employees. The aim is to prevent enterprises from carrying too much burden, which leads to the destruction of labour relations.*

The employer has terminated the labour contract with the employee on the ground that the objective situation has undergone major changes, and the employee has filed a lawsuit. The people's court should require the employer to provide corresponding evidence. During the trial, it should pay attention to investigate whether the employer of the same period, area, nature can perform the labour contract normally. If the labour contract is cancelled with the employee only for its own reasons, it is not objective. In the event of a major change in circumstances, it is necessary to review whether the necessary negotiation procedures have been performed before the labour contract is terminated. (Beijing / Huai'an Intermediate People's Court)

Limit the employer. Enterprises cannot simply terminate labour relations on the ground of epidemic situation.

Employee wages

If the enterprise stops work and production due to epidemic prevention and control within one salary payment period starting from the 3rd of February 2020, the employee advocates that the employer pays the salary according to the labour contract standard. If more than one wage payment cycle, the employee advocates that the employer should pay the wages according to the labour provided by the employer and the wage standard re-agreed by the employer. The wage standard should not be lower than the local minimum wage standard. Employees advocates that the employer should pay a salary according to the living cost of not less than 70% of the local minimum wage. It should be supported. (Sichuan Provincial High People's Court)

Bidirectional protection. This provision gives the two parties in the labour relationship the freedom to negotiate wages, which is conducive to stabilizing the labour relationship. Different periods of wage standards are divided into different periods, which gives enterprises and workers a certain living space.

Others (leave, statute of limitations)

The employer has the right to arrange employees' annual leave in accordance with the department's production and work arrangements. The period of postponed resumption of work can be offset against the annual leave, but the employee's annual leave salary should be guaranteed in accordance with the law; the employee refuses to accept or claims invalidity on the ground that the employer arranges the annual leave "without considering his own wishes", and does not support it (Mianyang Intermediate People's Court).

Employers should arrange leave based on the wishes of employees, and employees cannot be required to take leave.

From January 20, 2020, until the time when relevant matters can be handled, no later than the day when the prevention and control of the epidemic is announced to be lifted. (Mianyang Intermediate People's Court)

If an employee or employer wants to sue, but the deadline for limitation of action is during the epidemic. Then his or her statute of limitations will be automatically suspended.

Fig. 1. Generalization and Analysis of Chinese Case Law in the Field of Labour Relations on Human Resource Management During the Global Pandemic COVID-19, 2019-2021. Source: authors' own research

Moreover, the wage standard should not be lower than the local minimum wage standard. Employees advocated that the employer should pay a salary according to the living cost of not less than 70% of the local minimum wage. And this demand was supported by the judgements of the Chinese courts. We consider that this provision gave the two parties in the labour relationship the freedom to negotiate wages, which is conducive to stabilizing the labour relationship.

Lots of attention was devoted to special labour cases concerning the employees' leaves. So we reveled that according to the Chinese labour legislation the employer has the right to arrange employees' annual leave in accordance with the unit's production and work arrangements.

The period of postponed resumption of work can be offset against the annual leave, but the employee's annual leave salary should be guaranteed in accordance with the law. But there were cases when the employee refuses to accept or claimed invalidity of the leaves on the ground that the employer arranges the annual leave "without considering his or her own wishes".

But we want to admit that the judgments of the Chinese courts were that employers should arrange leave based on the wishes of employees, and employees couldn't be made to take a leave.

According to Zhang Bin, vice president of the Shanghai High Court, for the 31st of March 2020, the city's courts had accepted 116 cases involving epidemic situations, including 28 criminal cases, 88 civil and commercial cases, and 24 cases have been completed. Currently, the number of cases of labour lawsuits in the courts related to epidemic situations has decreased significantly [6]. The main reasons are: firstly, there is a process of labour relations contradictions caused by the epidemic situation as well as by the suspension of enterprises' production. Secondly, it also takes place the dissatisfaction by claimants with labour arbitration awards as well as the court proceedings. And it means that there is a certain lag in the time of related cases.

To sum up the functioning of the courts of China during the epidemic period of COVID-19 we can admit the extremely important point is that China has done a productive job in preventing the law. For other countries, including Ukraine, it would be useful to apply China's experience in human resource management in times of uncertainty in order to test properly the preventive function of labour law.

The next task of our scientific and practical research was to analyse the work of the legislative bodies of the Ukrainian authorities. Thus, on March 25, 2020, the Cabinet of Ministers of Ukraine introduced a 30-day emergency regime throughout Ukraine, until April 24, 2020 [11]. On March 17, the Verkhovna Rada of Ukraine adopted a law amending certain legislative acts of Ukraine aimed at preventing the emergence and spread of coronavirus disease COVID-19. It should be emphasized that the Government of Ukraine has adopted a number of laws and decrees to support the private sector for the quarantine's period of the worldwide pandemic COVID-19. For example, from the 1st of March to the 31st of April, private entrepreneurs are exempted from paying a single social contribution, temporarily cancelling fines and penalties for late or incomplete payment of a single social contribution, late filing of a single social contribution reporting, and abolishing commercial real estate [12].

In addition, we also researched the situation of mass unemployment in Ukraine. After all, the main actions of employers in the first weeks of quarantine in Ukraine were: sending employees on leave at their own expense or on account of annual paid leave. There have also been massive layoffs of workers in Ukraine, which has resulted in a large queue of unemployed people who intended to join the State Employment Centre for monthly unemployment benefits. Thus, in the first two weeks of quarantine, the number of unemployed in Ukraine increased by about 500-700 thousand people, in the next two quarters by another 500-600. In total, it reached 2.5-2.8 million people. According to estimates of the Chamber of Commerce and Industry of Ukraine, the unemployment rate is now 13.7-15.4% [13]. We want to underline that this is the highest figure in the last 15 years. However, having analyzed various sources of information, we have come to the conclusion that the number of unemployed in the country will be greatly influenced by migrant workers returning from different countries. According to such forecasts, in the worst case the number of unemployed in Ukraine will increase to 3 million people [7].

At the same time, the government is taking steps to financially support its citizens. Thus, in support of the unemployment fund and the employment centre, the state planned to allocate UAH 5 billion at the end of 2020, and in fact UAH 3 billion was allocated. Moreover, with the newly adopted decrees and amendments to the Labour Code of Ukraine for small and medium-sized businesses, it became possible to compensate part of the salary for the period of idle time in the maximum amount of the minimum wage stipulated by the law, which is 4723 hryvnias. We want to admit that this partial unemployment benefit will be of benefit to those who have worked in areas that have now been idle in quarantine production. In particular, we are talking about mass events, vehicles and establishments that are not subject to a quarantine permit.

We have paid particular attention to scientific research on the current situation regarding unemployment and the emergence of labour disputes over labour issues in Italy. Considering that today in Italy there are a large number of fatalities of the affected by COVID-19. And at the end of 2020, Italy was the leader, because ccoronavirus sparks nationwide strikes in this country. Trade unions called to stop the production of all necessary goods to ensure safety and sanitation in the workplaces. Particularly, Italy's coronavirus epidemic has triggered nationwide strikes running from shipbuilders in Liguria in the North to steelworkers in Puglia in the South, forcing the government to open negotiations with union bosses. While governments across Europe were calling on employees to work from home. Nevertheless there are many Italian workers whose jobs can only be performed in supermarkets, factories, docks and steel mills.

In her research, P. Tamma [4] noted, such trade unions as Cgil, Cisl and Uil reported concerning the protocol that "will allow companies in all sectors, through the use of social safety nets and the reduction or suspension of work, to ensure the safety of the workplace". Prime Minister Giuseppe Conte held a videoconference alongside the Health, Economy, Labour and Economic Development Ministers, to mediate between the two sides (employer and employee). After 18 hours of negotiations, trade unions and employers signed a safety protocol. Rome adopted a Decree asking employees to work remotely and take paid leave, advising the closure of "non essential" production lines and encouraging social distancing and sanitation in industrial sites. Yet it stopped short of ordering a complete shut-down of production, and left it to companies to "self-regulate". So as we see, the practice concerning annual leaves in the circumstances of COVID-19 are popular in China, Ukraine as well as in Italy.

The employment current situation and labour disputes in Germany have not gone beyond our research. With thousands of confirmed cases of COVID-19 now its borders are closed. So, Germany's businesses face major disruption which raises a range of questions for employers and employee. Accordingly, the question arises, as in other countries of the world: "Can employees refuse to work or stay away from work because they are afraid of becoming infected during their work?" According to German labour legislation employees cannot unilaterally refuse to perform their work, employees are also not entitled to refuse performance their work if they fear that they will be infected with an illness. Rather, employees lose their wage entitlement in the event of a unilateral refusal to perform. In addition, employers may consider taking consequences under employment law. Such as issuing a warning notice, in individual cases even the termination of the employment relationship may be considered.

Another burning question among the employees appeared in Germany: "Can employees demand to work from home?" So, according to the legislation of German employees have no legal right to work from home, to be the so-called "home office". Instead, working from home requires a legal basis, for example, an agreement between employer and employee. However, employers should consider giving this option to employees who can also perform their work from home. Because this can reduce the risk of infection and possible absences from work. Specific requirements must be met for work in the home office, in particular requirements under occupational safety law (existence of a suitable workplace) or data protection law. For example, ensuring that third parties do not gain unauthorised access to protected data. The Works Council may have co-determination rights if the employer wishes to grant home office to employees collectively [3].

We also investigate the approach if the employer can order a company medical examination of employees to rule out infection of employees with the COVID-19. In this instance, employers may not in principle order medical examinations of employees. However, as a milder remedy, employers may unilaterally exempt employees for a certain period of time while continuing to pay their remuneration.

It is worth mentioning separately how diplomatically France escaped labour disputes during the quarantine period. The country's management has proposed payments to parents of children, which in French law is called "arrêt travail" and in translation means "termination of employment". These are benefits and an opportunity for parents who have got children under 16 years of age. So, parents of this category can take almost a vacation while maintaining their pay, and for the duration of the "arrêt travail", employees will receive 90% of their pay without working at all. Payments can be received within 15 days and only during the quarantine period. To our mind the actions of the French Government are indeed rational, as this will cause to a reduction in the percentage of those who have COVID-19 that will be offset by the costs of treating patients.

As noted in his research A. Saliu [14], the French government took care of the debt of the citizens, introducing a permission to defer payments until the quarantine or until the debtor is again able to pay it. It is possible to arrange such delay in the bank branch. Businesses, as well as individuals, can suspend payments on their loans for 3-12 months without any penalties. Typically, standard loans can be suspended for 3-6 months, while a mortgage can be suspended for up to 12 months.

In conclusion, we would like to emphasize that, firstly, the principles of the United Nations Charter and the Universal Declaration of Human Rights state that the right to life is the most important. Therefore, under the influence of the epidemic, countries must put human rights primarily - the right to life. Secondly, each country must actively formulate the mechanism for the prevention of labour disputes and a mechanism for resolving them in accordance with the national conditions of the states in accordance with current labour legislation and labour legislation. For example, case law countries can promptly publish relevant case law on the easy accessed, open for everybody Internet sources (for example, cases related to wages during the epidemic, cases of "home office" and "remote working hours", etc.). The legislature must immediately issue appropriate instructions, judicial interpretations and legal norms. One of the goals is to stabilize the mentality of workers during the epidemic. The second aim is to resolve labor disputes at the initial level. Thirdly, according to the results of our study, China can adopt the experience of German unions in solving problems and fully play the role of trade unions. Germany, Ukraine and Italy should study China's warnings and publish relevant labour laws as soon as possible, as well as relevant cases, in order to stabilize the mentality of workers.

Using the method of statistical analysis, we systematized foreign practice of China in resolving labour disputes caused by the world pandemic COVID-19 in the context of digitalization and sustainable development of the society. Using the principle of stabilizing labour relations, there was proposed to identify three main areas of action that should be taken by the judiciary to resolve litigation under the conditions of the world pandemic. In contrast to existing research, we proposed a methodology for human resource management by summarizing and analysing foreign experience, including Chinese case law, in the field of labour relations under the conditions of the world pandemic COVID-19 during 2019-2021 years. This methodology provides for the settlement of labour disputes in terms of three main indicators: labour relations, employee wages, leaves or statute of limitations that are the subject of labour disputes. Implementing foreign practice on the domestic level, the author considered it to be the appropriate to apply in the Ukrainian human resource management tools that are based on the decisions of various Chinese courts. So it means: 1) restrict the rights of both workers and employers under the conditions of the unpredictable global pandemic; 2) provide bilateral protection of participants in labour disputes under the conditions of COVID-19; 3) help to resolve issues with the statute of limitations or the provisions of unscheduled annual leave that arose under the conditions of the pandemic [15]. The implementation of the proposed methodology on practice will accelerate the process of resolving labour disputes that are arising in unforeseen circumstances between labour resources.

2. Comparison of international experience of the impact's disclosure of the COVID-19 pandemic on fundamental human rights in the context of sustainable development

Quarantine in the country is the emergency, for which it is simply impossible to prepare in advance. The precautionary measures taken by the leaders of the states have become such that they have restricted the access of many people to their usual and everyday things. The information released today encourages humanity to totally re-evaluate priorities, and the daily routine has become unattainable due to imposed bans and restrictions. The World Health Organization [16] concluded that the coronavirus pandemic was recognized in March 2020, and the impact of Europe's isolation was felt almost immediately. Therefore, it was forbidden to: visit educational institutions by its applicants; carrying out all mass events involving a certain number of persons, except for measures necessary to ensure the work of public authorities and local governments, restrictions on public transport in cities and the ban on transport between settlements, ban on peaceful assemblies, closure of institutions, which deprived people work. Such measures make it necessary to pay attention to whether they do not contradict what is guaranteed to people by conventions, international treaties; do legislative acts have absolute force over freedoms and human rights? That is why the research topic is relevant and urgent.

The COVID-19 pandemic has led to the emergence of a wealth of information from various sources on major social issues, community initiatives, and lawmakers' actions – but it is difficult to assess the impartiality and credibility of information in a crisis. Due to the lack of collectively formed opinion, general recommendations, etc., it can be concluded that modern publications are primarily descriptive in nature and have not acquired sufficient practical application. This topic is the subject of research by such practitioners as I. Bergo [17], O. Whitfield-Miocic [18], A. Zayonts [19], E. Snowden [20], N. Huet [18]. However, there remains a long list of issues that is to be studied in details. That is why we set out to study the international experience of the impact of published information on the COVID-19 pandemic on fundamental human rights, the usage of this information in accordance with international conventions and treaties.

During the time that countries around the world spent in isolation, the topics of violation of human rights and freedoms became widely known against the background of quarantine restrictions. Social networks and the media often disseminate emergency information, which has many conflicting points, but analysing the state of the country today, we can conclude that some restrictions still balance between legality and chaos.

Among restrictions that have become the most discussed are: 1) the emergence of applications that monitor the movement of persons and their contacts with others, such as violations of the right to respect for private life under Article 8 of the European Convention on Human Rights; 2) forced observation of citizens, as a restriction of the right to liberty and security of person, as referred to in Article 5 of the European Convention on Human Rights [21]; 3) blocking transport links between settlements, restricting movement across the state border – as the violation of the right of citizens to freedom of movement (Article 2 of the Protocol 4 to the Convention for the Protection of Human Rights and Fundamental Freedoms); 4) restrictions of the right to freedom of peaceful assembly and assembly of more than two persons (Article 11 of the same Convention); 5) ban on visiting churches and educational institutions, relevant events (Article 9 of the European Convention on Human Rights); 6) restrictions on access to medical care, which is expressed in the temporary cessation of planned hospitalization and operations, except for urgent (Article 14 of the Convention on the Prohibition of Discrimination in All Circumstances).

So, we can say that it is today that the state's interference in everyday life is becoming invisible, but real. In particular, European countries are establishing total surveillance of their citizens. This is done in order to quickly reproduce the chain of contacts between patients and healthy people and control those who are in quarantine. However, we would like to emphasize that if Western Europe is trying to do this in a rather democratic way, then in some Asian countries the rights and freedoms of citizens are being directly violated. And the leaders of the states even openly admit it. For example, Israel has passed new laws that allow spying on its citizens. This means that from March 17, 2020, the Israeli Security Agency no longer needs to have a court decision on the tracking of telephone conversations and calls of individuals [19]. This is reminiscent of a high-profile story in early June 2013, when the Guardian reported that the US National Security Agency (NSA) was collecting telephone records of tens of millions of Americans. The document issued a secret court order directing "Verizon", a telecommunications company, to transfer all its telephone data to the NSA on a "daily basis". The European Court of Human Rights then ruled that such methods of mass interception of Internet communications violated confidentiality and did not provide adequate safeguards [20]. Analysing the above information, we can say that in such circumstances, the daily routine of society acquires a different meaning as well as, in fact, human life. As in war, actions are taken to preserve the majority, not to protect everyone.

Restrictions on freedoms are a hot topic, as many international conventions and national laws provide for the impossibility of violating fundamental human rights. However, the Convention for the Protection of Human Rights enshrines the principle of the rule of law, which in emergencies becomes a strong argument for the legitimacy of restrictions on human rights. Articles 8, 9, 10 and 11 provide for state intervention in people's lives where it is really necessary. This means intervening in the interests of national and public security or the economic well-being of the country, to prevent riots or crimes, to protect health or morals or to protect the reputation, rights and freedoms of others, and to prevent the disclosure of confidential information or to maintain authority and impartiality of the court [21]. Article 5 of the same Convention also provides for a derogation from certain rights, namely: “any High Contracting Party may take measures derogating from its obligations under this Convention only to the extent required by the urgency of the situation and subject to that such measures do not contradict its other obligations under international law” [21]. Therefore, public authorities cannot interfere in the exercise of rights except when the interference is carried out in accordance with the law and is necessary in a democratic society.

Labour relations are the most affected, because with the introduction of restrictions on travel, fees, etc. – almost the entire population of the planet has lost its source of income. Thanks to journalists, the fact of mass job loss was called “Job catastrophe”. According to the survey, due to general restrictions, approximately 2.7 billion people have experienced the effects of a pandemic – meaning 81% of the world’s working population, 38% of whom are particularly vulnerable [18]. This workforce works in hotels, restaurants, retail and manufacturing, in sectors that have experienced one of the biggest declines in production. America and Europe have the highest proportions of workers in these high-risk sectors and are more vulnerable to labour market shocks, but they also enjoy greater social protection coverage.

According to the survey conducted by Info Sapiens, 35% of employees have no guarantee that the employer will comply with labour laws in quarantine due to informal employment [22]. The problem of illegal dismissal has become one of the most common problems in the labour sector. Employers are trying to save on taxes and payments, which is a significant violation of both national law and the rights of employees. In this situation, it should admitted that the employee may be dismissed only in the event of changes in the organization of production and labour of the employer. Thus, the fact of quarantine on the territory of the state does not provide an independent basis for employers to dismiss employees, and therefore all dismissals should take place exclusively in accordance with the norms of labour legislation and not violate the fundamental rights and freedoms of citizens.

Since the US President Donald Trump declared a state of emergency in the country, more than 22 million people have applied for unemployment. According to sources, the United States has not seen such a level of job loss since the Great Depression, and the government is still trying to respond quickly to the deaths from the COVID-19 crisis and the economic downturn it has caused [23].

At the time, French Economy Minister Bruno Le Mert outlined the government’s financial plan for the country in the coming months to combat COVID-19. The information provided: “Any employee will lose a penny” – gave the population faith in a sustainable and secure future, the Minister promised that the state will intervene to avoid economic disruption for the country’s business [17]. France has stressed the importance of the safety of workers who have to go to work even during the quarantine. Employers, in turn, are required to take the necessary measures to ensure the physical and mental health of their employees. Thus, on the one hand, due to administrative closures, a significant number of enterprises can no longer operate at all or partially. The administrative closure of some companies actually requires employers to temporarily dismiss employees. In France, administrative closures will last at least until May 11, 2020. And companies that are not fully covered by these measures can continue to operate. However, in such cases, the government's recommendation to give absolute priority to remote work, it means "work at home", has been officially published. If this is not possible, employers must provide employees with conditions that protect their health and safety as much as possible. For example, this involves arranging workstations in a format that allows a distance of one meter between employees. In the event of significant changes in the organization of work, it is necessary to consult with staff through, for example, videoconferencing. Employers must also provide pass certificates that allow these workers to travel from home to work. In addition, it is recommended to stop any physical meetings that are not vital for training [24].

In addition, we also examined the urgent question among German workers as to whether they could require an employer to work remotely from home. As it turned out, an employee, according to current German law, has no legal right to arrange an "office at home". Given the basic provisions concerning the legal regulation of labour in Germany, which are enshrined in the sixth chapter of the German Civil Code [25], we propose to resolve this issue in favour of the employee by concluding an additional agreement between employer and employee. Therefore, we have proposed during the implementation of this agreement that the employer has the right to require the employee to comply with labour protection legislation. For example, the availability of a suitable workplace. Or compliance with the law on data protection. In particular, it is a matter of ensuring that third parties do not have unauthorized access to protected data.

When it comes to the state of emergency in the country, it is important to analyse the appropriateness of the bans, whether they are valid and sufficiently justified, because in such periods as never before, there is a risk of restricting people's fundamental rights and freedoms. Taking into account the case law of the European Court of Human Rights on state interference in human rights and freedoms, the Court notes that justified interference requires 3 important factors: 1) national legislation must be clear, predictable and properly accessible ("Silver and Others v. the United Kingdom") [26]; 2) the legitimate goal is to set specific, measurable, achievable, realistic and time-bound goals to change and improve the situation in the future; 3) social necessity – the correspondence of the balance of rights of one person with the balance of the rights of the whole nation to a healthy existence and safe environment. The balance of individual and public health interests is reflected in Case "Solomakhin v. Ukraine" [27], where the ECtHR noted that violations of the applicant's physical integrity could be considered justified by public health considerations and the need to control the spread of infectious diseases in the region. It is important to understand that the European Court of Human Rights, first of all, draws attention to the lack of quality law, as this automatically indicates non-compliance with the last two factors: "The conclusion that the measure was not "in accordance with the law" is sufficient for the Court to find that there was a violation. Therefore, there is no need to examine whether the interference pursued a "legitimate aim" or was "necessary in a democratic society" (M. M. v. the Netherlands) [28].

The reaction of the state during the quarantine and emergency situation should be supported only by facts. There must be a clear scientific and practical justification for emergency measures, and it is at this stage that the opinions of the leaders of the countries are divided. Crisis, pandemic, isolation – did not bypass anyone. Therefore, in our opinion, there should be not only an action plan, but also a clear mechanism for its implementation, which today, unfortunately, not every state demonstrates.

Thus, according to our research, we propose to implement the French experience in creating the safest possible conditions for those who work on a regular schedule during COVID-19: to apply statutory restrictions on allowable distance, protective ammunition, etc. Taking into account the actions of the German government, it will be appropriate to apply subsidies and benefits to those employers who will pay wages to their employees in telecommuting or remote work.

We also proved that the regulation of complex modern labour relations requires the state to introduce an integrated approach by creating economic and financial conditions, raising unemployment benefits to the subsistence level, providing subsidies and social benefits to workers, helping families and those layers of the populations that need it most because of the loss of earnings, the introduction of control over the illegal dismissal of workers, improving occupational safety and control over injuries and illnesses among workers, including through improved labour legislation and prevention programs. Under quarantine conditions, the principle of "the right to life is paramount" cannot be ignored. That is why, under the influence of the COVID-19 epidemic, countries must put human rights first. Restrictions on movement should be eased by providing information on safety recommendations, as well as social assistance to those who have lost access to work or emergency facilities due to the suspension of public transport (grocery stores, hospitals, pharmacies, etc.). To help society with the transition to remote communication, we propose to create initiatives to improve skills in the use of video communication systems, conferences, teleworking services. And because of the outbreak of doctors, create supervision over the safe environment in hospitals, because people who need help need to be reassured that hospitals do not endanger their health during an epidemic. Thus, the right to life is a fundamental principle of the Charter of the United Nations and the Universal Declaration of Human Rights [29]. Today, there is a gap between ensuring national health and violating state-guaranteed human rights. In our opinion, lawmakers need to justify whether their actions aimed at maintaining health have no alternative. After all, the rights and freedoms of the own population must always be in priority for the state. The implementation of the proposed measures in practice may be the optional method of overcoming the effects of isolation in business relations, as well as overcoming human rights restrictions during the COVID-19 pandemic.

We couldn't but mention that during the global pandemic COVID-19, the daily routine of our life, business and home problems, monotony, catastrophic lack of time are the result of quarrels, misunderstandings, and the main unwillingness to contact and discuss issues at the "negotiating table". As the COVID-19 World Pandemic has shown, these are the key factors leading to the divorce of many families, even those who knew how to find a compromise over the long span of family life.

Unfortunately, today Ukraine is in the first place by the number of divorces in Europe. This mark reaches 61%. In Europe, the number of spouses is decreasing every year: from 3.48 million in 1975 to 2.0 million in 2019, which means that in 1975 around 9.5 thousand marriages were made in Europe every day, and in 2019 they were barely registered 5 thousand a day [30]. And this is despite the continent's population growth of nearly 60 million over the decades. Terrifying figures, but rather irrational is considered when the couple ignores the peaceful settlement of problems, finding the border of compromise, to discuss all the details even when the woman is pregnant. In the course of our research, it was difficult to evaluate the indicators and realize that the life of a little baby is simply taken away because of a misunderstanding or inability to communicate.

By analysing, we can say that in European countries every 30 seconds they perform a registered abortion. It means that 116 of them perform in an hour, and about 2.8 thousand a day. There are statistics that the most abortions were performed in 2015 in France (over 216 thousand), followed by the United Kingdom (197.9 thousand) and Germany (99.2 thousand), and the least abortions were in Poland (1040), Croatia (3002) and Slovenia (3682). These data indicate that the spouses are not aware of one of the priority functions of communication – meeting the need for communication. So, all humans are social beings. We need other people just like food, water, a roof over our heads. Two people can talk for hours about different little things that they don't even mention over time, and some can't communicate even three minutes. The meeting the basic need for human communication should be the first step in establishing the communication compromise.

For example, in 2017, the Polonsky District Court of Khmelnytskyi Oblast considered 105 cases of divorce, of which 85 were dissolved [31]. As practice has shown, the plaintiffs in the cases were 29 men and 76 women. According to statistics, 62% of divorces are for young families, and the peak itself falls for a period of 3 months to 1.5 years of married life [32]. This indicates that the period of adaptation in spouses almost did not happen.

Last months practice in China proves that there has been a sharp increase in the number of divorce applications filed against the background of lunar quarantine due to coronavirus. So, last week, the Global Times reported that a record number of divorce requests were registered in Xi'an, China in recent weeks. Divorce lawyer Siv Lee says the divorce rate in his practice increased by 25% after quarantine restrictions eased in mid-March.

One of the main causes of divorce is domestic disputes. Often they arise from the reproaches of her husband's wife, that she is poorly prepared, lazy, enjoys having fun, enjoys watching TV shows, does not care about family comfort. That is, the husband believes that the wife systematically incompletely performs his "legitimate" homework, and in the woman's view, the husband demands too unrealistic, thus violating her right to rest after a hard day's work or week. And the fact is that the husband does not require so much work, but just wants to see his wife in the economic chores from morning to evening. It is from these household quarrels that a conflict arises that will lead to divorce in the future. In such cases, the first step is to use the "negotiating table". This method will help to avoid the negative consequences, train the ability not only to listen but also to hear the interlocutor, to respect his point of view, to be able to adapt his own aspirations to the aspirations of the communicator. In particular, in this case, a spouse living in constant disputes should be aware of further chronic encounters – an indicator of a rather serious incompatibility that threatens misunderstandings in future relationships. If the family does not overcome this stage, it moves in small steps to a persistent disagreement, which becomes a defining feature of the psychological climate not only in relationships but also in communication with a partner, friends, society, etc. When there is a stage of systematic misunderstanding in communication, the energy of goodwill disappears, attention and non-verbal communication also have no effect, and on the contrary, energy of hostility picks up. In practice, this is reflected in the fact that family encounters are becoming more irreconcilable, relationships are aggravated, and estranged partners are growing. In such conflicts, they no longer seek the truth, but turn to accusations, abusive epithets, and mention past mistakes and failures of each other.

Particular attention should be paid to step-by-step measures to overcome this kind of situation in life. If there is a misunderstanding with the interlocutor, there is no need to resolve the issue immediately, since time can help to understand and analyse the situation in a different way. If, in your opinion, you do not manage to reach an understanding in the communicative negotiations, then you can involve a psychologist or mediator who will act as negotiators – they will hold a neutral position and relieve psychological tension, directing the dialogue in a constructive way. The result will be either a compromise in the future or the use of new methods of reconciliation.

3. Improvement of the Ukrainian Legislation on Labour Migrants by Implementation of the Foreign Countries' Experience under Conditions of Sustainable Development

In the context of sustainable development, the consequences of COVID-19 lead to both forced labour migration and restrain the flow of migratory labour resources. However, the emergence of modern needs of the world's migrant population requires the development of migrant labour market infrastructure, institutionalization of regional intercultural management – an important tool for effective social policy in the country. Thus, an important task for any country is the formation and implementation of such a migration policy that would take into account the current social and economic effects of migration [33]. That is why the study of the employment of migrant workers in Germany is gaining urgency, as this issue is highly debated among practitioners and scholars around the world. Today, in early 2020, Germany has experienced another economic recovery, and therefore the country's companies need the additional 1-1.7 million new employees. Thus, according to our previous research, in 2018, 59% of Ukrainians of working age migrated from Poland to Germany [34]. The main reason for this migration process is the low level of wages for work performed at home. In particular, comparing the wages of migrant workers in Germany and Poland, the income of employees for similar work in Germany, labour migrants receive 2 times more than in Poland and 3 times more than in Ukraine. In terms of professions, the highest paid are civil engineers, energy engineers, information security specialists, programmers, economists and sales managers. The reforms that are gaining momentum in Germany include the liberalization of access to the labour market for foreigners from outside the European Union, but not without certain restrictions. Moreover, in the field of our research over the past year, the new German Migration Law has aroused the greatest interest among practitioners, which has contributed to a positive image of the country to attract skilled labour migrants from Ukraine. And, therefore, this topic is relevant and urgent for a detailed analysis in the legal field of a favourable working environment for migrants from Ukraine.

The issue of international migration of the working population, in particular the implementation of the experience of foreign countries, including Germany, in the context of the legal field of Ukraine is the object of study of both domestic and foreign scientists and practitioners. In particular, such as T. Weinman [35], J. Volosko [36], O. Kvasha [37], I. Kizima [38], O. Kornienko [39], U. Sadova [33]. Along with this, there is a list of issues that need to be solved. We are talking about the generalization of the new rights of migrants in Germany, new requirements for migrant employees, analysis of the current legal framework for migrant workers in the country, which came into force in early 2020.

When the employee comes to the country, the first thing that draws attention to and causes difficulties for the migrant is the very legal field that applies to foreigners. Therefore, our research will focus on the legal framework of the country to which labour resources migrate, their rights and responsibilities in the host country during the period of labour migration. As we noted earlier, the vast majority of migrants go to work abroad to improve their living standards [40, p. 75]. According to analytical data, Germany is one of the three countries that most accept the number of migrants and provide decent enough conditions for work or permanent residence. Such scientists as Volosko O. [36], Kvasha O. [37, p. 537], Kizima I. [38, p. 366], Kornienko O. [39, p. 6] emphasize that migrants in Germany have always had and still have many privileges. In particular, the new migration bill, the so-called New Migration Act ("Einwanderungsgesetz") [41], opens up new employment opportunities for qualified foreigners from countries outside the European Union (EU). Thus, Lydia Gibadlo from the Polish Institute of International Relations notes that changes in Germany's migration policy are primarily due to demographic problems. For example, since the 1970s, Germany has seen low natural growth and a marked increase in life expectancy and, consequently, a shortage of sufficient labour. An analysis prepared by the Federal Employment Agency shows that in 2018, 60% of companies identified a shortage of workers as a risk for further development and investment in Germany, and the biggest problems in finding skilled workers were companies working in maintenance, construction, information technology and health care [42]. That is why, according to the newly adopted laws, immigrant workers have to eliminate this shortage of professionals in the German labour market.

Thus, we have summarized the rights and opportunities of migrant workers in Germany, which were enshrined in the New German Migration Act, as well as labour legislation applicable to the regulation of labour relations of migrants and employers in this country (Fig. 2).

If we analyse block 2 in Figure 2 legislation governing the work of migrant workers in Germany, we note that it consists of national and international law. Accordingly, there are local regulations that apply to specific enterprises. Thus, there are a number of international agreements on the labour of migrant workers that are in force in EU countries, including Germany: 1) ILO Convention № 97 on Migrant Workers (revised 24.06.1975) [43], which provides for equal treatment and non-discrimination on the grounds of nationality, race, religion or sex between those who are legally present in the territory of the state – migrant workers and their own citizens; 2) ILO Recommendation № 86 on Migrant Workers (June, 24, 1975) [44], in addition to Article 8 of the Convention № 97, contains provisions aimed at protecting migrant workers admitted to permanent residence from deportation due to lack of funds or lack of employment. Thus, paragraph 18 of this Recommendation states: "When a migrant worker is lawfully admitted to the territory of any member of the Organization, that member of the Organization have to, as far as it's possible, refrain from evicting that person and, where appropriate, his family members on the grounds of inadequacy the resources of the worker or the situation of the employment market, except where there is an agreement between the relevant authorities of the territories of emigration and immigration concerned"; 3) Convention № 143 on Abuse in Migration and Ensuring Equal Opportunities and Equal Treatment for Migrant Workers (1975) [45], provides for certain safeguards for migrants who have lost their jobs; 4) Recommendation № 151 on Migrant Workers (1975) [46] deals with practical measures to ensure compliance with the principles of equal opportunities and treatment.

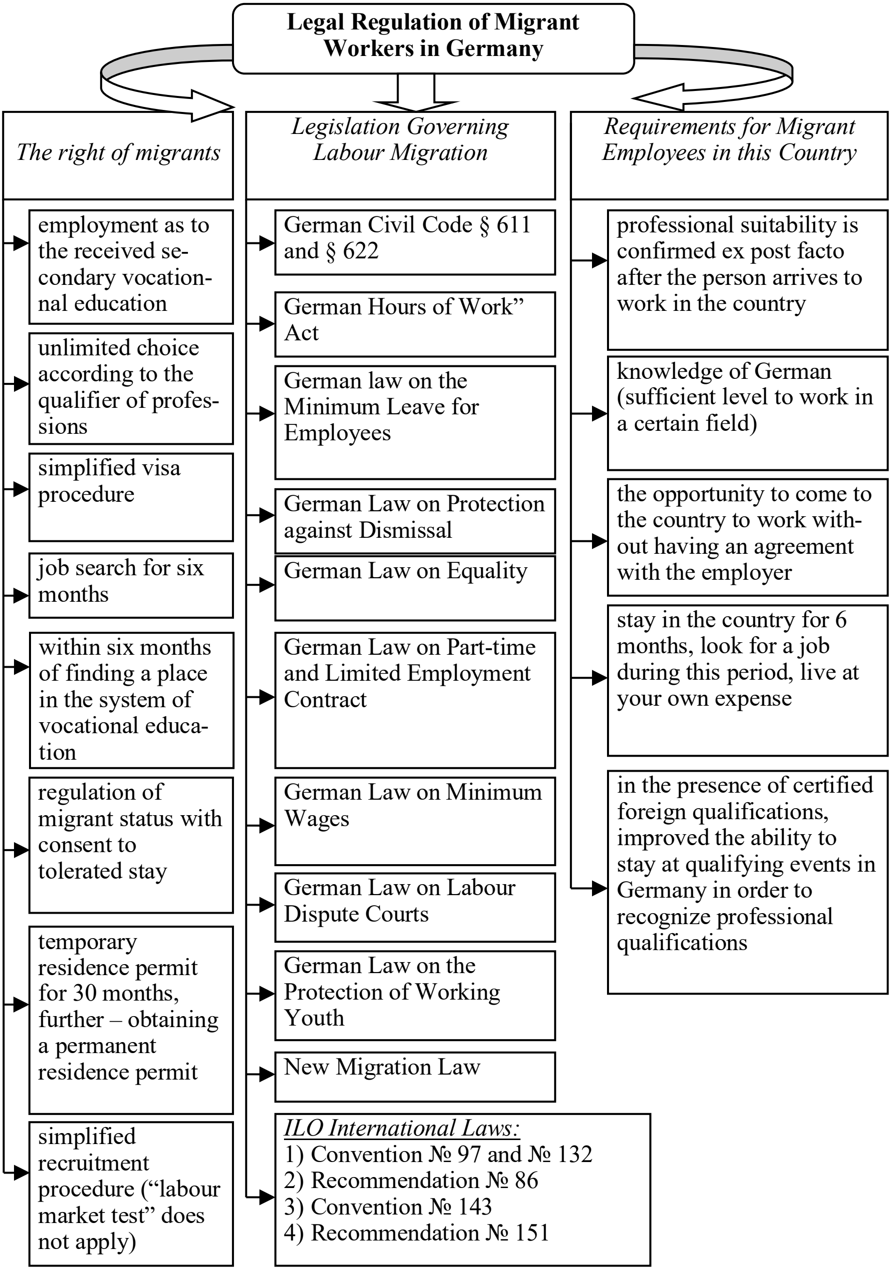

Fig. 2. Legal Regulation of Migrant Workers in Germany Source: authors’ own research

This recommendation reaffirms the rights of migrant workers, including workers with unresolved situations, to join a trade union and fulfil their trade union rights. The recommendation calls on the authorities to create conditions for migrants with unresolved situations to find out in a short time whether their status can be settled. In the case of deportation, the migrant should not be responsible for its implementation.

Along with international law, the lion's share belongs to Germany's domestic regulations. Therefore, the German Working Time Act [47], which regulates the length of a migrant's working day, breaks, night shifts, shift work, and work in certain areas, deserves attention. Thus, this law stipulates that full-time work in Germany is 40 hours per week, but this law also provides for a maximum weekly working time – 48 hours per week for certain sectors of the economy. In exceptional situations, the work schedule can be up to 60 hours per week.

All migrants must also have information on daily working hours. Thus, according to German law, as in Ukraine, working hours per day should not exceed 10 hours and 60 hours per week. The practice of functioning enterprises in Germany shows that, as a rule, migrant workers are employed eight hours per day from Monday to Thursday and seven hours on Friday. According to the German Labour Code, a 10-hour working day is provided during seasonal work or when the company receives an exceptionally large number of orders. In such cases, working hours can be extended to 60 hours per week, but provided that the average length of the working day for six months or 24 weeks is 8 hours per day.

In Fig. 2 was allocated by us in a separate block and thoroughly analyzed the German Law on Minimum Leave for Employees. Thus, the German Federal Law On Holidays of January 8, 1963 proclaims the right to annual paid leave for all employees and students of industrial training. The right to leave arises after six months of work, which is fully consistent with the norm enshrined in paragraph 2 of Art. 5 of the ILO Convention № 132 on Paid Leave. Vacation duration – 24 working days. If after 6 months of continuous work the employee is dismissed, he acquires the right to leave lasting one twelfth of the annual leave, multiplied by the number of full months actually worked. Leave is granted to employees in full or in part upon request. In addition, we found that the amount of paid annual leave in Germany depends on the rules established in the collective agreements of enterprises. As a rule, the annual leave at enterprises is 30 working days per year, despite the fact that the minimum duration of leave is 24 working days in a calendar year. There are companies that pay more than that. According to statistics, half of all employees in Germany receive additional leave (Urlaubsgeld). It should be noted that the surcharge of the holiday allowance is a voluntary gesture of the employer – or his personal decision, or the surcharges are agreed with the employers of the union, concluding tariff agreements. According to a survey conducted by the WSI-Tarifarchiv, a trade union institute close to trade unions, it was found that companies with such collective agreements have twice the chances of additional vacations than companies (usually small ones) with any tariff agreements [35]. We found that, on average, the amount of surcharge for holidays in Germany is 1280 euros before taxes. However, this amount is average, because the difference between the spheres of employment and individual regions of the country is really significant (Fig. 3).

Special attention should be paid to the sick leave. Thus, according to German law, if an employee is unable to go to work due to illness, the employer must be informed immediately. A medical certificate or certificate of incapacity for work due to illness issued by a doctor should usually be submitted no later than the fourth day of illness. However, it's necessary to keep in mind that the law may require the staff to submit a medical certificate on the first day of absence from work. At the same time, it is important to be aware that under German law, information about an employee's illness is protected and subject to confidentiality. This means that the doctor who provides a sick note only indicates the number of days away from work, but does not disclose the type of illness. And only in exceptional situations, such as in the case of a serious infectious disease, the employer can be informed about the diagnosis of a migrant worker [48]. The next step in sick leave is the payment. Thus, German law stipulates that the employer is obliged to pay the employee 100% of his average monthly salary for the first six weeks of illness. At the end of this period, the employee must apply to the insurance company and apply for sickness benefit. The amount of benefits will depend on where the employee is insured – in a federal or private hospital fund.

It is interesting to note that under German law, a sick leave confirmed by a medical certificate is not included in the duration of the leave. If we compare domestic legislation, in accordance with Part 2 of Art. 80 of the Labour Code of Ukraine and Part 2 of Art. 11 of the Law of Ukraine "On Leaves" of 15.11.1996 № 504/96-VR only annual leave and additional leave for children must be postponed or extended, in particular, in case of temporary incapacity of the employee, certified in the prescribed manner. However, this provision does not apply to other types of leave. Therefore, in our opinion, this aspect of labour relations in the field of social protection of employees in the period of non-performance of working duties would be relevant to implement the amendments in domestic legislation for all types of leave, in particular the Law of Ukraine "On Leave". This would give employees and migrant workers a sense of security and attractiveness during their illness, regardless of the leave's type.

The issue of the release of migrant workers in Germany is particularly relevant. Unlike domestic law, German law allows an employer to dismiss an employee during sick leave. In addition, there is the German Law on Protection against Dismissal [49], which can be applied to companies with more than 10 employees and which protects against so-called socially unjustified dismissals of pregnant women and mothers on maternity leave. The new project of the law approved in Germany, which showed that there is a shortage of workers in the country and which cannot be solved at the expense of the state's internal reserves, has received considerable discussion. Thus, this project of the law provided new opportunities for workers from non-Eurozone countries to obtain legal employment. So, the new approach to the policy of attracting labour migrants to Germany, focused primarily on qualified professionals. There are two main requirements for them –

professional suitability and knowledge of the German language. Confirmation of the professional suitability of migrant workers will be ex post facto after the person arrives to work in the country. The new legislation eliminates unnecessary bureaucratic formalities to speed up the recognition of certificates issued in other countries. As for the level of German language proficiency, the knowledge must be sufficient for a migrant worker to work in his or her specialty. For example, a cook may have one set of vocabulary and a locksmith may have another, but this will be enough to perform their duties.

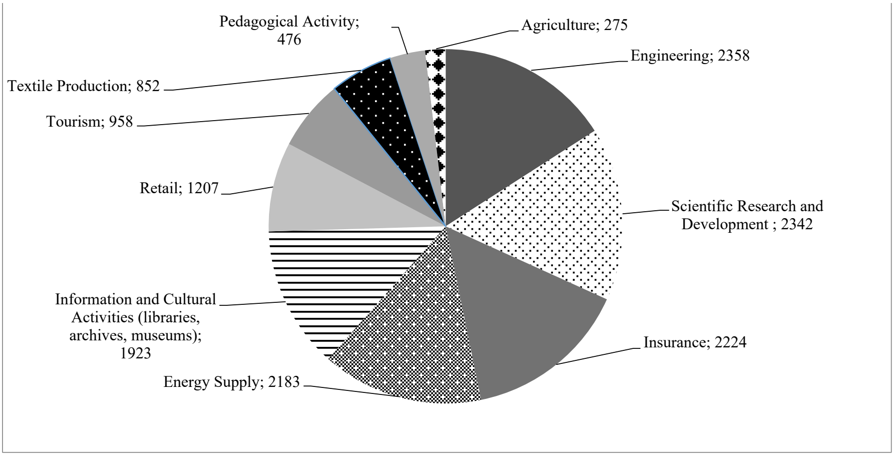

Fig. 3. The Amount of Holiday Pay for Migrant Workers and Employees to the Basic Salary in Germany in Terms of Sectors of the Economy During 2019, Gross (in Euros)

Source: built by the authors according to the Federal Statistical Office of Germany and using the source [35]

Secondly, it was the New German Law that abolished the so-called “labour market test”. This means that, starting in 2020, there are equal conditions for applicants for a vacant position – either a German citizen or a migrant worker. Prior to this period, in the so-called “rare professions”, as well as depending on the regional situation in the labour market, local employees – Germans or citizens of the European Union had priority in employment. It means, if a third-country employee applied for a job, the employer had to first check that there were no other candidates with priority for the position. And if there were no such applicants, the vacancy could be offered to a citizen from outside the EU. We would like to emphasize that in practice this procedure was quite a barrier to integration into the labour market. And the New Migration Act abolished this procedure, which will accordingly promote Germany’s integration into the world of migrant workers.

Thirdly, the breakthrough in labour relations with migrants in Germany is that you can come to work without even having an agreement with your employer.

Moreover, migrant workers are allowed to stay in the country for six months, during which time they can find employment. However, they will have to live at their own expense during this period, as the German government will not provide social assistance in such circumstances.

Fourthly, a sensible step by German authorities was to create social guarantees for Ukrainian migrant workers. Thus, in early November 2018, Minister of Social Policy of Ukraine Andrii Reva and German Ambassador Ernst Reichel in Kyiv signed an agreement on social security, which provides, in particular, social protection in the field of state pension insurance and accident insurance [40]. Thus, this agreement will provide the opportunity to avoid double insurance in both countries. This could be interpreted as follows: Ukrainian labour migrants who go to work in Germany will be subject to the social norms of German law. For example, Ukrainian migrant workers will be able to receive insurance benefits in the event of an accident, even if they return home after it. In addition, this agreement did not bypass the unlimited transfer of pensions from Ukraine to Germany or vice versa. At the same time, the work experience of migrant workers in both countries will be summed up.

To sum up, according to our research, we can conclude that German labour law on migrant workers is gaining momentum for workers around the world. We have summarized the current rights and opportunities of migrant workers in Germany, enshrined in the New German Migration Act, as well as labour legislation applicable to the regulation of labour relations of migrants and employers in this country. There are three main blocks that are relevant for migrant workers in Germany, in particular: migrant rights; national and international legal framework governing labour migration in Germany; requirements for migrant employees in the country. It is proposed to implement the experience of Germany in the legislation of Ukraine regarding the exclusion from the duration of leave, regardless of its type, the duration of the sick leave.

Another aspect concerning the improvement of the Ukrainian legislation on labour migrants by implementation of the foreign countries' experience is that migration movements in recent decades have contributed to the spread of European values in Ukraine, creating a society open to the world and capable for innovation. The theory according to which labour migration reduces the tension in the labour market becomes relevant. And if there were no migration processes in the world, the unemployment rate would have doubled. According to surveys conducted by a commission under the Dutch Ministry of Foreign Affairs [50], the IOM's Global Migration Data Analysis Center [51] and the International Labour Organization (ILO, OECD, World Bank) [52] wages of migrant workers abroad are three to four times higher than the average wage in Ukraine.

According to a study on the cash flows of migrants to Ukraine and their impact on the development of the country, conducted by IOM (International Organization for Migration) [53] in 2014-2015, remittances of migrants to Ukraine accounted for almost half of the budget of households with migrant workers long-term, and 60% of the budget of households with short-term migrant workers.

According to studies [50], [51] and [52], almost every fifth long-term migrant, speaking as a respondent, expressed their own investment intentions, considering it promising to invest in the development of regions of Ukraine in such areas as agriculture, construction, tourism, retail trade, etc.

In the legal field of Ukraine concerning labour migration, the law of Ukraine "On external labour migration" [54] is relevant, with its latest additions, which clearly defines the legal and organizational principles of state regulation of external labour migration and social protection of Ukrainian citizens abroad (labour migrants) and members of their families. According to the law [54], the legislation on external labour migration consists of the Constitution of Ukraine, the Law of Ukraine "On External Labour Migration" and other acts of legislation governing relations in the field of external labour migration, as well as international treaties of Ukraine, consent to be binding. provided by the Verkhovna Rada of Ukraine [55].

In comparison with other countries of the world, in particular in comparison with such highly developed countries as the United States and Germany, in our opinion, Ukraine does not pay enough attention to labour migration, in particular employees' labour migration. At the same time, we want to emphasize that labour migration is an opportunity to develop the country's economy, improve welfare, gain invaluable experience, self-realization, improve working conditions and human income [56, 57, 58]. And today our society needs to stop hiding behind the negative image of labour migration and erroneously make the entire system of labour migration dependent on the difficult life circumstances of a certain category of workers. It is necessary to cultivate a legal culture in the Ukrainian population and at least a minimum awareness of their rights. If the citizens of Ukraine choose the opportunity to work and earn abroad, the representatives of the state authorities should not prevent this, divide the citizens into groups according to incomprehensible criteria and ignore the life choices of Ukrainians.

Analysing the legislation of Ukraine, we can say with confidence that the legal status of migrants is clearly defined by regulations. However, a number of issues remain that need to be improved. The Verkhovna Rada of Ukraine adopted the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on the Formation of State Policy in the Sphere of Labour, Labour Relations, Employment and Labour Migration" [59], it introduced changes in Ukrainian legislation on labour migration, namely: in the Law of Ukraine "On Remuneration of Labour" [60] and the Law of Ukraine "On Employment" [61]. However, it should be noted that the changes were concerning only the wording of the terms, and not the very procedure of hiring a migrant and providing him or her with appropriate working conditions.

Taking into account that the implementation of foreign countries' experience in the legal field of Ukraine is a very urgent issue for thorough research, we propose our own vision for improving the legal framework of Ukraine for migrant employees [62, 63]. Thus, according to our research, we consider it appropriate, first of all, to implement the experience of Germany in the field of labour migration, in particular, we are talking about certain provisions of the law. In our opinion, the implementation of the provisions of German law regarding the simplified procedure for hiring migrant employees in such areas of business that require the immediate involvement of production staff or highly qualified specialists, in particular: agricultural industry, engineering, consulting services, etc., will be a motivating measure for skilled employees migrants. We propose to consolidate our own vision in the form of amendments to the Law of Ukraine "On Private International Law" and the Law of Ukraine "On Employment". If this approach is implemented in the legislative field of Ukraine, in practice there will be opportunities to absorb migrant employees with a high level of intelligence, as well as targeted production staff. Therefore, our improved criteria for classification of international migration processes will be put into practice. Therefore, our proposed block "Qualitative characteristics of migrants in the international space" provided the implementation of German legal experience, will have a practical direction, in particular, there will be absorption of three blocks – unskilled workers (production staff), "highly skilled workers (management staff with high intellectual performance") and "Generation Z (creative youth)" which is now, under conditions of War in Ukraine, we propose to rename "Generation UA". Under "Generation UA" we understand two approaches that carry out the "United Young Adults" as well as "Ukrainians". "Generation UA" will be constantly motivated to develop, so that there will be the undoubted extension of the employment contract for the next period of their work.

Secondly, studying the legal framework of migrant employees in the United States, we consider it appropriate to implement the rule of law on the term of the migrant's employment contract. Thus, it is worth emphasizing the amendments to the Law of Ukraine on Wages, stating that the term of the employment contract for immigrants may not exceed one year. Thus, the block of qualitative characteristics of immigrants "representatives of Generation "UA" (creative youth)" which will be constantly motivated to develop that there will be an undoubted extension of the term of the employment contract for the next period of their work will have practical application.

In conclusions, we can see, that the practical application of certain provisions of the legal framework such countries as Germany and the United States in the field of labour migration, will help to attract highly qualified employees – management staff with high intellectual performance [64, 65]. And this will help reduce the growth of illegal labour migration and at the same time stimulate motivated legal migrant employees in Ukraine under conditions of sustainable development.

Revealing the issue of labour migration management in the context of a global pandemic, we conducted a study on the rights of migrants in the context of COVID-19 under sustainable development. In particular, in Ukraine, during the quarantine period, the authorities introduced some amendments to immigration legislation. For example, temporary, for the duration of quarantine and for 30 days after its end, foreigners and stateless persons who violated the migration legislation of Ukraine on non-compliance with the conditions of their stay in Ukraine or extradition, as well as exchange of permanent or temporary residence permits, not shall be punished if such violations occurred during or as a result of the quarantine period. The positive point is that today the government does not divide people into citizens and migrants, which means that every migrant, on an equal level with the citizens of the country, has the right to legal and social assistance in the country where he is [65].

Analysing the current management of migrant workers, we analyzed the consequences of different countries in terms of professional movement of workers. It was found that labour migration can cause both negative and positive impact on society in the context of COVID-19. Thus, we share the opinion of famous American scientists: O. Alvarado, B. Alvaro, A. Giret, N. Ruiz, M. Philip, W. Julian, F. Jung, T. Jacobi, as well as domestic scientists: L. Bordanova, I. Kyzyma, A. Kovalchuk, N. Roshchyna, who argue that in the management of migrant workers, each country has more positive effects of migration than negative. In particular, we can attribute certain provisions to the favourable consequences. Firstly, countries get cheap, hard-working, creative youth, which at this stage of state development will be the driving force. Workers who purposefully move from one country to another to earn money do the work that is offered to them and for the wages that are beneficial to the employers of the host country. Employers are accordingly interested in such a workforce, as there are savings in the wage bill of employees, taxes, referring to the fact that the person is an immigrant. At the same time, individuals agree to such conditions, because wages in another country are higher than in the country where they came from. We want to emphasize that mostly young people who do not have the opportunity to meet their needs in their own country migrate because they are lack the income they receive.

Secondly, countries receive established highly qualified specialists, in the training and development of which there is almost no need to invest. For example, the United States employs highly paid young professionals in fields such as medicine, engineering, agronomy, mining, manufacturing, power, metallurgy, and the chemical industry from around the world. While Ukraine accepts migrants for any job, regardless of industry. However, according to the Ukrainian legislation, a foreigner, we mean a migrant worker, has no right to hold public office because he is not a citizen of Ukraine. This, in turn, contributes to both economic and scientific development of the country, in particular the management of human resources.

Thirdly, in countries with large numbers of migrants, economic growth tends to accelerate, in particular, the state budget grows. Labour in the form of migrant workers is involved in production, sometimes even 24 hours a day, which in turn leads to increased budget expenditures, and thus filling the budget. Especially today, economic growth is an important component of economic development, as it is associated with the positive dynamics of changes in absolute and relative real GDP and the formation of socio-economic and environmental conditions that meet the ever-growing needs of man and society as a whole. That is why countries that host large numbers of migrants have built sound strategies for their economic growth, recognizing that migrants are an integral part of the modern economic system.

Fourthly, in the context of the global COVID-19 pandemic, the phenomenon of migrant workers being involved in such sectors of the economy that have moved to remote work under the influence of the digital environment has become very relevant. For example, businesses in industries such as IT, project managers, consulting, and others may immigrate to one country and work for another. In such circumstances, we can observe two positive scenarios of filling the taxation of local budgets. On the one hand, receiving income in the country where the individual entrepreneur works directly, he or she pays taxes in the same country at the place of registration. On the other hand, receiving certain incomes, human resources spend these funds to ensure a decent level of social life in the country where they live. We would like to give an example when migrant workers, remaining citizens of Ukraine, for example, business entities, according to paragraph 293.3 of the Tax Code of Ukraine, are in the 3rd group of taxation on a single tax and pay either 3% of income and VAT, or 5% of the income received if VAT is not paid.

It is also worth highlighting the additional problems associated with the social protection of immigrants. Of course, each state tries to protect its citizen abroad, thus requiring other countries to provide appropriate social protection for immigrants. Thus, analysing the regulatory framework of Ukraine for the management of migrant workers, we found that for citizens of Ukraine who immigrate, there are certain guarantees. In particular, according to the Law of Ukraine "On External Labour Migration" [54], citizens of Ukraine, even while abroad, have some protection. So, according to Art. 10 of this law, it is clearly stated: "foreign diplomatic missions of Ukraine take measures to ensure that migrant workers and members of their families fully enjoy the rights granted to them in accordance with the law". Moreover, the Ukrainian consulates abroad receive citizens on a regular basis, provide free legal advice on consular issues, as well as information on international law and national law of foreign countries [54].

Special attention needs the Art. 8 of this Law concerning the right of migrant workers to adequate working conditions, social protection, remuneration, rest. These provisions are regulated by the legislation of the host state and international treaties of Ukraine, the binding nature of which has been approved by the Verkhovna Rada of Ukraine. Thus, migrant workers and members of their families can voluntarily participate in the system of compulsory state social insurance in accordance with the laws of Ukraine. At the same time, the pension provision of migrant workers is carried out in accordance with the laws establishing the conditions of pension provision and international agreements in the field of pension provision, the consent of which is also given by the Verkhovna Rada of Ukraine. The care of children of migrant workers and other members of their families who are dependent on them and remain on the territory of Ukraine is carried out in accordance with the legislation and international treaties of Ukraine approved by the Verkhovna Rada of Ukraine.

Citizens of Ukraine who carried out paid activities in the host state before the entry into force of this Law should be equated in their rights and legitimate interests with migrant workers and members of their families. Moreover, it should be emphasized that in addition to the Law of Ukraine "On External Labour Migration" there are a number of agreements between Ukraine and other states that provide decent legal and social protection of migrant workers, and Ukraine has the right to demand direct implementation and compliance. At the same time, the human resources that come to Ukraine also have certain rights and responsibilities, which are clearly defined by laws and ratified agreements between countries. Summarizing the written above information, we can underline that the labour migration of human resources in the context of COVID-19 has undergone some changes.

At the same time we have found out two main reasons that make the Ukrainian employers to violate consciously the legally established procedure of the employment process as for the domestic staff and migrants [66]. Among them: too high taxes on accrual and deduction from the employee's salary, which contributes to the continuous development of hidden labor relations. We can also define the unpredictable losses in the activity of the enterprise as a result of the unprofessional incapacity of the employee on the occupied position. An optimal solution to this problem is the adjustment of the employee's salary tax scheme. So today, domestic workers receive net salaries, they constantly underline their dissatisfaction with the fact that the really of payment doesn't meet the promised salaries in the employment contract. In order the employees as well as the migrants were satisfied with the level of their own income and aware of the employer's importance, we propose the employees of the enterprise were the vary objects who have to pay the deduction from their salaries (Fig. 4).

It should be noted that, in accordance with the existing tax legislation of Ukraine, salary deduction should be understood as taxes which are deducted from the amount of income paid to an employee, but their transfer to the corresponding budgets is an employer's obligation. Consequently, taking into account the above mentioned calculations, it is necessary to amend Chapter V and Division 10 of Chapter XX of the Tax Code of Ukraine of December and the Law of Ukraine "On Collection and Accounting of Single Fee on Obligatory National Social Insurance".

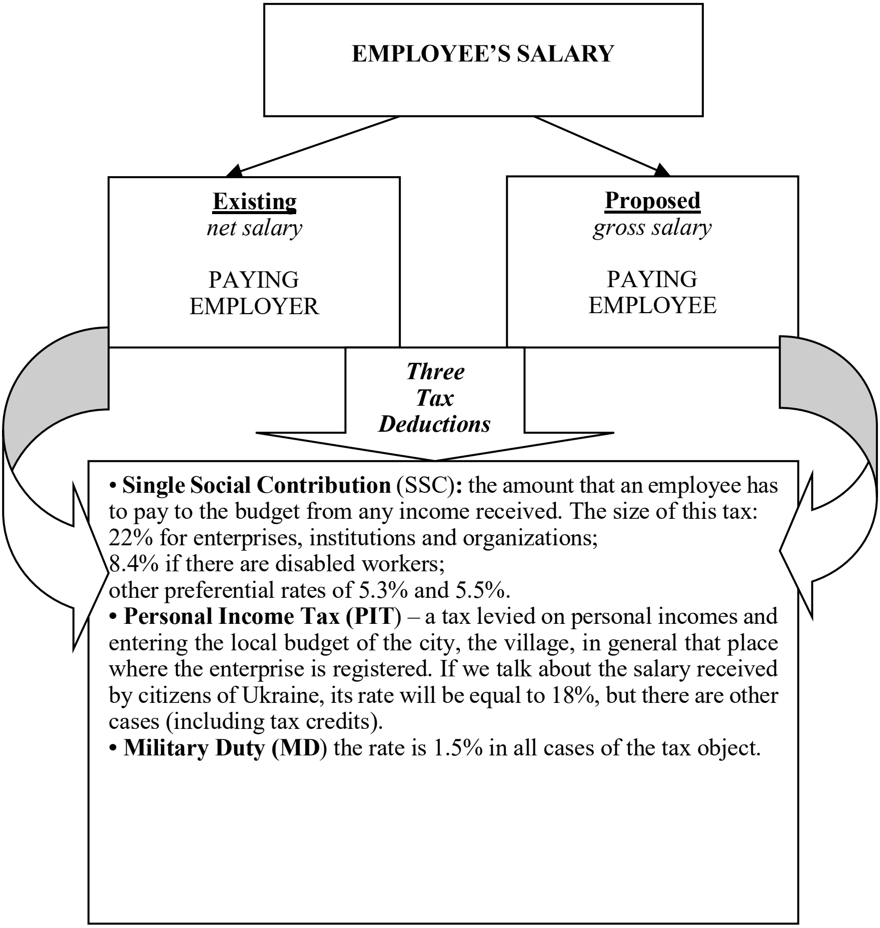

Fig. 4. Methodological Approach to Calculating Net and Gross Salaries of an Employee
Source: own author's suggestions

The proposed methodological approach concerning the employing of an employee in Ukraine by adjusting the salary tax scheme of an employee will enable the employer not to feel guilty against a hired worker. It is a question of the salary's size, which is significantly lower than that which was discussed at the initial interview with an employee and fixed in an employment contract. More over the proposed approach will enable the controlling/fiscal authorities of Ukraine to reduce the percentage of planned and unscheduled inspections of functioning Ukrainian enterprises concerning the hidden labor relations.

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THE ASPECT OF SUSTAINABILITY IN AFFORDABLE HOUSING FOR COMMUNITY AND ECONOMIC DEVELOPMENT: CRTICIAL OVERVIEW

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In a modern world, where the government faces every day new challenges, which require immediate action, sustainable development becomes more prominent, and housing affordability is one of the essential issues.

Housing is one of the most critical challenges in local development as it directly impacts the quality of life and well-being of community residents. Development of sustainable housing is an important objective of sustainable communities strategy. According to the definition presented above, the sustainable housing should be well available, matching quality, economical, ecological, cosy, comfortable needs of an individual.

There are identified the following characteristics of a modern sustainable housing:

- From a social point of view – apartment or house is a place for family. It has a symbolic meaning of social status.
- From a functional point of view – apartment or house is a place for leisure activities and rest, not for professional activities.
- From a social-psychological point of view – apartment or house is a place for privacy and intimacy.
- From an economical point of view – apartment or house is an article. It is reclaimed during purchase or rent.

This overview is aimed to provide various aspects of affordable housing by describing its principal components, challenges, and perspective. Additionally, it addresses sustainability to ensure the environmental, social, and economic impact of affordable housing and protecting future generations.

Affordable housing sometimes can be described as housing affordability, where, in fact, those are two separate concepts. Anacker (2019) addresses the relationship between rents and house prices versus income of household as a key in affordability. Moreover, there is an impact of market supply and demand that directly relates to affordable housing [2].

The authors address the «Affordability crisis» that developed from increased housing expenses and limited income increase. Moreover, the effect of the shared economy limited the availability of units as Airbnb evolved in big metropolitan cities, more long-term rentals became short-term. Airbnb directly impacts the rent prices, as data shows that Airbnb density raises asking rents from 0.4% to 3.1%, further contributing to housing affordability [8].

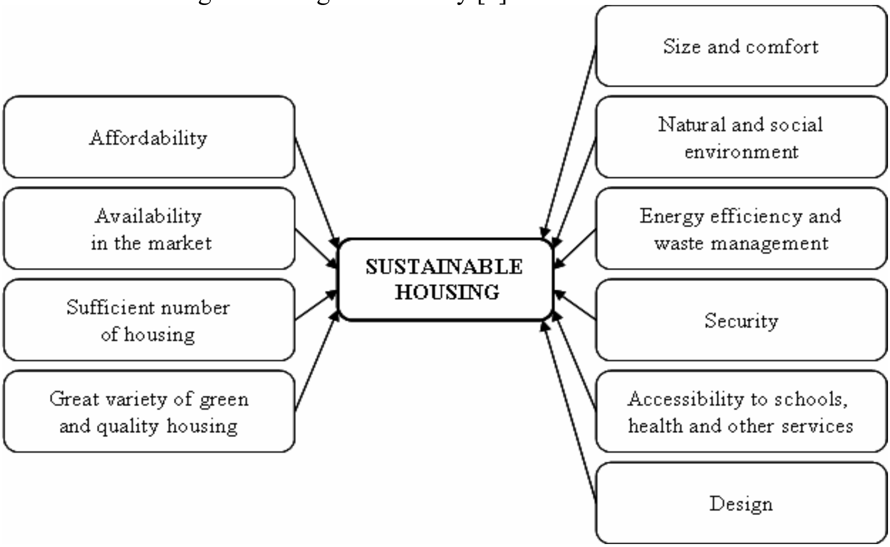

Fig. 1. Criteria characterizing sustainable housing

Researches show the need for an alternative approach, like developing amenities or larger space at a lower price, which can build attraction in communities [3].

Community Land Trust (CLT) is another approach to increase affordability by own solely the dwelling. CLT is a model of collective land ownership that is also viewed as a social invention [11].

When it comes to owning the property, lending plays a critical role in affordability as mortgages provide an opportunity for homeownership.

When it comes to the sustainability of affordable housing, there is no single approach to measure it. The researchers focus on identifying various factors for the assessment, among which are: critical success criteria (CSC), key sustainability performance indicators, critical barriers (CB). All of them aim to develop the linkage between sustainability and affordable housing and focus on three components: environmental, social, and economic. Adabre et al. (2020) bring an additional factor – institutional sustainability, which focuses on governance and operation related to housing [1].

The literature review is not limited to the US solely and provides case studies around the world including China, the United Kingdom, Germany, and Ukraine. Some countries incorporate sustainable affordable housing into national policy. The United Kingdom developed programs for the sustainability of communities that include eight components: governance, transport and connectivity, services, environmental housing, and built environment, social, and culture [10].

In the US, community-based or non-profit organizations play a significant role. However, their contribution can have both positive and negative impacts [14]. The metropolitan cities like New York develop a long-term strategy that is based on adding additional units, but the quantity does not correspond with estimated population growth.

Affordable housing is a complex global challenge with no single solution. The sustainability of it is defined by various factors but does not provide a unique, comprehensive assessment and perspectives for development. While many countries already began the focus on environmental and social friendly housing, the economic viability remains uncertain for all actors. Further research is required to determine a unified approach for the evaluation of sustainable affordable housing with extensive proposals for improvement in the local development.

The article focuses on community land trust (CLT) as a model for addressing the issues of housing and land use. Community land trust is innovation in real estate, which separates homeowner from land that is owned by the community. The author examines the history of CLT and provides a case study in Boston where Dudley Street Neighborhood Initiative (DSNI) implemented the community land trust. Author refers to CLT as a social invention, and reviews definitions and references to the term. I found land trust to be more of a model, tool, or structure rather than a social invention. Perhaps, the fact of land collective ownership by the community is social capital and the form of trust can be considered as a social invention. I believe this part of the article needs more research and clarification.

The historical overview begins with a symbolic event in St Paul, Minnesota, in January 1994 when trucks lifted houses and moved from their foundation to an affordable housing organization formed in CLT. They even raise questions like how this model evolve and what ideas created it? Many ideas contributed to the formation of CLT including Henry George`s 19th century «single tax». The Author reviews them closely before describing the contemporary model and her founder Robert Swann, who played a critical role in community land trusts development around the US. CLTs number grows, and there are over 200 of them in the US, with the largest in Vermont that has 1500 apartments and 500 lease-land for single houses.

The case study in Boston describes a low-income neighborhood with a largely African American and Hispanic composition, that experienced challenges when part of the population moved to suburbs and landlords started to burn unwanted buildings for the benefit of insurance coverage. The abandoned property became a health hazard for residents and they were looking for help. Several community organizations jointly with Riley Organization organized DSNI, who wanted to work with the city to redevelop the area, but with full community participation. Their vision was to develop an «urban village», a center of revitalized neighborhood life with a strong cultural identity. Before commencing CLT they faced several legal options but were able to overcome all with the support of the local community. In 1994 they acquired 15 acres of absentee-owned lease and the city donated 15 more that created a substantial base for CLT with 77 units total available for people with income as low as $18 000.

I was not familiar with community land trust before reading this article, and it provides a great detailed overview of CLT, its history, and practical example in case-study. However, it does not connect CLT with the social invention and little on affordable housing [9].

The article focuses on sustainable communities and its critical necessity for housing to be affordable, easily available, high quality, economic, ecologically designed for better suiting the need of members. The study examines key factors that contribute to the current situation and government initiatives in the UK and a case study in the Northwest.

The authors begin by addressing the concept of sustainability and how it progresses from an environmental concept to the sustainability of cities and communities. I found the description of a sustainable community as a place that meets the diverse needs of existing and future residents, are sensitive to their environment, and contribute to the high quality of life to be well formulated and inclusive. Additionally, the authors propose the infrastructure and refer to the affordability, which is recognized in Sustainable Communities Plan by the UK government. Further, the article has a description of the current housing market and the urgent need for sustainable options for housing from economic, socio-psychological, and ecological perspectives.

The UK development programs for sustainable communities include eight key components: governance, transport and connectivity, services, environmental housing and built environment, social, and culture. To address the critical aspect of housing, the study conducted semi-structured interviews with professionals involved in programs for sustainable communities in Northwest, UK. The first part results showed that housing is the second most important component, and respondents believed that it has to be a primary element of the regeneration program. The second part focused on affordability issues and factors affecting it, among which the most significant was economic. The last part focuses on recommendations on delivering affordable housing: increasing investments, more social housing, faster building process.

The paper provides a comprehensive overview of the housing situation and perspectives of sustainable communities in the UK. I would suggest this article is a quality resource to explore an international approach to sustainable communities and their components [2].

The article focuses on aspects of housing affordability as part of household expenses and reviews some characteristics of affordable housing. The author begins by addressing the importance of housing expenditures, as she notes that it has a direct impact on the quality of life. In the introductory part author describes housing initiatives in the world, she further examines the UK, Germany, and the US. The relationship between rents and house prices versus household income becomes a critical part of the research. The trend in metropolitan areas is diverted because of several reasons:

1) Prices increased because of less land available;

2) Strict regulations for developers;

3) New buildings and rebuilding's are mostly targeted for upper-income households;

4) Reduced funding for affordable housing.

Housing affordability is presented as a challenge for the communities because of increased demands and population growth. Addressing this issue become more difficult because it is hard to decrease household expenses, difficult to increase income, and both grow slowly over time.

Affordable housing can be a challenge in communities with decreasing or low housing supplies. It is hard to regulate it because of movement between cities and states, complicated building regulations, decrease design, construction, utility and regulatory fees, and developer profits.

The author provides an overview of articles and researches that address affordable housing challenges in Germany, the UK, USA. However, no guarantee provided methods can be effective, as it needs a complex approach and support on all levels. The article concludes and summarizes the methods addresses in reviewed researches, among which is building on vacant urban land zoned for multifamily, attracting new investors, raising construction productivity, and reducing housing operating cost.

When I saw the title of the article, I was excited, as I truly believe that housing affordability is more important than affordable housing. However, research has a common sense without a comprehensive analysis of the concept [13].

The article analysis how public administrators view the role and influence of non-profit organizations on local affordable housing decisions. The research is based on the national survey of public officials responsible for affordable housing programs in the US with populations over 100,000. The author begins by examining the history of community-based organizations (CBOs) that have become responsible for affordable housing programs since the late 1960s. This event united non-profit organizations, the private sector, and government agencies to a community development industry system making a relationship between actors very complex.

The research is based on a national survey of the public administrator (administrated in late 2006) and included 70 questions that allow measuring the perception of CBOs including performance, capacity, and funding. The cities that participated have similar characteristics of income and race proportion. The author focused on two sets of survey questions, which were first asked to identify the source of pressure to expand CBOs in affordable housing development, rehabilitation, and management. The second set asked about the importance of a number of considerations on the local-decision making process related to CBO funding, for example in the scale of performance from 1 to 10. Based on responses, the regression model was built that included a total of eleven independent and dependent variables. The final model showed that perceived pressure from non-profit organizations to fund the affordable housing activities of CBO resulted in a percent of receiving funding. Additionally, the perception of the increased importance of partnership with foundations and faith-based organizations resulted in a 7.5% reduction in funding. Interestingly, that public administrators did not perceive pressure from the federal government as influential on local community-based organizations. Another important factor is that funded CBOs have a better performance. The study shows that how positively public administrator feels about local organization contributes to stability and density of the community.

I found this research to be important for the community and economic development as non-profits play a significant role. They became a critical part of the relationship between members, government, and organizations. However, nowadays there are so many organizations that I can understand how public officials feel pressured. The article is a valuable resource for perception evaluation, but the method analysis, I found hard to comprehend [3].

The research is focused on analyzing how the rental price will change with the increase of available units. Based on 2014 American Community Survey data authors estimate a neighborhood choice model that reflects how supply affects housing affordability. In recent years, housing went in price while income has not changed much creating an «affordability crisis», where the share of households spending more than 30% of their income toward housing reached all times high. Many analyses suggest that increasing supply will help to so solve the problem, however, authors refer to the elasticity of rent as a key factor to determine if it indeed affects affordability.

The paper presents simulation-based evidence that supply has a low effect on the elasticity of price in the metropolitan area. To begin authors, compile average rent prices for ten large cities: Chicago, Dallas, Houston, Washington, Miami, Atlanta, Boston, San Francisco, Philadelphia, Los Angeles. Rents are measured in zip code level and obtained from Zillow. The supplemental data from RS Means Company provide a new construction cost. Further, the authors examine the 2014 American Community Survey and determine several factors:

1) Rate of willingness to Pay in Long Rent associated with an increase in neighborhood amenities;

2) Simulation results for increasing housing stock to the single neighborhood;

3) Increasing supply Vs. improving amenities.

The results show that willingness to pay to live in a particular neighborhood for a household who is on the margin between living in that neighborhood or elsewhere will not be different with a change of supply. Alternatively, authors use a model to compare the price effects of building new housing supplies versus improving amenities. The result shows that improving amenities in lower-priced communities will make them more attractive and could put downward pressure on expansive neighborhoods.

The article brings the importance of developing alternative ways of increasing housing affordability and different perspective on supply. New construction can be costly and depend on multiple political and economic factors that were not considered during the research. I found rent elasticity as a new factor while considering affordable housing initiatives [6].

Housing affordability was defined as the single most important issue facing Americans by the US Congress in 2002. Affordable housing is when a household spends less than 30% of its income, and dwelling is affordable if it costs less than 24% of the area's median income. The author refers to the series of research conducted by the New York Times focused on the crisis in NYC, where rent is 60-80% of the income. In the past, affordable housing in NYC was addressed by adding new units and providing subsidies. NYC lost a large number of units between 2000 and 2012, and when the new Mayor took the office in 2014, he created a Ten-Year Plan to address the crisis. The plan aimed to increase units and focused on three main topics: using the private sector, the role of non-profits, influence, and control of the municipal government. Before examining the plan, the author provides an overview of eight programs available for residents mostly sponsored by the federal government.

The Plan targets to build and preserve 300 000 units, initially had 200 000 but was raised because of early success. However, despite the early success, families in need remained in the crisis and rent-burdened increases in middle-class families. The city population is expected to increase to 9 million residents by 2030, creating the need for 315,860 new units with 250,660 affordable. The income structure of the Plan includes 8% of affordable housing designated for the extremely low-income category (less than US$25,150), 12% for the very low-income category (US$25,151-US$41,950), 58% in the low-income category (US$41,951-US$67,120), 11% in the moderate-income category (US$67,121-US$100,680), and 11% in the middle-income group (US$100,681-US$138, 435). This structure does not address enough the most vulnerable population and homeless. Additionally, there is a focus on gentrification through rezoning, which has two sides. New York City has rent-stabilization laws which play a significant role in affordable housing but are controlled by the State government that plans to loosen regulation.

The article provides a deep overview of the Mayor`s Plan, and other programs available in New York City. It also describes the market condition. While reading the research, I noticed more critic of the plan with very little focus on positive impact. Additionally, I did not find any suggestions from the author on how to improve the plan [8].

The sharing economy is currently growing and attracts attention from researchers, who examined how it affected market mechanism. When it comes to housing, most analyses are focused on the hotel industry but not on rental. The paper is focused on examining how Airbnb influence asking rents in Boston. Some people think that it positively impacts homeowners by earning extra income, and some believe that it increases rents in metropolitan areas.

Authors focus on the effect of Airbnb on the rental market by combining frequent data from new weekly rental listings, and data on Airbnb listings availability. The study focuses on the number of rental units available and price. Each census tract in Boston is measured by Airbnb density, by dividing the number of shared-rental listings by a total number of housing units. The data was collected over six web-searches through the period from August 22nd, 2015 through January 21, 2016. Airbnb entered Boston in 2009 and by 2015 averaged 2000 unevenly distributed units, with 25% growth year over year. Detailed data for October showed that 58% of all units offered a full house, 39% - private rooms, and only 2% - shared space. Most units were posted for more than 200 days, which potentially have an impact on the long-term rental because they are decreasing supply. 82% of all hosts had only one listing available, with 54% out of all available units.

Collected data showed that Airbnb density raises asking rents by at least 0.4%. A higher concentration of listings in the area leads to a higher increase in price up to 3.1%. Moreover, units' characteristics contribute also to the rent increase with each additional bedroom adding 17%.

Every city is unique and the assessment of the impact of Airbnb on housing supply depends on its popularity, as NYC had one zip code area with 20% units available at Airbnb, which is not common for Boston.

I enjoyed reading this article, it showed how using data from Airbnb and rental websites reflect the correlation between them. Also, I found it interesting that the authors focus on the census tract and developing density for shared listings. I would be interested to see the relationship between income and housing affordability, whether this extra income help household to afford apartments [5].

This research attracted my attention because it addresses the complex effect of Airbnb on local communities. Collecting the fee gore shared space allows hos to gain a financial benefit while imposing costs on their neighbors and surrounding. Communities experience a loss of affordable housing, increase in the average rental price, and change in neighborhood character.

A New York State Office of the Attorney General report analyzed Airbnb bookings in New York City for the period between January 1, 2010, and June 2, 2014, and found that over 4600 units were books as short-term rentals for three months or more and 2000 for over six months which caused the decrease in long-term rentals availabilities in NYC. Analysts estimated that City lost 13,500 units in a short time caused by Airbnb. A similar situation was examined in other metropolitan cities, and the number of units available through sharing websites increases year after year. The rate of Airbnb expansion and its effect on the rental market outpaces the policies that are meant to protect affordable housing. Additionally, the study shows an overall rent price increase, forcing landlords to convert units.

The unit`s conversion affects the neighborhood composition, where before it had mutually connected neighbors, now it is mixed with tourist who does not value community in the same way and affects the quality of life for long term residents. For example, residents in Bath, England, reported that short-term rentals increased noise levels, unsanitary conditions, and illegal disposal of garbage. In Los Angeles, there were reports of unfamiliar cars blocking driveways and concerns about child safety. Moreover, a large number of hosts are commercial, who have more than one unit available for rent diminishing the idea of sharing the room by offering several places. The author also addressed the decrease of social capital, as units are now occupied by strangers with no ties to the community.

This research is incredibly informative and has examples from various cities and countries that allow us to analyze the effect of Airbnb from different perspectives [4].

Housing is one of the basic social conditions that define quality life, and recently with growing population and urbanization, supply does not meet the demand. Moreover, urbanization directly impacts affordability, the projection shows that the number of people will be only growing and the need for housing will be increasing. Many policies were initiated to address the issue, however, their efficiency with low-income earners remains uncertain, additional affordable is not necessarily sustainable.

There economic measures and non-economic criteria associated with evaluations of sustainable economic development initiatives, which are known as critical success criteria (CSC). Examples of CSC are accessibility to healthcare, availability of green centers, materials used for construction, etc. Unfortunately, there is no consensus on the criteria required for the assessments of sustainable affordable housing. The CSC can greatly benefit the current crisis as it can become a guide for developers, government, and real estate professionals.

The research focuses on determining relevant potential CSC for sustainable affordable housing. The authors establish a set of 20 CSC, which were sent to affordable housing experts with sufficient research and/or industrial experience, who confirmed the comprehensiveness, and minor correction, which resulted in the final 21 criteria. Further the analysis was conducted to rank CSC, and group them into 6 Component:

1. Household Satisfaction (functionality of housing facility, end user`s satisfaction, s maintainability, safety).
2. Stakeholder`s satisfaction (timely completion, project team satisfaction, reduced occurrence of disputes and litigations).
3. Housing Operations Cost (energy efficiency, reduced lifecycle cost, environmental performance).
4. Time Measurement (marketability of the facility, waiting time for applicants to be allocated in the unit, construction cost performance).
5. Location affordability cost (reduced public sector expenditure on house management, house price in relation to income, commuting cost from the location of housing to public facilities, rental cost in relation to income).
6. Quality-related (quality performance of project, aesthetically pleasing view, technology transfer, technical specification of housing).

Affordable housing is assessed by price or rental cost with relation to income, which creates a gap between sustainability and affordability. The article review factors that help the success of the project from a sustainable perspective. I would rank affordability higher or include price/rent to household satisfaction [7].

Affordable housing refers to housing that affordable for specified eligible households whose income is not adequate for them to access appropriate units, and the main target is to improve housing affordability for low-income families supported by government initiatives. Moreover, many studies research the non-economic impact of improved housing. For this study, sustainability is the development of affordable housing of present medium-low income group should not compromise the ability to meet the housing need of future groups and aims for integral quality in environmental, social, and economic performance.

The authors conducted hybrid research to identify key indicators for the sustainable performance of affordable housing through a literature review and targeted questionnaire. The study area covered is the city of Chongqing, China with a group of governmental agencies, developers, and academics who were involved in the decision-making process. The questionnaire had a total of 42 sustainability performance indicators, and respondents evaluated the importance of each one.

Based on the analysis, the authors propose a sustainability framework with 24 key sustainability performance indicators divided into three categories. First is economic sustainability that includes financial viability, cost-effectiveness, affordable price. Second is social sustainability with factors of accessibility, equitable and fairness of housing distribution, suitability, harmonious social relationships. The last is environmental that focuses on resource efficiency disaster resistance, reliability, and durability of units.

The article focuses on the need of incorporating sustainability in new developments of affordable housing in China, as population and urbanization grow at a high pace. The division of factors into three categories allows making an assessment based on equally important factors for sustainable affordable housing development [1].

The research focuses on identifying critical berries to sustainable affordable housing around the world through comprehensive literature analysis and questionnaire survey for fifty-one experts in the field with over ten years of experience related to housing. The housing presented as the main component of quality of life and general well-being. Authors present several sustainable initiatives with correspondent critical barriers (CB):

1) Social sustainability is an affordable housing development that is compatible with the harmonious evolution of civil society and the environment that promotes social integration with improvement in the quality of life for all populations**.** Critical Barriers: income inequality and segregation among households, poor maintenance of culture, community opposition to affordable housing, high foreclosure rates, inadequate infrastructure development.

2) Economic sustainability represents the price/rental cost, including transportation and utility. Critical Barriers: not sufficient public housing, high cost, high-interest rate, and inflation, complicated credit condition.

3) Environmental sustainability is the efficient use of resources and land. Critical Barriers: inadequate access to land or land supply, low-rise affordable housing development.

4) Institutional sustainability focuses on policy approaches and institutional/regulatory goals and structure. Critical Barriers: delays in government approval process, rent control policies, inadequate financing options, conflicting laws and policies, zoning restriction, shortage of skilled workers.

Further research analyzes CBs by ranks and groups them into four main groups with suggested policies for each: green retrofit-related, land market-related, incentive-related, housing market-related, infrastructure-related.

This article attracted my attention because of institutional sustainability, as the environmental, social, and economic part is common. The authors made a good synopsis of all components and showing the connection between them. Additionally, respondents are international professionals, who provide a perspective from around the world for sustainable affordable housing [12].

The article focuses on sustainable affordable housing in Malaysia, where the government is committed to ensuring access to quality housing, and efficient public utilities and services, and a clean environment. The National Housing Policy (NHP) helps the private sector to fulfill the demand of the government, however, the industry is struggling with balancing social needs, economy, and environment. Another approach to sustainable housing is the Malaysian Family Welfare Index, which aims to measure family well-being through household assessment.

The research targets indicators that show the geospatial information of the sustainability of affordable housing, intending to map them. The authors identify five steps: research formulation, database design, data collection, analysis, and output (mapping). The database is the crucial part, with a focus on a conceptual model that contains several entities such as land use, residential lots, and roads. The Entity-Relationship (ER) Diagram describes the relationships within and between entities. The subject area is Selangor District with identified locations of public transportation, commercial area, and city center.

The article is the beginning of the research and provides a brief overview. I found that the mapping approach is an interesting strategy to examine the sustainability of affordable housing as it allows to compare districts/areas and identify strengths and weakness, which will allow improving current conditions from a long-term perspective. However, the research does not have any specifics on indexes, more general overview, and as a reader, who does not know the current housing situation in Malaysia, I felt that I needed a general overview, to better understand the research. Also, there was a mentioning of few indicators without further examination, and references to them.

The article addresses the effect of mortgage lending on housing affordability. Mortgages became available to the population in the early 2000th. The USSR economy provided housing conditions to the families up until it collapsed in 1991. After the dissolution and shifting to market economy government developed legislation for housing regulation, including mortgages and determination of affordable housing.

The research focuses on housing affordability, as for the long period to purchase an apartment population had to pay in full. The process of savings and timeframe for becoming a homeowner was too big for a large part of the population, and lending became a solution. The government of the Russian Federation created the coefficient of housing affordability which is based on the price of 1 sq m., average monthly income in the region, the number of working people in the household. I believe that the approach of including a non-working family member and the size of the property also reflects how sufficient property is for the family. The author suggests that the coefficient must incorporate fixed household expenses to better assess housing affordability. In general, housing affordability can be determined by dividing the price of 1 sq meter by the average monthly income in the region. If the coefficient is greater than 1 the housing is considered not affordable. So the closer it is to 1 the more affordable it is.

With the development of mortgages, at first, it impacted negatively as demand increased as well as price. However, over time the supply increased, allowing to purchase more with a mortgage, and more people become a homeowner.

This article does an excellent job of showing the linkage between mortgages and affordable housing. In many countries of the former Soviet Union, housing affordability and affordable housing are the same terms. The programs offered by the government are targeted to help the low-income population to pay for utilities and very limited to address homeownership or rent.

Ukraine began to focus on mortgage programs since the beginning of the 2000s, which over the decade had an overall positive impact on affordability.

Based on the most recent statistics in Ukraine, one person covers about 24.2 sq m and similar numbers in Europe are two times higher.

The critical aspect of housing in Ukraine is a high percentage of ownership: 90% of the population lives in the properties they own. State Department of Statistics concluded that 54% of Ukrainians live in over-occupied apartments and houses, and 45% are living in the properties with no major renovations. However, it does not indicate the absence of problems.

On December 1st Ukrainian government began a state mortgage program, “Affordable Mortgage 7%”, which aims to increase funds flow to the residential properties.

Therefore, housing issues of Ukrainians will remain one of the most critical social issues, which unfortunately aggravates year over year because of a few reasons:

First, no affordable housing prices for the majority of the population.

Second, the situation in the eastern part caused by the aggression of Russia increased in LMI communities because people were forced to leave their houses and seek refuge in another part of Ukraine or outside.

Third, the real estate market has many long-term constructions, abandoned constructions, and double sales, resulting in a lack of trust between market participants. This list of reasons may be continued, but the government is responsible for supporting the development of housing and supporting the rights of people for affordable housing and ownership.

Conclusions. A new understanding of the sustainable housing is in the formation process now. The sustainable housing is characterised as available, quality, economical, ecological (energy-saving, etc.), comfortable and cosy.

It is important to recognise that great variety of high quality housing (e.g. building construction, design, comfort, size, etc) is as important as other sustainable housing characteristics (affordability, accessibility, energy efficiency, waste management, security, etc). Increased demand for new homes cannot result in reduced quality and sustainability of housing.

The sustainable housing development model can be adapted to every town and will help to create healthy and attractive communities.

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CURRENT SITUATION AND INFLUENCING FACTORS OF EFFECTIVE QUALITY MANAGEMENT OF STADIUMS IN CHINA

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Abstract: The number of stadiums in China has increased significantly, but there are many problems in the operation and management of the stadiums. The quality management of the management of stadiums is in line with its management attributes, and it is necessary to apply quality management in the management of stadiums. China's sports standardization work is still in its infancy, and it is urgent to establish a sports standardization system. However, with the development of China's social economy, the process of sports standardization has accelerated. The article also analyzed the factors that affect the effective quality management of Chinese stadiums from the perspective of internal and external factors.
Keywords: China；Stadiums；Effective Quality Management；Influencing Factors；ISO standards

1 The quality management of stadiums is the way for the operation and management of stadiums

1.1 There are still many problems in the operation management of Chinese stadiums

Sports venues are an important material support carrier for competitive sports and fitness activities. The continuous improvement of comprehensive national strength has led to the increasing frequency of international sports exchanges. In recent years, China has successfully held more and more international large-scale sports events and business activities. With the rapid growth of China's economy and the continuous development of China's sports industry, the number of sports venues in China has grown significantly. According to the statistics of the sixth national census of sports venues[1], as of December 31, 2013, there were a total of sports venues nationwide. 1,694,600, the land area was 3.982 billion square meters, the building area was 259 million square meters, and the site area was 1.992 billion square meters. Among them, there were 169,100 indoor sports venues with a venue area of 62 million square meters; 1,525,500 outdoor sports venues with a venue area of 1.930 billion square meters. Based on the total population of 1.361 billion people in mainland China at the end of 2013, there were 12.45 sports venues per 10,000 people on average, and the per capita sports venue area was 1.46 square meters. The large-scale sports events represented by the Beijing Olympic Games have greatly promoted the development of related industries such as culture, entertainment, tourism, construction, and communications. After the Beijing Olympics, China's sports development has entered a new stage, especially in 2022 when China will host the Winter Olympics. By the end of 2020, the number of sports venues across the country has increased by 89.7% compared with 2017, the total sports venue area had increased by 33.4%, and the per capita venue area had increased by 32.5%, of which the coverage rate of community sports venues has reached 90%, and administrative village venues and facilities are covered. The rate has exceeded 96% [2]. The "National Fitness Plan (2021-2025)" proposes measures such as building, renovating and expanding more than 1,000 sports parks during the "14th Five-Year Plan" period, and strengthening the management of fitness equipment for all people [3]. Taking the opportunity to hold various large-scale sports events and activities, many cities have established a large number of stadiums, but the problems in the construction, operation and management of stadiums have also followed, and the competition in the operation of stadiums has become more and more fierce.

There were still many problems in the management of China's national stadiums. From the perspective of the venues themselves, most sports venues had problems such as insufficient supply of funds and human resources, backward management mechanisms, backward information services, lack of intelligent management systems, and single means of production, operation and market operation. The operation of stadiums after the event is a key issue. With the continuous adjustment of China's economic structure, the rapid upgrade of sports consumption demand, the continuous updating and optimization of the sports market structure, the marketization of the sports industry has developed rapidly. What does not match the ever-changing market is the existing management model of stadiums, which needs further innovation and improvement.

1.2 Quality management

It may still be a very confusing concept for that quality is widely used in a variety of fields partly because people recognize it according to the different roles that individuals play in the production and distribution value chain. In addition, the meaning of quality also evolves with the development and maturity of the quality profession [4].

Basic connotation of quality managements was: "in order to ensure the continuous improvement of product quality, all members of the organization comprehensively use modern management science and management technology to comprehensively and systematically manage the entire process and various factors affecting quality, so as to achieve the goal of producing consumer products[5]. An effective quality management system for the purpose of satisfactory products". It attaches great importance to the development and utilization of human resources, emphasizing that on the premise of respecting the value of people, it also pays attention to strategic planning, full participation, teamwork and coordination. And then, the key factors for the enterpris to be success including to create an advantageous environment and conditions for sustainable management development, to predict the improvement of management quality, has become the trend of organizational management, to meet or exceed the expectations and needs of customers, and to enable the organization to achieve sustainable development principles and procedures.

1.3 The necessity of applying quality management in stadium management

The management of sports venues carries out quality management in line with their management attributes. In China's industrial division, sports are classified into the tertiary industry. The tertiary industry is mainly based on the service industry, so the stadiums are mainly used to provide services. The venue management attributes have been positioned, and quality management is suitable for the management of the service industry. The service industry management to which the ISO9000 standard is applicable also includes the service management of stadiums.

The management of sports venues in China has always used traditional and simple process in their management, which lacks of normative and scientific nature. The introduction and application of quality management in China has made managers in various industries realize the importance of establishing a scientific and effective quality management system. This is the same to the management of sports venues. As we know, the old management system is no longer suitable for the requirements of the new era.

The application of quality management in stadium management is also the demand of fitness groups. For example, college sports venues have to face two major fitness groups: social personnel and students. People's living standards have improved year by year, and higher standards and demands have also been put forward for fitness venues; the physical condition of students is highly valued by the state and society, and ordinary college gymnasiums are facing these two fitness groups. On the whole, the fitness groups of the two parties have put forward higher requirements for the fitness environment, equipment integrity, and service facilities of ordinary college gymnasiums.

Through the successful experience of stadium management, it can be seen that the use of total quality management can achieve the above goals. Total quality management brings together the experience of many successful foreign companies. It requires the establishment of a scientific, rational, capable and efficient organization, the formulation of documented management procedures, and the improvement of effective management systems, which contain the essence of quality management. Therefore, the introduction of a comprehensive quality management system for stadium management is of great significance to the guarantee of college stadiums.

2 Current Situation of Effective Quality Management of Chinese Stadiums

2.1 The application status of ISO9000 in sports service industry

The ISO9000 family system is an international quality management assurance standard launched by the International Organization for Standardization (ISO) in order to better promote the organization to establish a complete quality management system and implement adequate quality assurance. The management activities of enterprises mainly include administrative management, financial management and quality management. The ISO9000 family of standards is mainly aimed at quality management, and also covers some administrative management and financial management. It is a series of standards that reflect the management measures of enterprises to ensure the quality of products and services, such as organizational management structure, personnel and technical capabilities, various rules and regulations and technical documents, and internal supervision mechanisms. The ISO 9000 family of standards regulates quality management in four aspects: organization, procedure, process and summary.

In order to enable the ISO9000-2000 international standard to be effectively applied in the sports service industry, Yang Tieli et al. [6] conducted a series of concepts related to the quality management system, such as the sports service products, the sports service industry, the quality characteristics of the sports service products, and the customers of the sports service organization. Discussed, and based on the ISO9000 family of standards, a preliminary study of the mode of China's sports service industry quality management system, as well as the methods and steps to establish the system. Yang Tieli [7] also believes that the implementation of the ISO9000 quality management system in China's sports service industry, and the use of unified standards for management, is conducive to the correct and effective evaluation of the implementation of the quality management system of different venues; starting from the process of operation and service, the venue operation. In the process, the organization is slack, the enthusiasm of the personnel is not high, and the work efficiency is low, and the situation is improved to improve the overall operation quality, thus reflecting the necessity of implementing the ISO9000 quality management system in the sports service industry.

Scholars have also carried out relevant research in the field of sports venue management in colleges and universities. Xu Zhengxu et al. [8] analyzed the application of ISO9000 quality management system in the property management of college sports venues, and pointed out that the ISO9000 quality management model is helpful to improve the property management of college sports venues, and carried out through the eight basic principles of the ISO9000 standard core content. The analysis points out that following the eight principles is an important basis for the scientific implementation of the property management of sports venues in colleges and universities. This also provides a basis for the application of ISO9000 in stadium property management.

2.2 Research status of Chinese sports standard system theory

Throughout China's sports standardization work, it is still in its infancy, and the core problem is that there is no sports standardization system.

2.2.1 China's standardization process accelerates [9]

In recent years, China's standardization work has been carried out rapidly, and the progress of the work has shown a good trend. The Central Committee of the Communist Party of China and the State Council have made important instructions on standardization work in various fields for many times, and the standardization work has also attracted more and more attention from all walks of life. The 2006 "National Long-Term Science and Technology Development Plan Outline (2006-2020)"[10] put forward more, updated and higher requirements for China's standardization work. For the sports service industry, standardization is conducive to improving service quality, ensuring safety, and increasing economic and social benefits.

2.2.2 Development of Standardization Work in China's Sports Field

With the development of economy and society, standardization work involves all fields of sports. On July 31, 2009, with the strong support of China National Standardization Technical Committee, China General Administration of Sports, Ministry of Education and other ministries and industry organizations, China The Sports Standardization Technical Committee was formally established in Beijing. On March 19, 2010, the "Guiding Opinions of the General Office of the State Council on Accelerating the Development of the Sports Industry" also emphasized the task of sports standardization. In 2021, China will issue and implement the "National Fitness Basic Public Service Standard (2021 Edition)" and "Public Stadium Basic Public Service Specification" and other standards and normative documents. Low-cost opening, commissioned operation of venue opening services, etc. are all standardized and guided.

2.2.3 China Sports Service Certification System

In order to standardize China's sports service certification activities, improve the quality of sports venue services, and promote the healthy and rapid development of the sports industry and sports service industry, the National Accreditation and Accreditation Administration and the State Sports General Administration jointly formulated the "Administrative Measures for Sports Service Certification". It came into force on January 1, 2006. Sports service certification refers to the conformity assessment activities that the certification body certifies that the organization and promotion of sports venues and sports activities meet the requirements of relevant standards and technical specifications. Sports service certification includes service process management documents, codes of conduct, facilities and equipment, health and Initial review (including document review and on-site review) of health, safety and environmental protection, service commitment, etc., as well as supervisory review after certification. The object of sports service certification refers to the organization and promotion of sports services and sports activities, rather than a specific product or management system. China's sports venue service certification is divided into: 1) Sports venue opening conditions certification, such as the opening conditions certification of swimming pools, this certification mainly focuses on the evaluation of service safety, and the specific opening conditions certification includes the following three aspects: National standard GB 19079 "Sports Venues Open Conditions and Technical Requirements" series of standards; "Sports Venues Service Assurance Capability Requirements" (Open Condition Certification); "Sports Venues Service Certification General Technical Requirements". 2) Grade assessment and certification of sports venues, such as the assessment and certification of gymnasiums. This certification focuses on the evaluation and classification of service quality. The specific assessment and certification includes the following three aspects: the national standard GB/T18266 "Grading of Sports Venues" series Standard; "Requirements for Service Guarantee Ability of Sports Venues" (Grade Evaluation Certification); "Customer Satisfaction Evaluation Method". In recent years, China's sports standardization work has been valued by leaders at all levels of the General Administration of Sport. Through the hard work of standardization workers and the dedication of scientific research staff, China's sports standardization work has made great progress.

Fig. 1: Basic Style of China Sports Service Certification Mark

The standardization work in China's sports field involves various aspects such as venue operation management, service quality, resource management, facility maintenance, health and safety, and injury prevention.

2.3 Research on the evaluation system of service quality of stadiums

The development of large-scale stadiums in China started relatively late, and their academic research mainly emerged after 2008. The research contents mainly include financing, opening, operation management, risk and profitability, and the development and utilization of stadium resources. Zhang Jianwei constructed a large-scale stadium service quality evaluation index system with 23 indicators covering five dimensions of tangibility, responsiveness, empathy, assurance, and reliability, and calculated the corresponding weights, and designed a large-scale sports venue service quality evaluation index system. The grade standard for the evaluation of the service quality of the stadiums, thus constructing a complete evaluation system of the service quality of the large stadiums[11]. Finally, an empirical study is carried out with the large-scale stadiums in Nanjing as the evaluation object.

3 Influencing factors of effective management of stadium quality in China

The influencing factors of the effective management of stadium quality in China should include the relevant factors that directly or indirectly affect the process and results of the effective management of stadium quality and service quality supply. The effective management of stadium quality is ultimately presented as a result of sports service quality, which is affected by many factors. In order to continuously improve sports public services, it is a very important task to accurately define the influencing factors. Defining the influencing factors of the effective management of stadium quality can neither aimlessly nor be comprehensive, but should be defined as systematically as possible based on certain standards.

3.1 Internal environmental factors

（1）Reasonable system. It requires a lot of initial investment, and it is difficult to obtain benefits quickly. In order to overcome people's profit-seeking nature and pursue public value, it is undoubtedly necessary to exert the incentive and leading role of rules and regulations.

（2）It accounts for more than 90% of public sports venues in China. The government and other public sports organizations need the support and guarantee of organizational resources to carry out improvement practices. Therefore, whether there is sufficient policy guidance and support, how effective and scientific the relevant policies are, will affect the sports public services of large stadiums [12]. Material resources are the foundation, that is, the sports facilities and venues needed to carry out public sports; human resources are the core, that is, the staff of public sports organizations, including managers, operators and instructors of public sports activities. The professional quality of the stadium and the improvement of the stadium human resources management system are enhanced to attach importance to the construction of the talent team of the stadium; financial resources are the support, that is, the cost requirements for the improvement of public sports services and public sports facilities; technical resources are the assistance, that is, the data collection in the information age , innovative means of communication channels; organizational culture is the guarantee, that is, the value system of public sports organizations and the pursuit of public interests.

3.2 External factors

High-density sports population, strong sports awareness, high sports consumption capacity, and strong sports culture atmosphere can cultivate a good basic environment for the public sports venues and stimulate large sports venues to continuously improve sports public services.

It has become an indisputable fact in the business sector that the customer is the ultimate judge of product and service quality. In the process of introducing common business practices into the public sector, the differences between the two need to be emphasized, but the focus on the needs of the clients should be the same. Meeting the needs of public sports is the basic requirement of sports public services, and achieving public satisfaction is the goal, or even the ultimate standard, of public sports services.

The evaluation of public sports service quality involves multiple levels of evaluation content, including social benefits, organizational results, and public satisfaction. Paying attention to the evaluation of social benefits will help to create a good external environment, reduce the practical resistance to improving the quality of public sports services, and better reflect the supporting value of public sports services to the "Healthy China" strategy. Emphasizing the organizational results of public sports services can promote managers to attach importance to the self-construction of the organization, establish the concept of quality first, and create basic organizational guarantees and resource support. The public is the direct feeler of the quality of public sports services. Performance evaluation based on statistical data cannot scientifically reflect the quality of public sports services. Only public sports services that the public are satisfied with are high-quality public sports services. Therefore, scientific and systematic quality assessment is an indispensable key link and an important means for the continuous improvement of public sports service quality.

4.Outlook

The Current Situation and Influencing Factors of Effective Quality Management of Stadiums in China was studied. The following work is needed: to conduct relevant research on the continuous improvement of stadium quality standard system and operational quality, and to give suggestions for improvement, including these follow-up series of theoretical research and practice, such as how to apply the improvement suggestions in actual situations, and how to apply the effect.

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INNOVATIONS IN THE FIELD OF WASTE MANAGEMENT: UKRAINE AND INTERNATIONAL EXPERIENCE

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Every day the world's population throws away thousands of tons of used and unnecessary materials. Some of them pose a threat to human and animal health. Garbage is thrown away in various ways. These can be precious metals, glass cans and containers, bags, waste paper, plastic, food waste, etc.

People's lives are characterized by the emergence of a large number of different wastes. The significant increase in the needs of the population in recent years on the planet has led to a rapid increase in the amount of various types of waste, including solid waste, which pollutes the environment. They also serve as a source of harmful biological, chemical and biochemical substances into the environment. These substances cause significant damage to human life and health, as well as to future generations. In addition, solid waste must be presented as a source of a number of valuable substances needed for use in the most developed industries. It is impossible to make production waste-free, just as any consumption carries waste. Due to the improvement of production processes, increased market services, changes in living standards, significantly changes the quantitative and qualitative composition of garbage. Also, with a significant decline in production in Ukraine in general, increasing stocks of illiquid waste, which worsens the environmental situation of districts and cities, and therefore our chosen topic, is relevant.

Waste has accompanied mankind since the beginning of civilization. But it is only now that the world community has begun to realize the negative role that garbage plays in their lives. In just ten years, there has been a significant increase in awareness of this issue, although some issues, such as waste recycling, are still unclear. What is waste disposal?

In the traditional sense, waste disposal involves the disposal of waste, for example in kilns. In fact, some waste is disposed of by incineration, but recycling is a much more complex process that begins with the stages of recovery, collection and sorting. All these activities are aimed at using waste as a secondary raw material. It should be noted that this is a way to give waste a second life, because waste cannot be destroyed and disposed of without a trace. However, they can be used to minimize the negative impact on the environment.

Disposal and recycling

Disposal is a broader term than recycling, which applies only to a certain group of waste. As the name implies, recycling is a method of removing secondary raw materials from reuse in a certain cycle. For example, metals used in the manufacture of electronic devices can be removed from them and reused. This allows you to extend the production cycle indefinitely, because metals do not lose their properties during processing, which distinguishes recycling from recycling - in the process, many wastes lose their properties permanently.

Recycling is important for the whole world. With its help the following problems are solved: there are resources which stock is limited and it will not be possible to replenish them in the near future. By using recyclable materials, you can reduce costs. Most discarded waste can be reused for a cheaper way to produce most goods, so recycling industrial waste for further use is becoming increasingly important around the world. On the territory of Ukraine this direction is considered new and is only being mastered. The relevance of the technology increases the potential for savings that can be achieved through the use of secondary raw materials instead of primary sources.

It should also be noted that such methods of waste management as landfills, incineration - have a negative impact on the ecological situation of the country and adversely affect the life of not only humans but also flora and fauna.

Research on how landfills have an impact on the health of people living nearby has been going on since the 1970s. Their results are contradictory. Although many scientific studies have linked airborne substances to human health problems, there are a number of studies that do not. On the one hand, experts note that landfills around the world are not located in the richest areas. Their inhabitants tend to eat less and are generally less able to take care of their health. On the other hand, even in the circumstances listed above, the accumulated data are sufficient to raise serious concerns about landfills.

In the autumn of 2015, a conference of 24 experts from the World Health Organization from 11 countries was held in Bonn, Germany. Finally, the report "Waste and human health: Evidence and needs" was published, which deals with the long-term effects of hydrogen sulfide (H2S) and other harmful substances emitted by landfills on health. I am people who live within a radius of 2 km from landfills with hazardous waste. The authors of the report an increased risk of cancer (pancreas, larynx, liver, kidney), lymphoma, which is noted in a number of studies, discussing, however, that the data obtained need further verification. Also, living near the landfill can contribute to respiratory diseases.

The issue of the health of people living near landfills has been raised by Italian scientists. In 2009–2011, they studied risks in areas where landfills were poorly controlled by government agencies. In the Campaign, for example, they found a statistically significant increase in mortality compared to the population of remote areas, as well as higher risks of liver cancer (both sexes), stomach and lung cancer (men). In addition, among congenital defects infants in these populations significantly exceeded the average level of urogenital tract abnormalities. The researchers included 242,409 people living within a 5 km radius of nine different landfills. The study participants settled in this area at different times, from January 1, 1996 to the end of 2008. Scientists monitored their health until December 31, 2012. Researchers have observed a clear correlation between elevated levels of hydrogen sulfide in the air and mortality from lung cancer and respiratory diseases, as well as the frequency of hospitalizations for respiratory diseases, especially acute respiratory infections in children under 14 years of age.

The authors consider the link between landfill and respiratory disease proven (as it has been demonstrated repeatedly in previous studies), and the causal link between toxic emissions and lung cancer, they believe, needs further confirmation.

So they write in the conclusion of the study in full accordance with the criteria of evidence in medical science, which for the final conclusion requires repeated reproduction of the results by different scientists. But even if the conclusion about lung cancer is considered inconclusive, it is still clear: landfills are a very serious risk factor for people living in the immediate vicinity, for adults and children, for pregnant women.

The solution to the problem of landfills is to create a cyclical economy, where waste is disposed of as raw material for industry. In some countries around the world, such an economy has already been established, such as in Germany, where the last landfill ceased to exist in 2005. Unfortunately, this is not a close path for us, but I would very much like the problem to be at least formulated and the first steps to be taken.

Given these facts, many are also wondering how to use waste wisely. Mankind needs a system that can preserve the environment, the health of citizens and earn extra income. Given all these issues, the state has supported the development of recycling in the country. Businesses have to pay additional taxes if their shops do not have an individual disposal system.

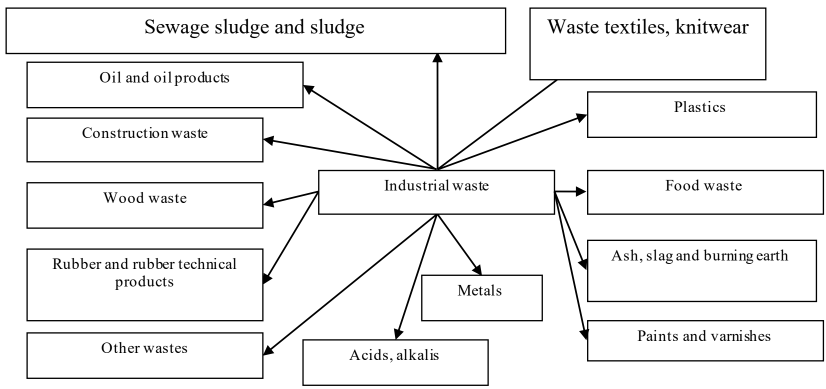

Fig. 1 – Classification of industrial waste

What waste can be disposed of? You can dispose of different types of waste that are not normally associated with recyclable materials, such as plastic, paper or glass. The best example of waste disposal is the use of livestock waste in the production of industrial fats, adhesives, gelatin or feed flour. Other examples are the production of animal feed from agricultural waste. On the other hand, construction waste, such as demolition and repair, can be used in the production of aggregates. It happens that part of the waste is incinerated - this should also be considered as recycling, because incineration produces heat energy that goes to heating homes or hot water. As you can see, many wastes can find new life and useful uses.

Industrial waste can be divided into the following categories, which are presented in Figure 1.

On average, 28% of waste in the European Union is recycled, 49% is recycled and only 23% is recyclable [5].

According to the Ministry of Environmental Protection, Ukraine generates half a billion tons of waste annually, more than 90% of which is sent to landfills. At the same time, waste processing plants currently exist only at the project stage. «Word and deed» offers to see how much waste are generated in Ukraine, how much is disposed of, and how much is stored in landfills [10].

In 2010, 422.5 million tons of wastes were generated in Ukraine, 144.9 million tons were disposed of, and 311.6 million tons were sent for storage to specially designated places (Figure 2). Thus, the total amount of accumulated waste amounted to 13 billion 220 million tons. In 2020, 462.4 million tons of wastes were generated: 100.5 million tons were disposed of, 276 million tons were sent for storage. A small amount of waste in Ukraine is incinerated - an average of 1-1.1 million tons per year [10].

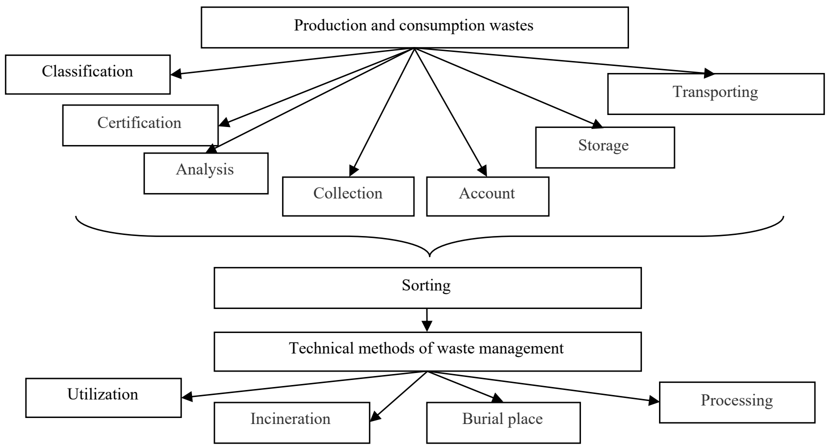

Fig. 2 – Scheme of the mechanism of household waste management

In Ukraine, landfills and landfills occupy about 9,000 hectares. Therefore, the issue of construction of waste processing plants is acute for every region of Ukraine. A lot of money needs to be invested in these projects, so this is still a question at the stage of promises. In August 2018, the mayor of Kyiv said that it is possible to build such a plant in 2-3 years, but they are still looking for an investor. The mayor of Sumy in 2019 also announced its intention to build, and therefore the land was allocated [9].

From this we can conclude that the Ukrainian waste disposal system is far from perfect, because the developed mechanism of full or partial recycling, energy distribution and energy supply has no alternative means of obtaining energy from garbage, many wastes emit harmful substances that affect public health, which lives nearby.

It should be noted that the authorities can influence such a difficult situation. Thus, in the area of North Rhine-Westphalia in Germany, local authorities spend about 7 million euros annually. Most importantly, the Germans have large penalties. For garbage along the road – up to 500 euros, for trying to throw household appliances in the woods – up to 300 euros, and if the garbage contains hazardous substances – up to 2.5 thousand euros. Against this background, Ukrainian sanctions for such violations – up to UAH 1,300 - seem ridiculous. [5].

Taxes on landfills, waste disposal and / or transportation are usually calculated at fixed rates: they vary from country to country. The highest taxes in this category are in the Scandinavian countries and the Netherlands: here they reach 150 euros per tonne; in other countries such a tax may be in the range of 5-20 euros per tonne. In practice, there is a widespread correlation: the higher the taxes on landfills, the less they are exported here. This is the mechanism in which there is a movement from the bottom up – from landfills ("landfill") to higher levels in the "hierarchy of waste management" (Figure 3). This is facilitated by tools such as forms of direct support for recycling and composting, as well as the dissemination of various "prevention" or "prevention" practices.

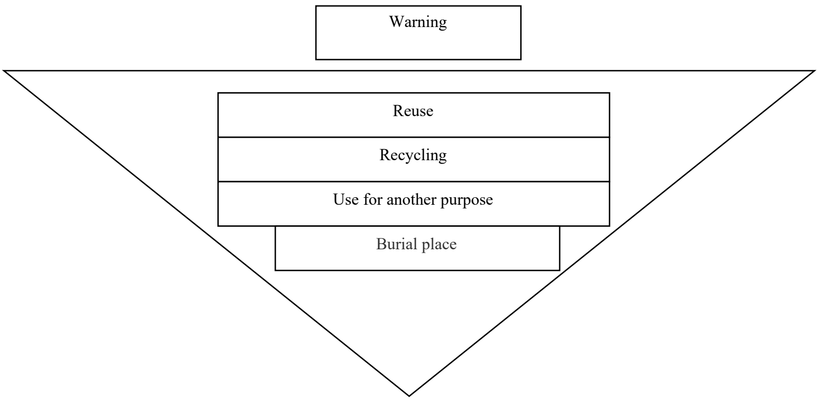

Fig. 3 – Waste management hierarchy in the EU

It should be noted that back in 1975, in order to converge the various national practices of the EU, the so-called Waste Framework Directive (75/442 / EEC) was adopted, which established general requirements and basic definitions (concepts and terms) in in this area. The Directive was republished and "codified" in 2006 (cited in a text repealing previous versions), and is currently in its latest version of 2008 under Directive 2008/98 / EC. Directive 2008/98 / EC emphasized the issue of the waste management hierarchy, a concept that shows a sequence of best practices that ultimately reduces waste. Visually, the concept is represented in the form of an inverted pyramid.

It should be noted that the Ukrainian experience in waste management today does not coincide with the Western European experience in waste management: the differences, as we see, begin at the level of basic and source terminology. It is clear that "waste management" is ultimately focused on "landfill", while "management" involves a large number of possible activities. In the domestic literature there is no definition of a number of other concepts: yes, sometimes arbitrarily interpreted "reuse" and "recycling". Therefore, it is necessary to define the main definitions in the EU and in Ukraine. Without full conceptual and terminological clarity on all sides, the problem of Ukraine's rapprochement with the European Union's waste policy will obviously not be achieved. In France, Eco-Emballages provides training and advice to anyone, but mostly engineering students, on minimizing packaging waste.

Belgium is implementing a regional program (Flanders) to significantly reduce household waste; while part of the waste after grinding is used for energy. In parallel, the so-called reuse centers are being developed, which collect, sort, repair and sell "household waste" - clothing, household appliances, furniture, utensils, books and bicycles. The centers are tasked, among other things, with: 1) collecting at least five kilograms of items to be restored per person per year; 2) provide employment to a certain number of people; 3) serve at least 4 million consumers.

In Austria, the Law on Waste Management provides for the initial eco-design of products, the appropriate organization of production and distribution processes and work with consumers. Among other things, the following have been developed here: 1) the "flea market" based on the Internet, through which consumer goods, construction and garden tools are sold; 2) repair and maintenance centers - dozens of small centers where you can cheaply repair household appliances; 3) programs such as "change your lifestyle" that focus on services instead of buying goods.

In Italy, one of the regional initiatives (Piedmont) provides training and other services to households on composting food waste.

Various ways of using plastic recycling for road construction are being discussed today. The main asphalt road lasts for a maximum of 50 years and is in constant need of repair - the Dutch company VolkerWessels today promotes the concept of a plastic "eternal road", which does not take long to build, which requires minimal care and is safe. The basis of the project is modular plastic plates with empty internal space for rainwater drainage and placement of communication cables. PlasticRoad, as the project is called, predicts that such roads can be built 80% faster than usual and will last three times longer. The developed modules are resistant to temperature changes from minus 40 to plus 80, they can withstand the same load as traditional asphalt, they are easy to transport, and the soil under such highways is less prone to subsidence. At the end of their service life, such coatings can be recycled and reused.

These are just a few of the many possible examples of how waste prevention is carried out.

In Ukraine, some companies servicing the housing stock are beginning to implement modern waste collection systems, including selective collection. At the same time, the conscious participation of the population in the process of preliminary waste sorting is the most important problem in the implementation of selective waste collection. To do this, cities need to install modern containers for solid waste (hereinafter solid waste) of deep type, which have a large capacity and can be installed in close proximity to buildings.

The COVID-19 pandemic has exacerbated another environmental problem. The overall level of harmful emissions into the atmosphere has decreased due to the closure or transition to a new regime of some enterprises. However, the amount of medical waste has increased. These include containers for disinfectants, used gloves and masks, syringes that decompose over hundreds of years. The problem is further complicated by the fact that it is medical waste that must be disinfected before recycling. It should be noted that medical waste contains hazardous chemicals and microorganisms that can pose an epidemiological threat.

Thus, in 2020, hospitals in the United States produced 6 times more medical waste than usual [12]. What to do with this problem? We need to create an effective system of medical waste disposal in our country, and medical institutions must choose those contractors with whom to work safely. The problem of disposing of medical waste used by the population during the pandemic and thrown in the trash remains open. These wastes accumulate outside medical facilities and are not regulated or controlled by the state. Therefore, the question of personal responsibility of every citizen to the disposal of such waste is acute for humanity. The waste management mechanism should include the development and implementation of the necessary regulatory framework at all levels of government, the key point of which is to preserve the environment for healthy living. It is necessary to develop a system of measures for the treatment of household waste, which can become a raw material for enterprises for their processing. It should be emphasized that the first step is to start from the level of local self-government, because it is at the regional level that it is better to resolve some issues quickly, better and efficiently.

It should be noted that on January 1, 2021, the International Convention on the Prohibition of the Export of Plastic Wastes for Processing from Richer to Poor Counts entered into force. The new rules, agreed by more than 180 countries in accordance with the amendments to the Basel Convention, introduce a system of "prior informed consent" for all export operations with waste that is difficult to recycle or contaminated with plastic [11].

Let's analyze how different countries of the world solve waste disposal issues. For decades, the United States and other developed countries have exported most of their garbage to China. But in 2018, Beijing restricted imports to improve its own environmental situation. Other Asian countries have followed suit. Because of this, some countries have had to take serious care of the problem of recycling.

It should be noted that until recently, China was the largest importer of garbage. Since 1992, the country has imported 45% of the world's plastic waste, according to Science Advances. At the same time, she accepted dirty and unsorted garbage. China has used the waste to produce new goods, and haulers have specifically offered a discount on garbage transportation so that their ships do not return from the United States and other countries empty. But in 2018, due to public dissatisfaction with foreign garbage, Beijing banned the import of 24 categories of waste. As a result, by October 2019, the supply of plastic waste from the United States to China decreased by 89% compared to the beginning of 2017, and waste paper - by 96%, according to the Institute for Industrial Waste Recycling. After the Chinese ban, the volume of plastic processing increased sharply in Turkey - from 159,000 to 439,000 tons in two years. Every month, ships enter the ports of Istanbul and Adana, carrying about 2,000 tons of garbage that was previously imported into China. Dozens of others from Great Britain and some other European countries join these cargo ships [13].

As a result, many countries have also started sending more garbage to India, Indonesia and Malaysia. But they also soon imposed their own restrictions. For example, in May, Malaysia began returning plastic waste containers to developed countries if it found other wastes in them.

American cities are currently having a hard time finding new buyers because many small towns are not used to sorting garbage. Republic Services, one of the largest garbage companies in the United States, has stopped accepting unsorted waste in Memphis. But not everyone is ready to relearn - for example, Memphis airport simply began to send garbage to landfills. Now American garbage companies have begun to invest in new technologies to quickly check the sorting of garbage and send for recycling. But because of this, the cost of their services doubles.

It should be noted that the United States produces more than 250 million tons of household waste annually. For every inhabitant of New York, for example, according to the statistics of the city health department, there are 11.33 kilograms of waste per week - 7.25 kilograms at the place of residence and 4.08 kilograms at work.

Requirements for recycling are set by local city and state authorities. And penalty systems encourage people to take garbage to certain places in strictly marked containers for waste paper, glass, plastic and other waste. For example, in a large 100-apartment residential complex in southern New York, garbage cans are installed on each floor with detailed instructions - even for metal hangers and used batteries have their own containers. In some states, when you buy recyclable goods, they include a certain amount (about 10 cents) as collateral.

The biggest problems are the cleaning of scrap - old tires, furniture, appliances, for the removal and transportation of which requires at least two people. Yes, the removal of one piece of furniture will cost $ 80, an old refrigerator - $ 100, baths - $ 130. The real scourge of American cities is plastic garbage. In New York, the "plastic problem" is being addressed through bans and incentives for recycling. For example, depending on the size, some stores have to install containers to collect used plastic bags, while others have to develop their own plastic recycling programs. From 2019, the city will not be able to serve food in disposable food containers made of expanded polystyrene.

In general, different states and cities solve the problem of plastic pollution in their own way. At the federal level there is a program of three R - reduce, reuse and recycle (reduction of consumption, reuse, recycling). Its goal is to increase waste recycling and reduce the number of landfills. Citizens are taught to reuse what can be disposed of, sorted and disposed of properly. The program obliges Americans to buy special packages for general waste and provides them with tax benefits for the export of useful secondary raw materials or organic matter to special points.

More than 550 plants in the United States process secondary raw materials, about one thousand more plants specialize in the production of biofuels based on secondary raw materials, and there is also a plant for the production of liquefied gas from recycled household waste. To date, 1.5 million people are employed in waste recycling, and the turnover of this industry is about $ 250 billion. Over the past 30 years, the level of waste recycling in the country as a whole has tripled and exceeded 34%.

Japan, the second largest exporter of plastic waste after the United States, has also historically shipped garbage mainly to China. After the restrictions were imposed, it began to accumulate garbage, hoping that a new market would emerge. As a result, 500,000 tons of plastic wastes were collected in Japan last year (according to the Ministry of Environment Hiroaki Kaneko).

Japan is currently trying to encourage waste disposal by subsidizing private companies. It should be noted that the country belongs to the group of states that are implementing the already mentioned initiative of the three R - reduce, reuse, and recycle - to reduce, reuse and recycle waste. Japan has long gone for separate garbage collection. In some cities, it began to be sorted in the first half of the 1970s. And now waste sorting has become an integral part of Japanese culture.

Requirements vary depending on the location, but the basic principles are the same everywhere. First of all, waste intended for incineration is collected - burning kitchen waste, paper, leather and plastic. In special containers, residents store resources for reuse - glass bottles, PET bottles, steel and aluminum cans - all separately. Empty metal spray cans, frying pans, kettles and other small metal kitchen utensils are also isolated. Packs of newspapers and magazines and cardboard are sold separately. In some areas, non-standard waste is still collected - batteries, light bulbs and ceramics.

Large household waste - furniture, old mattresses, and suitcases - can be thrown away only by paying in advance. The municipal service will not take away such items without a receipt for payment of the relevant fee. You can buy it in any shop. For example, the removal of the mattress will cost about $ 3-4.

Garbage can be stored only in special transparent bags: payment for them, in fact, becomes a contribution to the removal of waste. However, by Japanese standards it is very small - $ 3 for ten pieces. Most of the costs are covered by local taxes paid by the Japanese. They differ in different settlements, but generally account for less than 10% of monthly income.

During the collection, garbage truck workers check whether the contents of the bags correspond to what is collected on this day of the week. The package with the "wrong" garbage will not be taken.

Of course, there are those in Japan who violate the rules of waste sorting. In apartment buildings, they are usually morally influenced by neighbors. But there is also a law that allows for punishing malicious violations: it carries a fine of up to 10 million yen (over $ 90,000) or even imprisonment for up to five years. However, such punishments are not used often - in glaring cases.

According to various estimates, about 21 to 46 percent of Japan recycles almost 44 million tons of household waste collected annually. These are not the highest rates compared to the most modern EU countries, but the Japanese are actively working to improve the situation. This country is working to remove from the garbage a variety of useful materials contained in household appliances. For example, gold medals for the 2020 Tokyo Olympics were made of precious metal extracted from garbage.

But some household waste still goes to the stove. And while back in the late 1990s, the country was rocked by scandals involving high levels of harmful dioxins in incinerators' emissions, after a series of laws were passed, the problem was solved and emissions were reduced by 90%. Based on the new regulations, Japanese industry has developed and started to produce, perhaps, one of the best waste recycling and disposal plants in the world. One of them is a 10-15 minute drive from Gindi - the central shopping and entertainment district of Tokyo, right next to luxury housing. There are 1,120 waste incineration plants in Japan, with 358 of them producing electricity.

Britain, in turn, began to burn more garbage. Due to the lack of landfill space in Europe, this method of waste management is more popular than in the United States. In England, about 42% of waste is now incinerated and recycled. China's ban has stressed that Britain can no longer export its problem and transfer it to other countries. China is a country that has been trying to solve the problem of waste recycling for more than a year. Recently, this issue has become particularly acute due to the growing environmental threat affecting the overall economy of the state. Since 2009, the country has had a law aimed at complying with regulatory requirements for the recycling of industrial and household waste, as well as the disposal of non-reusable waste. This, so far, does not reduce the emergence of huge and slightly disguised landfills at the exit from large cities.

Tanks with two or three types of containers are installed on the streets of Chinese cities - for recycling, non-recyclable garbage and food waste. Sometimes separate plastic and glass tanks are added to them.

But despite the possibilities for sorting, garbage in China is often disposed of on the principle of "which container is closer." Because today in the country there is no concept of such social responsibility for improperly disposed of garbage, as there are no fines for the population for throwing a plastic bottle in the food waste compartment. This issue is "regulated" by everyone's personal conscience. But for legal entities, penalties are gradually being introduced.

The Chinese population does not pay separately for garbage collection - this column is included in the cost of utilities. On average, the Chinese pay from 200 to 800 yuan ($ 29.5-147) per month - the size of the tariff depends on the area of the apartment, housing, type of housing. This price also includes payment for water supply, electricity, elevator use, maintenance of common areas. It is worth noting that residential buildings in China are usually combined into complexes, and therefore the fee for garbage removal and disposal is included in the cost of services for cleaning and landscaping, protection and video surveillance of the complex, as well as cleaning entrances houses.

In China, along with many companies specializing in the collection, sorting and disposal of waste, as well as the dismantling of landfills and the disposal of relevant raw materials for recycling, an important part of the system remains landfills. It is they who dismantle the pile of household waste dumped into a common pile by ordinary citizens and sort it according to their future purpose. At the same time, in China, garbage is an honorable profession, whose representatives are loved and respected.

According to the Ministry of Environment of China, currently about 90% of China's waste is disposed of by incineration or landfill.

It is enough to read the reviews of tourists on the Internet to understand that India needs a general cleaning. But this has not always been the case, and in fact the dirt on Indian streets is a fairly new phenomenon, say urban experts. They explain the problem by tradition - in India, waste is traditionally dumped on the street. But if before the heat and the sun dried them to dust, then with plastic, cardboard and other modern products that appeared in the XX century, they can no longer cope. This is exacerbated by the migration of the rural population to the city, which continues to throw garbage on the streets in the old way.

The total mileage of all landfills in India, according to the Indian non-profit organization Waste Ventures India, by 2047 will be 1.4 thousand square meters. Kilometers, equal to the area of the three largest cities in the country - Hyderabad, Mumbai and Chennai.

Another important problem is that India is just beginning to organize a modern system of waste collection and disposal. At the same time, the profession of garbage remains caste, garbage is dealt with by the Dalits - the untouchables. Twice a day (morning and evening), men bring waste directly to the neighborhoods where they live. The women then sort it by selecting plastic bottles, waste paper, scrap metal, glass, rags, discarded clothes and shoes. All this is then sold. But if something is not good for garbage, then this garbage often remains on the streets.

Cleaning companies also employ people from lower castes, who often protest against any changes in the system that threaten their unemployment. In other words, waste collectors are blackmailing the government with a social explosion, but they are clearly failing to clean the streets properly.

Due to the lack of a modern waste disposal system and its caste nature, there is no single fee for garbage collection in India. It varies by city or district. On average, rates range from 50 to 200 rupees.

If we are talking about apartment buildings or affluent areas, then the residents throw waste in the bins, where they are then taken away. If there is someone among the residents of the house who throws garbage anywhere, he will be persuaded and embarrassed in the neighborhood.

No one is fined, although environmentalists have called for "Singapore-style" fines of up to 10,000 rupees for dumping garbage in the wrong place. But these proposals have not yet come to fruition.

Previous Indian governments have repeatedly tried to change people's attitudes to waste since the 1970s. The government has announced a program under which India should completely abandon disposable plastic products by 2023. A project banning the import of such products is currently being considered.

In addition, since 2016, the country has been implementing a Waste to energy recycling program, which employs about 80 incinerators. The government plans to build another 100 incinerators.

New Delhi understands that one big campaign cannot solve the problem of garbage - it is necessary to act gradually and purposefully.

Germany remains one of Europe's most successful examples of waste management. It should be noted that in 2018, 5.2 tons of waste was generated per capita in the EU, 38.5% of waste was disposed of and 37.9% was recycled [14].

Residents of Germany began collecting garbage separately in the late 1980s, and now Germany has a system of deep sorting. Yes, there should be at least three containers on the site assigned to the house - for food waste, for plastic, bags and packaging, and for paper and cardboard. Glass bottles and jars of wine, oil or jam are classified as separate public tanks on the street. And containers for drinks can be handed over to special receivers - fandoms installed in all online stores. The cost of a plastic bottle or jar is included in the price of almost every drink, and by handing over the container, this overpayment can be refunded. Clothes are accepted by charities, and batteries are accepted by shops, where special boxes are installed.

At the same time, how residents sort garbage in their kitchen is their personal business, the main thing is to properly pack it in public containers. Penalties for violating these rules vary significantly in all federal states - you can pay between € 30 and € 75 for waste dumped in an unauthorized place. But the old cabinet or refrigerator left in the tank will cost € 50-2500. However, if the violator cannot be found, the management company will then divide the costs of removing such garbage equally among all the apartments in the entrance.

Every household pays for garbage collection. The cost can vary greatly depending on the place of residence, the number of apartments, the volume and the number of tanks on the porch. Taking these factors into account, management companies set tariffs. On average, for large cities it can be a fee of € 150-300 per year.

There are containers in separate rooms - either in the basement or in the yard, but with a special wicket that closes with a key. Every house or porch has its own tanks, so you can't use your neighbor's garbage in Germany.

Every year the country produces about 41 million tons of garbage - about 500 kilograms per person. According to various data, from 60 to 80% of this amount goes to recycling or incinerators - to generate electricity, and the rest goes to landfills. Almost 15% of all raw materials used by German industry are obtained through processing. It is also a profitable business - in 2017 the turnover of the waste processing industry amounted to approximately € 70 billion, and more than 250 thousand people worked in this field.

But despite the well-established disposal mechanism, Germany still has unresolved problems in the garbage sector. They are mainly related to the modern culture of irrational consumption. Environmentalists say that over the past quarter-century, the amount of non-essential waste (disposable cutlery, dishes, napkins, packaging, etc.) has increased so rapidly that society simply did not see the problem in time. According to the German Union for the Protection of Nature (NABU), consumers began throwing away twice as many plastic forks, spoons and knives and six times as many disposable cups. This "wastefulness" also applies to food - the Germans send an average of 7 million tons of edible food a year, according to estimates at the University of Stuttgart. Experts suggest looking for solutions in social advertising, which would tell citizens that they could not buy what they do not need, but donate money to charity instead.

In France, there has long been a separate collection of waste. Garbage cans are marked with lids of different colors. White cover means glass. Yellow is waste that goes to recycling. The rest of the waste to be incinerated or disposed of in landfills is disposed of in a container with a brown lid. Pharmaceutical products (old pills, packaging, thermometers, etc.) can be delivered to any pharmacy, so that toxic substances do not get into recycling or general landfill.

In some places there may be more containers. Tanks for plastic products, cardboard and wood can stand separately. Keep in mind that not all plastic can be recycled. To make life easier for the population, the French authorities are trying to better inform them and explain the principles of sorting. For example, in Paris, a system of "electronic helpers" was common, which hung over the garbage and, after scanning the package, suggested which urn to drop it into.

For non-standard things there are special points where you need to take them yourself. But for the disposal of such waste in inappropriate places faces a fine.

The problem of garbage for France is not only environmental but also political. The main challenge in the field of environmental protection in the European Union is called plastic processing. In May 2018, the European Commission published rules according to which toxic plastics should be replaced by alternative materials. France is still behind its neighbors - according to Eurostat, the country processes about 25% of plastics, which is twice less than in Germany and the Netherlands. But authorities have already banned disposable plastic bags in local supermarkets to fulfill their promise to use only recycled materials throughout France by 2025.

300 specialized enterprises are engaged in waste processing in the country, producing 2.3 million tons of secondary raw materials annually. And the overall level of processing in the country is 42%. At the same time, since the adoption of the first law on household waste recycling in 1975, the number of landfills in the country has decreased from 6,000 to 230, and the number of incinerators - from 300 to 128. Also in France in recent years is gaining popularity socially responsible

concept of consumption. It is based on four principles: democracy, public utility, mixed resources and their sharing. In Paris, for example, this approach has resulted in the creation of 15 centers for the collection, repair and re-sale of various products. These centers are divided into categories - textiles, cardboard, sporting goods, toys, appliances and some others.

But not all garbage be recycled and reused. So, now in France there are about 130 plants for incineration of non-recyclable waste. The ash left after combustion is used in road construction, and the heat released in the process is used to heat nearby houses. Some plants are located underground and use technologies that do not produce smoke or odors.

Violation of the rules of garbage disposal is subject to a fine for individuals - 35 euros. You will have to pay around € 70 for rubbish left on the road, with the amount varying from city to city. And those who, for example, decide to throw away an old sofa somewhere in the field will have to pay a fine of € 150 and risk confiscating the car. To properly dispose of large furniture or appliances, you must contact the municipal services, which will take it out by special transport.

In addition, in addition to France's own waste, it has to fight Swiss "garbage tourism". The fact is that residents of the border areas of Switzerland often - because of the double tax at home - go to dump their garbage on French territory.

There is separate garbage collection in almost all of Italy, again to a greater or lesser extent. In Rome, for example, clean paper and cardboard, plastic and metal, organic waste and non-recyclable waste, and glass must be collected separately. Each type of garbage has its own container, which is removed on certain days.

As for the fee for garbage collection, each city administration sets its own tariffs. As a rule, they are calculated taking into account the number of registered persons per living space and range from € 150 to € 600, but on average - € 300 per year. A large family pays more than a single person. At the same time, tariffs are higher in the south, although the average income of the population is lower than in the north - € 600-700 against € 1,000 in the country.

There are no joint benefits or incentives. On the contrary, the removal of bulky garbage is carried out for an additional fee by private companies. Some items (washing machine, wardrobe, and mattress) can be picked up free of charge by municipal services.

In apartment buildings there is such a tool of management as the meeting of residents. And for garbage dumped in an unauthorized place, there are large fines - up to several hundred euros. However, in Italy there are landfills along secondary roads. A special problem is observed with plastic, which is littered with everything, including beaches and seashores.

In general, the situation in Italy is very heterogeneous - somewhere the service of garbage collection and disposal is provided better, somewhere worse. Suffice it to mention the high-profile "garbage scandals" in 2007 in Naples.

Rome is now on the verge of collapse. In the capital, the garbage collection service is not called anything other than a catastrophe: the schedule for the removal of one or another type of waste is not met, full containers are on the street, and everything is thrown away. And in summer, due to high temperatures, the situation is only getting worse.

One of the exemplary regions for waste disposal is the island of Sardinia, where several state-of-the-art incinerators operate. In total, there are 39 incinerators in the country, which in 2017 disposed of 18% of waste and produced 4.5 million MW of electricity and 2 million MW of heat. About 27% of waste is recycled by the Italians to obtain new materials, and the rest goes to composting and underground disposal.

In Italy, there is a lot of talk about the problems of pollution, the need for a more responsible approach to waste collection. In different parts of the country, the level of civic consciousness is different - usually northerners are more responsible. Authorities are trying to close landfills, but there is no real alternative at the national level yet. There are a total of 127 landfills in Italy.

In some regions, new innovative technologies for recycling and young startups are encouraged. The country also tried to impose bans on plastic bags, but as a result the measure was halved. Thus, large supermarkets and chain stores have switched to packages of recyclable materials, and in the markets and the Chinese are still in the process of plastic. Examining the main problems in the field of waste management in different countries, we can identify the following systemic problems, the presence of which is noted in many countries: low capacity of landfills (existing landfills have almost reached the limit of their capacity); growth of hazardous waste generation; non-compliance of existing waste collection sites with safety standards; the non-governmental sector plays an important role in waste management (up to 50% of the available amount of waste intended for processing and disposal), which reduces the effectiveness of state measures in the field of waste management; low level of waste processing (most of the generated waste is disposed of by landfill; changes in the legal and institutional framework for municipal waste management have created problems in the field of waste management carried out by municipalities that were not ready for such changes; non-compliance with safety requirements in the field of waste management; in the field of waste management, attention is paid to certain types of disposal, resulting in excess capacity (for example, in the Netherlands, special attention is paid to waste incineration and use of thermal energy, which led to excessive waste incineration capacity; in Estonia, investment in incineration and mechanical biological treatment led to excessive capacity in both directions of waste treatment); the presence of obstacles in households in the separation (sorting) of waste generated.

The study of the patterns of development of the elements of the "nature-production" system made it possible to conclude that the production waste management system should be formed as a subsystem of innovative nature management. The purpose of the functioning of the waste management system is to maintain the environmental sustainability of the "nature-production" system. The way to achieve the goal is innovation in the technological processes of the main production and environmental activities, minimizing (preventing) the negative impact on the environment. This will lead to the formation of additional competitive advantages, and will also reduce the amount of environmental costs (both internal and external for the enterprise).

The foregoing makes it possible to formulate the main theoretical provisions for the formation of a production waste management system on an innovative basis: the processes of managing innovative nature management are based on the mentality “from nature to production”; the development of an environmental strategy is carried out in combination with innovation; the purpose of the functioning of the production waste management system is to ensure the environmental sustainability of the "nature-production" system, the structure of the system is based on the stages of the resource cycle.

The waste management scheme can be based on the stages of the resource cycle. As part of the functioning of the production waste management system, the object will be the composition and structure of losses characteristic of the stages of transformation of natural resources in order to ensure the closeness of the resource cycle, which will lead to minimization of monetary losses and identify the possibility of innovative development. When forming a waste management system at an enterprise, it is proposed to consider waste as a resource potential and, on the other hand, as a dangerous factor influencing the environment.

Evaluation of the functioning of the production waste management system can be carried out using a set of indicators that are grouped by stages of the resource cycle, each of which has its own strategic priorities. A distinctive feature of the proposed set of indicators is taking into account the impact of the result of the waste management system on the state of the external and internal environment of the enterprise. We consider the external impact through indicators characterizing the state of the land fund, since the disposal of waste leads to the rejection of land and, as a result, to a deterioration in their quality and the likelihood of emergencies. Internal - through indicators characterizing the level of waste intensity of production and related costs, taking into account the activities of the scientific subsystem.

Simply put, from an economic point of view, little profit can be made from a product that is produced in significant volume but with little intrinsic value. Indeed, most manufactured products lose their original function when they are consumed or used, reducing the cost of each product to the value of the materials from which it is made. This is the main characteristic of waste. How can the global waste market worth around $300,000 million a year be so lucrative? How can waste be turned into a competitive commodity? Profit, obviously, is possible only in conditions where the income from waste exceeds the costs of their processing. Therefore, the waste market largely depends on the price of raw materials and energy.

High prices for primary raw materials increase the income that can be expected from the sale of the valuable part recovered from the waste. Since metals occupy the first place in the commodity market (in terms of price per unit volume), the demand for waste containing metal elements is extremely high. In several regions, the consumption of metals often exceeds the volume of mined ore with a mineral content. Therefore, if scrap metal is cheaper than primary raw materials, it can become the main source of supply for entire countries and industries. Among scrap metal, precious metals, present in small quantities in electronic devices and parts of used vehicles, have the highest economic value and are therefore the most attractive. In terms of volume, however, steel, aluminium, copper, zinc and iron, which are used in shipbuilding, automotive and various infrastructures, still occupy the leading place among scrap metal.

The second condition for profitability is the existence of state norms of legal regulation. Through taxes or subsidies, governments can increase the income of waste market operators or, alternatively, reduce their costs. By setting standards or guidelines for waste management, or by creating an enabling environment for similar private initiatives, governments can also force waste producers to approach specific economic sectors to dispose or recover their waste in accordance with specific environmental or social criteria. This entails unavoidable costs for the producer, such as waste disposal fees, but protects the income of the stakeholders involved. The recovery industry, for example, is completely dependent on regulatory obligations placed on producers of hazardous or other types of waste to properly dispose of it. Emerging industries such as biogas production and composting illustrate the vital need for government support for projects that may not be economically viable without appropriate regulations and incentives. Raising public awareness and providing appropriate infrastructure are also important levers in the hands of the government.

On the contrary, the lack of strict standards or non-compliance with existing rules allows the actors in the waste market to avoid certain costs and thus increase their bottom line. Such socially irresponsible behaviour is also illegal when it is a conscious practice in a regulated context. Meanwhile, in developing countries, environmental legislation is imperfect, and the implementation of existing regulations is often hindered by corruption, as well as a lack of knowledge and technology and the ability to control compliance with the law.

It should be noted that in order to effectively manage waste and increase the share of secondary raw materials that go to processing, it is necessary to automate processes and use IT technologies at all stages: during collection, accumulation, logistics and processing.

For the efficient collection and accumulation of waste, there are several automated solutions: vending machines, bins with automatic sorting into fractions and pressing of raw materials at the collection point.

Bins with automatic sorting by fractions recognize the composition of recycled materials using artificial intelligence, sort, and press and control the filling level.

Bin-e is a European manufacturer of smart waste bins.

SmartCity Bin is the development of a bin that is compacts waste with garbage collection control; it works completely autonomously on solar panels.

To monitor the fullness of garbage containers and manage the logistics of exporting companies, there are solutions both on the foreign and Ukrainian markets.

IT solution was waste collection companies. Sensors determine the level of container occupancy, predict the time when export will be necessary, and special software optimizes logistics.

Enevo is an American company with subsidiaries in Europe that provides similar IT solutions.

We are talking primarily about automated solutions for industrial sorting of waste. There are no such technologies in Ukraine yet, but there are several solutions on the foreign market.

Zen Robotics uses machine vision to identify different types of materials and separate them on a conveyor belt. The separation process is carried out by a robot arm - this solution works better with large, unground waste.

Tomra uses spectral sensors to determine the type of material and separate them on the conveyor. The separation process takes place by a pneumatic mechanism: particles of waste of different types are shot off by air flows at different distances, due to which objects are separated in space between different containers.

Eat me is a food-sharing service that prevents food that has not yet gone bad from entering the landfill.

What new IT solutions are waiting for us in the future?

In the coming years, the digital transformation in the global waste market will develop in several directions: urban infrastructure will see many novelties within the concepts of smart city and the Internet of things, such as PaaS (Platform as a Service) - a combination of an application platform with cloud infrastructure managed services, as well as SaaS (Software as a Service). Classic waste processing and IT companies are planning joint projects. More than 50 major technology brands are already developing IT solutions in the global waste market.

In the coming years, the following will be launched: a system for accounting and management of production and procurement enterprises (reception points where recyclable materials are pressed and accumulated for further sale to processing plants); payment platform for collecting recyclables from individuals; an online platform that brings together producers and processors to implement Extended Producer Responsibility.

Conclusions. Garbage will not leave room for further quality of life of mankind, because the existing system of waste management, which is focused mainly on their disposal, is imperfect, leads to pollution of the air, groundwater and, consequently, reduced quality of life that does not comply with sustainable principles. Economic development and needs radical modernization.

Having studied the problems of waste disposal, you can find ways to solve them. The question of the ability of human civilization to reduce the level of environmental pollution by waste is important from both environmental and economic points of view.

Given the environmental literacy of people, the availability of legislation that ensures the profitability of environmental measures, the constant introduction of new technologies and materials, as well as systems of engineering and biological control of environmental parameters, humanity is able to reduce anthropogenic impact on the biosphere benefit.

Analyzing the situation with the disposal of household waste in the world, I would like to recommend to the inhabitants of the planet: before accusing someone of uncontrolled garbage disposal, you need to start with yourself; littering the area with waste that rots badly, we need to think that our descendants will be left behind; try to throw garbage in the landfill as little as possible, dispose of the utilized as much as possible.

And it is then, despite the various environmental challenges facing all countries in today's global world, that our descendants may inherit a clean living environment.

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SOCIAL RESPONSIBILITY IN THE CONTEXT OF ENSURING SUSTAINABLE DEVELOPMENT OF THE COUNYRIES OF EU AND UKRAINE IN PARTICULAR

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In a globalized and open market environment, a company's success is determined not only by its ability to find the best ways to turn its resources into products and services, but also by how it participates in social issues and expands social responsibility policies. Although the concept of corporate social responsibilities (CSR) is voluntary by definition, the company's stakeholders (groups that influence the business and at the same time are affected by its activities) - consumers, local communities, government, etc. should come together to promote greater good. Given global influence and participation in international activities, multinational corporations are of particular interest in terms of sustainable development and CSR.

It is well known that companies have a responsibility to society. The theory is that businesses are firmly attached to the community in which they operate, and this requires the resources of the planet and society, respectively. Thus, the stakeholders of the company can decide to purchase the products of a particular company, depending on how responsibly they were manufactured; choose your future employer and company projects for investment (investors); refuse supply or maintain prices that reflect the company's responsibility.

Powerful civic and political forces encourage organizations to act more responsibly: non-governmental organizations (NGOs) and the media closely study socially responsible (especially environmental) performance and provide assessments and ratings of CSR effectiveness that affect companies' reputations.

Some scholars argue that "an enterprise should not work for the public good, but if it wants to work for its own good, it is better to consider the impact of its activities on society".

There are five key drivers of CSR:

- increasing market share - CSR initiatives can open up new markets, especially in developing countries. Companies that work with local communities can benefit from creating new markets and attracting consumers to their products.

- organizational training - CSR programs provide companies with opportunities to learn from the projects they invest in and use this knowledge to gain a competitive advantage.

- dedicated and busy employees - research shows that potential employees are more attracted to socially responsible organizations, and some are even willing to receive less pay for work in a socially responsible company.

- external stakeholders - External stakeholders can have a strong impact on organizational survival and prosperity. Stable business contributes to a stable economy and more attractive living conditions for the community.

- positive relations with investors - there is a growing tendency of investors to direct funds to socially responsible companies.

Opinions on the benefits of enterprise CSR vary widely: some managers recognize the importance of stakeholders, while others see CSR as a concept that contradicts profit maximization and leads to additional costs. However, empirical research proves the positive impact of CSR on the financial results of the enterprise.

Corporations involved in CSR policies and practices report improvements not only financially but also better overall, but the global business climate is changing and requires businesses to invest in social projects to maintain legitimacy within their organizational powers. In fact, most companies implement a CSR development and implementation strategy to legitimize their business (improve their image; be recognized; preserve the company's long-term interests and meet stakeholder expectations).

The Joint Industrial Development Organization together with the CSR Development Center provides the following drivers:

- improving production processes - increase productivity, revenue, savings through the use of environmentally friendly equipment;
- building the company's reputation - increasing customer loyalty, brand value, improving partnerships;
- stability of the workforce, saving resources to attract and retain qualified personnel;
- access to new markets - standardization in accordance with international standards (ISO);
- effective risk management - timely and effective access to specific information, the ability to respond to risky situations;
- access to specialized funds "social investment" in socially-oriented programs for socially responsible enterprises;
- access to media and authorities;
- expanding ties with international companies;
- general increase of competitiveness;
- financial benefits in the future;
- protection against administrative pressure;
- increasing investor confidence.

In the war for the most skilled and talented employees, companies combine their efforts in resource management (HR) and corporate social responsibility to become a sought-after employer. Employer branding is one of the latest and relatively unexplored CSR trends. However, it is already developing in a number of industries around the world.

An employer's brand is defined as "a package of functional, economic and psychological benefits provided by employment and identified with the employer". First, working life is no longer limited to work, it is seen as an important resource for building the individual identity of the employee as a corporate citizen. On the other hand, it is believed that socially responsible companies take better care of their employees and are constantly looking for ways to improve working conditions, career advancement, learning opportunities and equal rights.

A socially responsible employer is someone who seeks more than just profit maximization when making business decisions.

Researchers note an interesting trend: millennials (also called "Generation Y"), born between 1982 and 2003 are most interested in whether their future employer is socially responsible (79% are willing to work for a CSR corporation; 56 % - would refuse to work in a company that does not support the CSR program, more than 80% - are willing to change their brand preferences depending on the manufacturer's participation in CSR).

More and more companies are addressing ethical issues and CSR in their recruitment programs.

On the one hand, corporate social responsibility is understood as actions, "outside the law", as a subject of self-regulation in the corporation. At the same time, NGOs promote corporate social responsibility at the intergovernmental and national levels.

In the UK, France, Sweden, Australia and Denmark, there are legally supported levers that require certain corporations to report on the social impact of their business and investment. Thus, there are two types of regulations in the field of CSR: multilateral regulations and civil acts.

Multilateral regulations are the result of international conventions (UN agency). Today, 4,000 organizations from more than 100 countries are parties to the Global Compact, established in 1999 by UN Secretary-General Kofi Annan. The Global Compact is an international initiative that brings together companies, UN agencies, labor organizations and citizens to support the 10 principles of human rights, labor, the environment and corruption.

Another example is the Guidelines for Multinational Enterprises and the Principles of Corporate Governance developed by the Organization for Economic Co-operation and Development. The fact that these regulations are not binding does not mean that they can be ignored, as stakeholders may require compliance.

Civil norms are developed by non-governmental organizations and are not binding, but they include codes of conduct, reporting guidelines, monitoring guidelines and certification criteria. Excessive CSR regulation should be avoided, but at the same time, passivity in this area may attract close public attention.

Developing countries have weak legislation on the environment, labor and human rights. Given global influence and participation in international activities, multinational corporations are of particular interest in terms of sustainable development and CSR.

As the size of a corporation (multinational, national, local) increases, so does its likely impact on CSR development in a given country. The largest companies have the greatest access to key resources and can have a huge impact on promoting the concepts of sustainable development and corporate social responsibility at the global level.

Europe is considered to be the world's leading region in implementing CSR policies. 90% of Europe's top 100 companies report on social responsibility. The starting point for the development of CSR in Europe was the publication of the Green Paper on "Promoting the European framework of corporate social responsibility" by the European Commission in 2001. She summed up the EU's approach to CSR, defining: "CSR is a concept whereby companies integrate social and environmental concerns into their business and engage with stakeholders on a voluntary basis."

This gave impetus to wide public and sectoral discussions and consultations of the Commission in the form of the EU Multilateral Forum on CSR, which included European representative organizations of employers, business networks and trade unions.

In Europe, CSR is regulated by law; considerable attention is paid to corporate social responsibility in the field of ethics. The dominant focus of CSR in the field of social protection is the fight against unemployment: reducing staff turnover, job creation, implementation of regional social business projects.

Public authorities and local governments are the main driving force behind the development of CSR.

A distinctive feature of CSR in Europe is the diversity of the economic, political and cultural landscape across the continent. For example, companies in Eastern Europe have recently learned about CSR.

In countries such as Belarus and Ukraine, CSR is mostly initiated by subsidiaries of foreign multinational corporations or large local corporations.

Some attempts are being made to formulate a single European approach to CSR by the Government of the European Union. This procedure is complicated by some Member States, which have their own priorities regarding corruption, equality, labor and conduct of multinational companies in the host countries. In addition, some EU countries (Germany, Austria) do not show much interest in developing CSR, arguing that most social and environmental responsibilities that are considered voluntary in other countries are legally defined in Europe.

Companies that pursue active policies in the areas of alcohol, tobacco, drugs, oil production, pay special attention to CSR and in some way develop it as a protective mechanism. Another motive for the development of CSR is the recent financial crisis. By taking an active part in socially responsible activities, corporations in this sector form a "reserve of trust" that helps attract investors and increase market value.

The 2021 Responsible Business Summit has identified some recent CSR trends in Europe:

- environmental aspects often attract more attention from European corporations, but participation in socially oriented activities often gives more positive results;
- the main driver of CSR is the formation of trust;
- many leading corporations help consumers reduce resource consumption (water, pollutants, energy);

- analysis of the full life cycle is becoming widespread to assess the impact of products on the environment;

- sustainability reports are becoming more complex. They are now often part of the annual report to show full integration with corporate strategy.

- technology will play an important role in making the world more stable.

The United Kingdom has its own unique CSR model (a combination of American and European models), where along with the typical European attention of the state and society to the social activities of companies, there is a strong initiation of social programs by corporations themselves. community).

The level of awareness and implementation of the CSR concept in the UK is quite high: 90% of the UK's leading companies report on social and environmental issues on an ongoing basis; 33% of the public in the UK consider corporate social responsibility an important factor in their purchasing power, but a large proportion of the population is still skeptical, especially about climate change.

The impact of the media on business in the UK is less significant than in other European countries. An interesting trend has been developing in the UK recently - employee volunteering (mobilization of employees during working hours).

The UK's CSR policy covers three main areas: economic, social and environmental.

Key issues of CSR in the UK:

• Environment: achieving ambitious carbon reduction targets; water conservation; promoting waste and recycling behavior, protecting biodiversity.

• Human rights: regulated at the state level by the Law on Human Rights. Leading companies seek to work with other corporations, governments, and non-governmental organizations to work to address issues such as low wages and child labor.

• Equal opportunities: equality legislation exists on age, race, sex, disability, religion and belief, and sexual orientation.

New equality legislation provides a potential requirement for employers to report on the gender pay gap.

• Environmental products and services: overall growth in production and sales of "green" and "eco" products.

• Supply chain.

In the current economic and financial situation in the UK, it is important to maintain responsible business practices as a priority.

As in many Eastern and Central European countries, Slovakia has a relatively low level of CSR awareness. The Slovak government is quite inactive on CSR. In Slovakia, there is no department or any government agency responsible for promoting or implementing CSR. Local corporations play a key role in the development of CSR in Slovakia. Public awareness of CSR in Slovakia is low (more than half of Slovaks have not heard of CSR) due to low media coverage.

Key issues of the Slovak CSR:

- environmental protection - significant progress has been made in energy;

- equal opportunities - the main focus on equality in Slovakia is paid to Roma, who are often discriminated against in access to work (unemployment rate among Roma 40-50%). NGOs are actively involved in trying to solve this problem;

- communications and transparency.

Key CSR challenges: Creating a national CSR strategy and adjusting the government structure will help Slovakia identify CSR development priorities and raise public awareness. The Slovak government needs to be more active in the field of CSR and take appropriate initiatives.

Sweden is considered to be one of the most developed countries in the field of CSR.

The Swedish CSR model is largely based on state initiative, but there are a number of Swedish companies that are known for their responsible work. State-owned companies in Sweden are concerned about the environment, human rights and gender equality.

Businesses are required to report on sustainable development in accordance with government recommendations. Leading roles in the development of CSR are assigned to trade unions, consumers, the media, audit companies and PR agencies. Sweden's main interests are the protection of human rights, the climate crisis, the responsible behavior of Swedish companies abroad, fair trade and labor, and market issues.

The level of awareness of the CSR concept and its development in Sweden is very high. Mainly due to good coverage in the media, Swedish radio and television.

Key issues of Swedish CSR:

- environment. The main problems are climate change, pollution of the Baltic Sea and energy efficiency (non-fossil energy sources);

- supply chain issues are very important, especially in the textile industry;

- human Rights;

- equal opportunities: gender equality is a major issue in Sweden.

- ecological products and services in Sweden are represented in most areas, such as clean water, organic cotton, environmentally friendly cars.

The main challenges of CSR are: climate change, fossil-free output by 2030, and reducing air pollution in Europe.

Issues of environmental security, social welfare and economic development have troubled mankind at almost all times. It would seem that the problems are not new, but their solution requires new approaches: consolidated participation of the entire global community, continuous assessment of the impact of business on the escalation of these problems and timely action to address them and prevent them in the near and distant future. This question has been proposed relatively recently, and it is associated with the emergence of the concept of sustainable development.

In the conditions of systemic restructuring of Ukraine's economy in the direction of its adaptation to world standards, one of the integral components of successful functioning of modern business is the development of a strategy of corporate social responsibility. Today, sustainable economic development is determined not by the availability of raw materials or markets, but by the opportunity for companies to enter the market of highly skilled labor, scientific inventions and the latest technologies. The problems of employment, social instability and environmental degradation are becoming more acute and relevant in the world. All this requires the formation of an innovative model of development and principles of corporate social responsibility, which is becoming one of the most important areas of a market economy.

The development and strengthening of Ukrainian business will be in many ways depend on how timely and adequately it will perceive the tested international practice principles of social responsibility.

Only in in this case, it can be a catalyst for positive changes in social important areas of society, create and maintain decent working conditions for staff working at its enterprises, etc.

The vector of development of companies in the direction of developing corporate strategy is one of the fundamental elements in strengthening its competitive position in the global market.

In recent years, this approach has been applied in the activities of Ukrainian companies, whose management is aimed at implementing socially responsible components in various fields of activity in order to strengthen their competitive advantages, both domestically and internationally.

The modern development of the national economy is closely connected with the solution of the dilemma: increasing the economic efficiency of business or solving social issues. The basic principles of social responsibility are directly related to the need to ensure sustainable development through the balance of interests of business, government and society. Today, the main principles of using social responsibility in business are, first of all, a positive reputation, one's own beliefs, expanding markets, access to financial resources and increasing capital.

Corporate social responsibility can be interpreted as achieving commercial success by adhering to the moral and ethical principles of the community and the environment. In a broader sense, corporate social responsibility should be understood as a responsible attitude of any company to its product or service, consumers, employees, partners, active social position of the company, which consists in harmonious coexistence, interaction and constant dialogue with society, participation in solving acute problems. social problems.

Under the trust of its stakeholders, businesses seek to demonstrate best practices in addressing complex socio-economic and environmental issues that go beyond direct economic dividends. Companies build a dialogue with stakeholders and the trajectory of their socially responsible behavior with the precise aim of gaining long-term benefits and socio-economic programs that fully comply with the principles of sustainable development.

To date, the balance of interests of domestic business and public authorities and administration in matters of further socio-economic development of the country has not been found. However, the state is the most important socio-economic institution and consolidated employer, so it needs to clearly define the country's development priorities, strengthen the institution of social partnership and economically motivate business by setting its own example of socially responsible behavior.

Corporate Social Responsibility (CSR) is about achieving commercial success by adhering to ethical values and respecting people, society and the environment.

Corporate social responsibility in Western companies has long been commonplace, but there are not many employers in Ukraine who adhere to international standards.

In order to successfully implement the principles of corporate social responsibility and increase the level of efficiency, the company's activities should be based on the following basic principles:

- development of social packages for employees and their families;
- advanced training of employees;
- compliance with environmental responsibility;
- development of corporate culture;
- development of relations with trade unions and councils of labor collectives;
- responsible attitude to partners and consumers;
- the company's responsibility to society as a whole.

According to some experts, to date, the 20 most responsible in the field of social responsibility of domestic companies have been identified, which not only earn in this country, but also, above all, understand that they must invest in the future.

The size of the company is the best indicator of the company's implementation of socially responsible business activities: the larger the company, the higher the likelihood that the company will engage in CSR. According to the State Statistics Service of Ukraine, the largest share in the total number of business entities is occupied by small businesses.

Most Ukrainian companies (78.1%) are aware of corporate social responsibility, although the above level is relatively high. It would be wrong to conclude that this concept is widely known to all entities, as one in five companies in Ukraine is not aware of such a widespread practice in the world.

What motivates companies to participate in socially responsible business programs (Table 1).

Companies do not have a well-established CSR management. They do not have a function of monitoring the implementation of social programs. Monitoring the results of the implementation of socio-economic programs is as rare as monitoring the targeted use of funds. Less than a third of companies do not have a special social budget, which indicates that CSR activities have not yet become a mandatory element of the company's development strategy.

At the top of the list of factors motivating companies to implement SRS programs are the principle of "moral reasons" and "intrinsic motives". The other two factors – “promoting sales growth” and “requests from local authorities” were indicated by companies three times less. Other factors were noted by less than 10% of companies and can be considered as not playing a decisive role in the motivation to participate in the BSA programs.

Table 1 - Factors that motivate companies to conduct socially responsible business programs, %

Factors	Enterprises		
	big	middle	small
Motive motives	63,6	65	72,4
CSR is our principle, our inner motive	59	62,2	57,1
Requests from local authorities	36,1	19,7	20,8
CSR promotes sales growth	22,8	26,1	22,6
Trade union requirements	28,8	12,7	5,7
CSR is widely covered in the media and is an integral part of the company's image	25,5	15,0	6,3
Competitors do it too	15,2	9,3	9,8
Religious motives	6,7	9,6	10,2
Because there is a need for the company to pay for the damage caused to the environment caused by its activities	9,8	5,8	1,4
Requirements of the parent company	5,2	2,9	4,6
Requirements of foreign partners	2,4	2,8	0,8

In addition, one cannot fail to note the positive impact of the introduction of the principles of socially responsible business on the company's activities.

The impact of socially responsible business programs on various aspects of companies:

1) forms a positive image of the company;
2) helps to find and retain highly qualified employees;
3) helps to establish relations with local authorities;
4) contributes to the long-term stability of the company;
5) gives an advantage among competitors;
6) improves financial performance in the future;
7) helps to establish relationships with major business partners;
8) helps to expand the market and find new niches;
9) increases the investment attractiveness of the company.

It should be noted that the most important factors that ensure the reverse positive impact of the implementation of CSR programs on the overall performance of companies are that these programs create a positive image and improve the reputation of companies, help them hire and retain highly qualified staff and establish ties with the authorities. Companies consider the lack of funds and underdeveloped legislation, which should ensure the development of CSR activities, to be the biggest obstacles to the development of CSR programs. Preferential taxation and reduction of regulatory and administrative pressures are the most important incentives for CSR activities. In addition, there is a trend towards organizations that could collect ideas for CSR and provide relevant services to companies in the implementation of CSR activities.

The official establishment of the UN Global Compact in Ukraine in 2006 and uniting 34 leading Ukrainian and multinational private companies, associations and civil society organizations can be considered a precise guideline in the development of corporate social responsibility.

Unlike many other European countries, the development of CSR in Ukraine has its own characteristics: first there were companies that took a leading place in the development of socially responsible behavior, involving other participants (consumers, government representatives at regional and national levels).

Types of socially responsible companies in Ukraine:

• branches of multinational corporations with international corporate strategies, requiring all countries to contribute to sustainable development;

• progressive Ukrainian companies that are aware of barriers to long-term development in the market and try to transform them into opportunities through CSR mechanisms. An event where corporate social responsibility has long been the rule and they usually develop and implement a CSR strategy;

• opportunistic companies - CSR for them is a trend and no more than short-term activities with a budget. For such companies, CSR is an integral part of PR strategy and a source of reputation. For example, the Ukrainian company Inrepipe, a manufacturer of pipes for the oil, gas, machine-building and railway industries, sponsored a concert by Elton John on HIV in Ukraine. It was noted that a more sensible decision would be to spend the same amount of money on medicines for people suffering from this disease;

• companies that comply with legal norms (for example, payment of taxes).

The results of a survey of managers of business structures on the introduction of mechanisms of social responsibility of enterprises:

- 53.3% of enterprises support the idea of implementing a policy of social responsibility,

- 41.1% consider that the support of this policy for business structures is not relevant,

- 5.6% of enterprises do not support this practice.

At the same time, 29.6% of domestic enterprises have their own strategy of social responsibility, due to lack of funds a third do not implement measures of social responsibility, and every tenth business structure believes that this should be done by the state, not business.

In 2007, Ukraine joined the development of the international standard on social responsibility ISO 26000: 2010 "Guide to Social Responsibility", which was officially published in 2010. Thus, today the Center for the Development of Corporate Social Responsibility and the Socially Responsible Business Community operate.

Awareness of companies about socially responsible business (CSR) does not depend on the form of ownership (Figure 1).

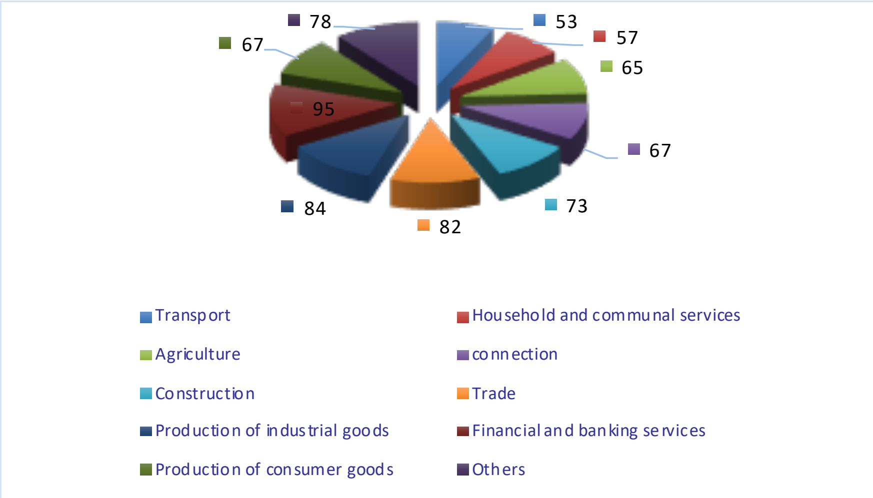

Fig. 1 - Sectoral section of Ukrainian companies familiar with the concept of CSR (% of enterprises)

In this indicator, joint-stock companies (91.5%) are slightly ahead of state-owned companies (88%), private companies with several owners (78.5%) and private companies with one owner (74.8%). The lowest awareness of corporate social responsibility is characteristic of transport enterprises and those providing household and communal services - 52.9% and 57.5%.

Most companies attribute to CSR the implementation of social programs to improve working conditions of staff (65.5%), staff development and training (63.2%), charitable assistance to the public (56%), ethical attitude to customers (49.5%).

About a third of companies consider CSR to participate in regional programs for the development and implementation of environmental projects. Interestingly, about one-fifth of companies view the open provision of information about the company's activities as a manifestation of corporate social responsibility. This position is mostly held by large companies, among which 21.8% indicated this form of CSR.

However, this is a rather low figure, given that a large proportion of large companies are open joint stock companies, for which disclosure is a statutory requirement (annual publication of reports) and therefore should be inextricably linked to their business practices.

Lack (lack) of financial resources and lack of legislation to regulate CSR activities are the most common responses to the survey of barriers to this activity (55% of firms noted the financial factor and 45.9% the legal factor). Problems with the control over the use of funds directed to CSR programs and the insufficiently developed mechanism for the implementation of CSR results are noted in half less than the previous two obstacles. Only 17% of firms complained about the lack of assistance from governmental and non-governmental organizations and the lack of information about the needs of the public [8].

Table 2 - Component concepts of CSR (% of enterprises)

Forms of socially responsible business	%
Implementation of social programs to improve the working conditions of its own staff	65.5
Staff training / development	63.2
Charity	56.0
Application of the principles of ethical and responsible attitude to consumers in the company's policy	49.5
Participation in regional development programs	32.3
Implementation of environmental programs	29.8
Shareholder / investor rights policy	20.8
Open presentation of information about the company's activities	18.7

Within the national CSR development scenario, some areas of obvious progress can be identified.

Charity. It is already difficult to find a company in Ukraine for which the concept of charity would be completely indifferent. Very often it is charity, which is identified with corporate social responsibility. The disadvantage is that such actions are not always systematic, and, moreover, are not always the solution to the most pressing issues. Strategic philanthropy is a perspective rather than a reality.

More attention to environmental issues. So far, Ukrainian consumers are not very interested in ecology and "green products". Therefore, companies began to integrate, to be responsible for the environment. Ukrainian customers have a low level of CSR awareness and focus on key product attributes such as price and quality. The reason for non-moral consumption is rather low average income.

Although corporate social responsibility is not yet a determining factor in consumer choice, research by Arliand Lasmono shows that "when consumers buy similar products at the same price and quality, CSR can be a determining factor".

Rising gas and electricity prices are a good stimulus for the introduction of energy-saving technologies in Ukrainian business.

The Green Tariff is a state initiative program that provides for the establishment of a relatively high purchase price for renewable energy sources (solar, wind and small hydropower) and long-term contracts for the purchase of electricity. However, the implementation of this project has caused serious obstacles: the Ukrainian preferential tariff can be obtained only at the final stage of the renewable energy project and only if Ukrainian citizenship.

DTEK, the national energy giant, has entered the alternative energy markets by establishing a subsidiary, DTEK WindPower, and has begun construction of a large wind farm in the Zaporozhye region.

At the same time, Obolon Brewery is experimenting with the processing of PET bottles into polyethylene tape and other useful products.

The Ukrainian government itself is a large consumer, which allows it to identify CSR as a key criterion for selecting companies that are going to fulfill government orders.

Private business tends to have a low level of trust in the eyes of consumers and other social groups. In the absence of trust between business partners, it is difficult to talk about collective action to solve various social problems or joint initiatives aimed at protecting the environment.

However, over the past few years, Ukrainian companies have been trying to join forces with business partners, NGOs and sponsors of various CSR projects. For example, IT companies are actively involved in solving problems in the education system and establishing partnerships with universities through the industry association "IT-Ukraine".

Ukrainian companies are increasingly developing their own social responsibility strategies and actively using sectoral tools, such as targeted programs, multi-sectoral partnerships and stakeholder discussions, CSR reports, and the creation of innovative social or environmental products and services. Companies are learning to build business models of social responsibility. As a result of a joint project of the Ukrainian Association for the Development of Management and Business Education with the UN Global Compact, the profession of "CSR Manager" has emerged in Ukraine. More than 30 universities have included a CSR course in the Bachelor's degree in Economics and Organizational Management.

With the introduction of social responsibility policy, the largest Ukrainian companies have managed to reduce the growing trend of occupational injuries and deaths. As companies became aware of their responsibility for the lives and safety of their employees, the situation improved significantly. Neither fines, government inspections, nor union complaints have led to this.

Unlike its immediate western neighbors, Ukraine has a large gap between the needs of the labor market and existing workers with relevant competencies. Over the past five years, socially responsible business has helped solve this problem. Company development programs, corporate universities, cooperation with schools and universities, internship programs have increased the overall level of competence of people in the country, creating tens of thousands of professionals - from senior management to employees.

An active position on CSR has helped increase business transparency - Ukrainians today can find a lot of information: from the structure of corporate governance to an understanding of CSR strategy and areas of social investment.

The most popular issues of non-financial reporting in Ukraine are: working conditions and human capital development, environmental protection, charity, cooperation with local communities.

In addition, Ukraine's European integration is expanding. The Ukrainian company DTEK became the first participant in the CSR Europe project from the CIS countries.

CSR Europe is an opportunity to meet with CSR-oriented organizations in Europe to discuss and implement joint projects, which allows you to present CSR activities of Ukrainian companies at the international level.

In summary, we can say that the level of business awareness of CSR in Ukraine is growing. Almost three quarters of Ukrainian companies know about CSR. Most of them include the implementation of social programs to improve working conditions and staff development; charitable assistance to the public; ethical attitude to customers.

The understanding of employers in Ukraine regarding the concept of CSR is dominated by attention to domestic social programs aimed at employees. These results do not coincide with the common stereotype that CSR is associated primarily with charity. Almost half of Ukrainian companies believe that solving social problems is a function of government agencies, and business should only provide owners with a profit, and the state - to pay taxes.

This is a reflection of the general negative assessment of the state's performance of its social development responsibilities. Despite this dissatisfaction, both large and small and medium-sized enterprises are concerned about the state of solving social problems in society, and are aware of the feasibility of their participation in solving them.

The most painful points of today's Ukraine are the corruption of power structures; military action in the east of the country, which diverts significant financial resources; a sharp decline in economic development, which led to low wages and low solvency of the population, demographic crisis, emigration; environmental safety and others.

Negative phenomena in the sectors of the economy, the social environment, require immediate action to correct this situation, which is possible in close cooperation between government and business. At the present stage of development, social responsibility in Ukraine is at the stage of formation.

In our opinion, in order to intensify social responsibility, it is necessary to involve foreign companies that bring the latest world practices, methods, standards to the Ukrainian environment, and intensify the activities of large Ukrainian enterprises.

Most Ukrainian companies consider the reasons of moral character and understanding of CSR as a fundamental component of the company's strategy as the main motives for CSR activities. This indicates that the idea of the inseparability of CSR activities with the commercial interests of companies is not yet popular in Ukrainian society.

At the same time, the results of the study suggest that companies are reluctant to openly state that they are engaged in CSR not only for moral reasons, but also to improve their image among potential partners and consumers, as well as purely business interests. Probably, this situation has developed for two reasons. First, it reflects the generally negative attitude of the average citizen to business in Ukrainian society. Second, CSR activities can be seen as a sign that they are hiding their profits. Companies try to avoid publicity of CSR activities in order not to attract the attention of tax authorities and local authorities, which may be interested in forcing companies to participate in solving social problems in their region [5].

Ukrainian companies believe that CSR measures have a positive impact on the results of their economic activities, primarily through improving the reputation of companies, assistance in finding and retaining highly qualified personnel, and in establishing links with the authorities. Among other things, this reflects the great importance of non-financial incentives for the maintenance of qualified personnel, as well as the great importance of relations with government agencies for the success of the business as a whole.

Every fifth company conducts CSR activities without disclosing its name to the public, the rest use CSR activities for PR purposes.

Among the biggest obstacles to CSR activities are the lack of funds and insufficient legislative incentives for CSR activities (including the lack of tax preferences).

Preferential taxation of CSR activities and reduction of regulatory and administrative pressure are the most important incentives for the development of CSR programs, from the point of view of companies. Big business also expects more cooperation on the implementation of CSR measures from local authorities. In addition, there is a growing demand for (local) organizations that could accumulate ideas for CSR and provide relevant services to companies in the implementation of CSR measures [8].

Three quarters of companies prefer the state's "motivational" strategy in attracting business to social needs, ie they believe that the state should not only ensure tax discipline in order to collect sufficient taxes to address social needs from the budget, but also offer business incentives CSR activities and participation in the implementation of social needs.

In summary, it is necessary to note the stereotype that CSR is, first of all, charity. Almost half of Ukrainian companies believe that solving social problems is a function of government agencies, and business should only provide owners with a profit, and the state - to pay taxes. This is a reflection of the general negative assessment of the state's performance of its social development responsibilities. Despite this dissatisfaction, both large and small and medium-sized enterprises are concerned about the state of solving social problems in society, and are aware of the feasibility of their participation in solving them.

Thus, socially responsible business makes production and economic decisions taking into account their socio-economic and environmental consequences for both businesses and society. With such construction, social responsibility becomes a powerful factor in strategic development, strengthening business reputation and competitiveness, as well as increasing the market capitalization of enterprises.

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CORPORATE SOCIAL RESPONSIBILITY IN THE FOCUS OF SUSTAINABLE DEVELOPMENT OF INTEGRATED STRUCTURE

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The new paradigm of development of the world community today is the concept of "sustainable development", which should be considered not only in the context of changing human relations and nature to enhance socio-economic growth, but as a global strategy for human survival, economic growth, material production and consumption. as well as other activities of society occur within the limits determined by the ability of ecosystems to recover, absorb pollution and support human life.

The main idea of the concept is to understand the difference between economic growth, which is aimed at increasing quantitative indicators, and development, which is understood as qualitative changes through the improvement of techniques, technologies and management methods. The main meaning of the concept of sustainable development is to find a balance between meeting the needs of present and future generations in economic prosperity, favorable environment and social well-being [8].

Ensuring the sustainable development of mankind is today recognized as one of the most significant challenges facing the world community. As noted in [22], humanity is at a turning point in its evolution on the planet, which requires a reorientation to a paradigm of development that will support human life and the environment, and it is the concept of sustainable development that gives such a chance.

The emergence of the term "sustainable development" is associated with the name of the Prime Minister of Norway Gru Harlem Brundland, who formulated it in the report "Our Common Future". She defined it as a development that meets the needs of the present, but does not jeopardize the ability of future generations to meet their own needs. [10].

The concept of sustainable development, adopted at the UN Conference on Development and the Environment, is still widely discussed in the world community. The concept of "sustainable development" arose in response to the rapid development of the world economy in the second half of the twentieth century. If in the early stages of human intervention in nature was mostly local in nature and did not cause irreversible destruction of the environment, the last two centuries with the orientation of economic policy of leading countries on the theory of economic growth, human intervention has become systemic and . At the same time, the first signs of global crises (environmental and social) related to environmental pollution and exacerbation of social problems appeared. All this raised awareness of the need to revise the principles and directions of human development and the need to move to a new model of economic, social and environmental systems.

Herman E. Daly in his book "Beyond Growth. Economic Theory of Sustainable Development" [4] describes sustainable development as a harmonious, balanced, conflict-free progress of the entire earthly civilization, groups of countries, individual countries of our planet, which simultaneously optimally addresses a range of issues. preserving the environment, eradicating poverty and discriminating against each individual and entire nations. The concepts of corporate citizenship were named as the basis for building such a strategy.

- corporate citizenship), environmental efficiency (English - eco-efficiency) and corporate social responsibility (English - corporate social responsibility) [15]. It is corporate social responsibility that is given the role of a basic approach in building a sustainable development strategy.

Approaches to the interpretation of sustainable development in general reflect the idea that the quality of people's lives and the state of society are influenced by a combination of economic, social and environmental factors (fig.1).

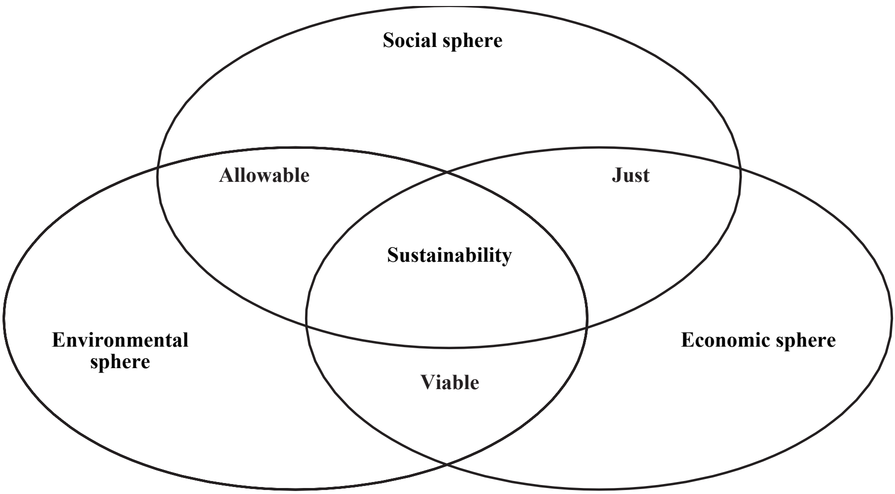

Fig. 1. Interpretation of sustainable development

It should be noted that, according to experts from the World Economic Forum, the power of influence of the three named components of sustainable development tends to change dynamically. So, if until 2019 economic, social and geopolitical threats2 traditionally prevailed, then in 2020 environmental risks with the prospect of long-term impact took the first place in the list of global problems of mankind [25].

The main approaches to the interpretation of the concept of "sustainable development" can be grouped as follows (table 1).

The concept of sustainable development is socially oriented. It is aimed at:

- maintaining social, cultural, confessional stability,
- reducing the number of destructive conflicts,
- fair distribution of resources, ensuring their availability,
- achievement of a decent life and well-being on the scale of the world community,
- ensuring a guaranteed minimum standard of living for everyone.

The social orientation of the activities of domestic companies, first of all, is manifested in the implementation of social programs for their employees: the provision of VHI, compensation for sports, educational programs. The external social policy of companies is aimed at improving the well-being of local communities.

While recognizing the positive effect exerted on society by the implementation of social programs by companies, one should nevertheless note their narrowly focused nature. The most frequent are charitable programs that affect the interests of the population of the territory where the companies operate. At the same time, the theme of sustainable development, which has a much broader scope and requires a systematic approach to achieve goals, is not yet sufficiently translated into reality practice of Ukrainian companies.

Table 1 Approaches to the interpretation of sustainable development

Approach	Characteristics
Ecological and systemic	The approach is ecocentric, within its framework environmental issues and environmental issues are recognized as the main elements. Sustainable development is seen as synonymous with environmental sustainability, with economic and social spheres opposed to this sustainability and perceived as a threat to it. One of the progressive directions of the ecological-system approach is the noosphere, which provides for the harmonious coexistence of nature and man, which will be possible through the application of knowledge and development of spiritual values of the latter.
Concepts of "weak" and "strong" stability	The situation of the ecological economy, which was the so-called concept of strong sustainability (strong sustainability). Proponents of a "strong" version of sustainability have called for strict preservation (non-reduction) of natural capital (raw materials and environmental services) and subjecting economic activity to severe constraints in the interests of environmental sustainability: limiting consumption, in order to save resources. The concept of weak sustainability implies economic growth, primarily due to the development of scientific and technological progress, which weakens the impact of the factor of limited natural resources, resulting in the possibility of their replacement.

	The concept is based on the rules set by man and is based on the requirements he sets for the quality of the environment in order to meet their own needs, and this approach does not deny the need for coordinated economic and environmental development and environmental safety.
The threefold concept of sustainable development	It originated in the work of experts from the Club of Rome, who drew attention to the interdependence of three key aspects of development - environmental, economic and social.Within the triune approach, ecology, social and economic issues are considered as a whole. At the same time, an attempt is made to bring together indicators of development in three areas, thus revealing a complex system of relationships and patterns. The goals of sustainable development are considered to be achieving a high standard of living, a prosperous economy and preserved nature.
The concept of corporate sustainability	In this case, the concept of sustainable development, which is traditionally considered at the macroeconomic level, has been transferred to the microeconomic level. Within this concept, the sustainable development of the company is seen as a balance of economic, environmental and social responsibility. J. Elkington defined the "triple bottom line concept" (TBl, 3Bl), which considered three dimensions of sustainable development (environmental, economic, social) to the company's activities, highlighting the three main elements of corporate sustainability, the so-called "3p" (people, planet, profit) - "people - planet - profit". To date, the concept has received an expanded interpretation, becoming a concept of four-dimensional criterion, in which the fourth dimension - management
Cluster approach to sustainable development	Scholars of the cluster approach are of the opinion that sustainable development is possible through the creation of so-called "clusters" - geographically concentrated groups of interconnected companies and organizations associated with their activities. This approach is perceived mainly as a tool for sustainable development at the regional level, which, on the one hand, enhances the competitiveness of companies in the cluster, and on the other hand - helps to improve the living standards of the local community. Thus, the cluster approach analyzes the problem of sustainable development at the micro and meso levels and develops the principles of the concept of corporate sustainability.

Source: generated by the authors based on [4]

Social responsibility and its place in the system of sustainable socio-economic development of integrated business structures is determined by a system of indicators, standards, and sets of tools that give an idea of the functional mechanism of use of nonfinancial assets.

The distribution of elements of sustainable development that can be covered by international standardization, according to the model proposed by ISO, is shown in Table 2 [10].

Table 2 Distribution of elements of sustainable development by its three components

Component of sustainable development	Element of the sustainable development component
Economic growth	1. Dissemination of new technologies. 2. Good business practice. 3. Elimination of trade barriers. 4. E-business. 5. Emerging economies. 6. Poverty reduction.
Social justice	7. Consumer protection. 8. Protection of employees' rights. 9. Health care services. 10. Social protection. 11. Fair trade. 12. Ethical norms.
Integrity of the environment	13. Waste management. 14. Water, soil and air quality. 15. Greenhouse gas emissions and climate change. 16. Life cycle analysis and labeling with "environmentally friendly products". 17. Environmental management. 18. Dissemination of "clean" technologies.

Ukraine has joined the global process of sustainable development. An inclusive adaptation process has been launched to establish a strategic framework for Ukraine's national development for the period up to 2030, based on the principle of "Leave no one aside". Each global goal was considered taking into account the specifics of national development [16].

Today, considering the issue of social responsibility outside the context of sustainable development in general and outside the context of the UN Sustainable Development Goals (SDGs) in particular is no longer relevant and not correct. On the one hand, the very content of the concept of sustainable development has changed. Previously, it meant development, which implies concern for future generations, for the availability of resources. Now we are talking about this development, which is not only, not so much about future generations, but about the survival of civilization, including current generations. And the SDGs in this sense are not just another fashion, which is seen by many business leaders, but a certain consensus on urgent measures for the survival of human civilization.

The creation of socially responsible government and business is directly related to the implementation of the concept of sustainable development. Social responsibility of business is a subsystem of social responsibility of the general system of social interaction, as well as a means of guaranteeing and protecting public relations established by certain entities and guaranteed by certain means to respect human rights, is a manifestation of society's culture, public interests and social norms, controlled by sanctions. This phenomenon embodies the elements of the superstructure of society, which depend on the level of development of economic, political and social relations; develops and transforms together with social relations; is a voluntary initiative of organizations (companies) to comply with ethical standards in the field of social interaction and take responsibility for the impact on the environment, partners, consumers, employees, community, etc. World practice shows that the concept of corporate social responsibility is successfully developing and is in the process of constant change and improvement [5].

The idea of the concept of corporate social responsibility (CSR) is expressed in the need business to be guided not only by standard financial indicators, but also by broader public interests and the requirements of sustainable development, compliance with business ethics, etc.

It is important to emphasize that in the concept of sustainable development the central figure is a person as a subject of development, taking a proactive position, taking responsibility for his own destiny and the destiny of future generations.

Responsibility is an organizational position that ensures discipline and the most effective attitude of an economic entity (person, company, state) to its duties. That is why responsibility is a means of management, one of the levers of influence on the activities of specific economic entities and society as a whole. The managing person influences the subjects of management, limiting them to common interests, values and the need to take into account existing conditions, establishing certain measures and types of responsibility, its control.

In modern business practice, there are several approaches to the interpretation of corporate social responsibility. According to the World Council of Sustainable Development Companies, this is a long-term commitment of companies to conduct business ethically and to promote the sustainable economic development of the enterprise, the community and society as a whole. In turn, the European Alliance for Corporate Social Responsibility (founded in 2006) defines CSR as a concept of involving social and environmental areas in business on a voluntary basis and interaction between different stakeholders [14]. According to the Forum of Socially Responsible Business, the officially published definition interprets the concept of CSR as a strategy that represents "a responsible attitude of any company to its product or service, consumers, employees, partners; active social position of the company, consisting of harmonious coexistence, interaction and constant dialogue with society, participation in solving the most acute social problems "[13]. In the Europe 2020 strategy, CSR is seen as an analogue of the concept of "social responsibility of business", which is defined as voluntary obligations of business structures that go beyond the current legislation, to be responsible for the results of their activities not only in economic but also in social and environmental spheres. This responsibility extends to a significant range of stakeholders - owners, company employees, local people and society at large [15].

Considering corporate social responsibility as a complex, multidimensional category closely related to the business environment, the authors defines it as a set of institutional, socio-economic, financial, political and other relations that are formed in the process of interaction between public authorities, business structures and the population necessary for the successful implementation of the social policy of the country, region, enterprise.

At the international level, the issues of sustainable development and corporate social responsibility are addressed by the so-called "eight global initiatives": The UN Global Compact; ILO convention; the OECD Guidelines for Multinational Enterprises; ISO 14000 series standards (environmental management systems); AA 1000 series of social and ethical reporting standards (AccountAbility 1000); the Global Reporting Initiative - GRI; the Global Sullivan Principles - GSP; the standard of social responsibility SA 8000 (Social Accountability 8000), on the basis of which the project ISO 26000 was developed [3]. ISO 14000 is a standardization requirement environmental responsibility, AA1000 standardizes the company's policy of interaction with stakeholders. SA8000, which includes responsibility to personnel, is based on the documents of the conventions of the International Labor Organization, UN conventions and the World Declaration of human rights and requires that the legal principles of these instruments be respected. In addition to SA8000, there is OHSAS 18000, which also has standardization requirements in the field of social responsibility to personnel, but considers a narrower issue of labor protection, its conditions and safety.

The promotion of CSR principles in Europe began with the establishment in 1995 of the European Business Network (CSR Europe), which disseminated and promoted CSR principles. The CSR principles were formally presented at the Lisbon European Summit in March 2000. Experience has shown that EU governments are active in promoting CSR. The main basic document of these countries is the Green Paper, adopted in 2001, which presents the European Framework Policy on CSR, according to which the government develops national policies, including mechanisms and tools to support best practices and innovative ideas. In addition, documents have been developed that European Union countries use in developing national CSR policies. Including:

• "EU Environmental Protection Plan", which sets out the main activities of the European Union in the field of environmental protection;

• "Integrated Product Policy" ("IPP"), designed to monitor the impact of production processes on the environment and stimulate the introduction of the most efficient methods of production;

• "General Environmental Management and Audit System" (EMAS), which recommends a CSR evaluation and reporting system and aims to implement environmentally friendly management in the company's activities;

• European Environmental Efficiency Initiative (EEEI), developed by the World Business Council for Sustainable Development, European Partners for the Environment and the European Commission, aimed at integrating environmental efficiency principles into companies' industrial and economic strategic plans;

• The European Parliament's resolution "EU Standards for European Enterprises Operating in Developing Countries: Towards a European Corporate Code of Conduct" proposes the creation of a European Model Corporate Code of Conduct;

• The Europe 2020 Strategy: A Strategy for Smart, Sustainable and Comprehensive Growth (adopted on 25 October 2011), which presents new directions for the development of CSR in the EU. One of the main factors in strengthening the economy in the EU is considered to be sustainable growth based on the rational use of resources, environment and competition [1].

There is a very significant positive correlation between the social activity of the company, on the one hand, and such indicators as the return on assets, sales, capital and shares, on the other. Social responsibility pays dividends. Profitability of sales from socially active western companies are 3% higher, returns on assets are 4% higher, and returns on equity and stocks are 10% higher than those of companies that do not show themselves in this area. The implementation of corporate social responsibility programs and investments in local communities creates additional benefits and brings measurable profits for business.

Under the new conditions, the social activity of business has ceased to fit within the framework of traditional sponsorship and charity. Companies began to move from charity to "social investment", linking the implementation of social projects with the benefits that they can bring in the future. In connection with the spread of the concept of "social investment", we can talk about the impact of social responsibility on the economic efficiency of companies, their capitalization and level of competitiveness.

The development of globalization, increased pressure from stakeholders, the need to increase transparency of companies in order to ensure sustainability in a highly competitive business environment, leads to a shift in emphasis in corporate governance. Now, more than before, it is the focus of attention of most corporations. Issues of social responsibility in the global business community have come to the fore. Modern management is moving from the concept of Total Quality Management (TQM) to a socially-oriented management concept - Total Responsibility Management (TRM), which involves an increase in attention to requirements various "stakeholders" influenced by the company and environmental issues.

It is important to emphasize that in the context of globalization of business, the very fact of socially responsible business is an important factor in the investment attractiveness of companies. Although the implementation of CSR programs objectively leads to a significant increase in the company's costs, in the long run they are offset by increased revenues from improving the company's goodwill and increasing investment attractiveness, which ultimately creates conditions for competitiveness. In general, monitoring the correlation between the effectiveness of companies and the implementation of social responsibility strategies shows that companies that implement active social policies save up to 40% of the cost of promoting their products or services in the market. This allows us to conclude that the implementation of the strategy of corporate social responsibility contributes to increasing profitability and, consequently, competitiveness. According to the Conference Board, companies engaged in socially responsible business have significantly higher financial performance than socially irresponsible companies, namely: return on invested capital is higher by 9.8%, return on assets - by 3.55%, sales revenue - by 2.79%, profit - by 63.5% [24].

Table 3 Problems of using the concept of CSR

Problems	Characteristic	Result
Corporate social responsibility is supplanted by “mimicry of socially responsible behavior”	- there is a temptation to exclusively nominal social behavior, namely: to declare one's own social ambitions, but in practice to implement them purely formally; - investments in intangible capital are perceived by companies, first of all, as costs that require optimization and reduction.	a number of reputational, marketing, market and investment nature, if such imitation of behavior becomes an object of publicity
Strengthening the mediatization of society and development information and telecommunication technologies	- in fact, the costs associated with the transfer of information reduced to the minimum possible values, and the shape and the efficiency of material supply is extremely simplified; - there is a temptation "not to do, but to talk about activity" - more and more reports are a kind of "parallel reality".	business focuses on its socially responsible or "sustainable" image, and not behavior
There is a substitution of corporate social responsibility by non-systemic charity (random decision-making)	- the structure of social investments of enterprises is mainly focused on "internal" stakeholders. Internal vector of corporate social responsibility, often only declared, but not implemented.	investments in personnel do not give real result in the form of increased social stability and loyalty

In a market economy, the state is not capable of solving social problems alone. In particular those problems that are directly related to doing business: poor working conditions and unemployment, corruption, various and increasingly serious problems of maintaining environment, inefficient use of resources and much more.

That is why businesses need to get involved in solving social problems and not only through regular tax payments or transfers of funds to social funds. The solution of social problems is possible through the effective implementation of CSR strategies by modern business.

Today, the dominant direction of CSR in the Ukrainian business environment is the social orientation of entrepreneurship, which is usually determined by the effect of historical conditionality of institutional development). According to the results of surveys of Ukrainian companies, the most typical programs of the external CSR strategy are the following areas of activity: charity, philanthropy and support of socially important projects; financial and material assistance to vulnerable groups; patronage and sponsorship; interaction with government agencies, non-governmental organizations, educational institutions; volunteering; disclosure of information about the company's activities and its products; cooperation with the external environment (media, consumers, authorities, partners), based on the principles of business ethics [11].

In general, Ukrainian big business is fully mature to implement advanced models of social responsibility based on sustainable development goals and is ready to implement large-scale and long-term social projects. This is confirmed by the CSR case competition held by the CSR Development Center. Based on its results, the collection "CSR Practices in Ukraine 2017" was published [12], which includes 35 cases on corporate social responsibility of companies in Ukraine. For the first time, the publication presents the practices of Ukrainian companies under the nine Sustainable Development Goals, which include health care, quality education, gender equality, decent work, reducing inequality, urban sustainability, sustainable consumption, climate change and peace development. All practices are real and have been implemented by companies operating in Ukraine [12].

Corporate social responsibility is not an end in itself, but a means to meet the urgent needs of the people and society as a whole. And the role of the state here is to "start" this process in the right direction without over-administering business by establishing clear requirements and rules, as well as incentives of an economic and moral nature, which it is preferable not to change annually, which, unfortunately, happens too often with state regulation of the economy and environmental protection in our country. It should be noted that firms that implement corporate social policy also increase the loyalty of their customers. People retain good emotions and memories of companies whose social activities have had a positive effect on their lives, which, in turn, positively affects the success of the company's business.

Companies that do good social policy work are rewarded both by staff commitment and a higher likelihood of attracting top talent.

A person who loves his job will work more efficiently and productively, will try to please customers, and the latter, in turn, will be more likely to return again.

Currently, the high costs of corporate social responsibility are one of the main obstacles to its formation and development. However, according to empirical studies, investments in solving social and environmental issues in the future contribute to the reduction of company costs, since innovative developments allow opening up new opportunities, avoiding risks, and optimizing processes [17].

It is extremely important to inform government leaders about the need to invest in CSR, in other words, closer cooperation between the state and business structures is required.

Currently, scientists are actively discussing the impact on CSR of the characteristics of the labor market, the socially responsible conduct of competing firms, the activity of stakeholders, the format of social investment, the level of state control, the need to introduce programs for training specialists in the field of economics and management in educational programs, integration of the concept with the category of human capital and the theory of sustainable development of the state, needs inclusion of CSR in the corporate governance system.

Corporate social responsibility is an integral part of the sustainable development of society, taking into account the factors of providing employees with the necessary social benefits, the introduction of basic principles of business ethics, environmental protection, care for local communities and compliance with social policy at the national level. The unity of economic, social and environmental interests must be realized through an appropriate system of mutual responsibility of man, state, society and business. This approach will contribute to the formation of new thinking and awareness of one's self-worth and purpose in society, ensuring constant interaction between different economic actors in the process of their social coexistence.

The basis for the implementation of corporate social responsibility based on the goals of sustainable development is the development at all levels of an open community, institutionally capable of effective action. Such an approach must be ensured by the rule of law and fair justice; overcoming the organizational and financial foundations of criminal activity, corruption; improving the effectiveness of public authorities on the basis of openness and transparency of decision-making and public control over their implementation. To achieve this goal, it is necessary to ensure the full participation of citizens and socially responsible business in public administration and life of local communities, to spread the practice of public-private partnership, apply the latest scientific advances and use the experience of advanced countries.

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THEORETICAL AND METHODOLOGICAL PRINCIPLES OF PERSONNEL MOTIVATION SYSTEM

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The world is growing increasingly in advancement of technology to make life better and easier, we as humans need to make our lives better and this comes as a result the things, we do that brings satisfaction to us hence the motivation of personnel in an enterprise [15]. Employee motivation is defined as the zeal, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis. It is often believed that different mental states compete with each other and that only the strongest state determines behavior. This means that we can be motivated to do something without actually doing it. The paradigmatic mental state providing motivation is desire. But various other states, such as beliefs about what one ought to do or intentions, may also provide motivation.

Motivation may be either intrinsic, if the activity is desired because it is inherently interesting or enjoyable, or extrinsic. It has been argued that intrinsic motivation has more beneficial outcomes than extrinsic motivation. Motivational states can also be categorized according to whether the personnel is fully aware of why he/she acts the way he/she does or not, referred to as conscious and unconscious motivation. Motivation is closely related to practical rationality. A core idea in this field is that we should be motivated to perform an action if we believe that we should perform it. Failing to fulfill this desired results in cases of irrationality, known as akrasia or weakness of the will, in which there is a discrepancy between our beliefs about what we should do and our actions [11].

Research on motivation has been applied in various fields. In the field of business, a central question concerns work motivation, for example, what measures an employer can use to ensure that his employees are motivated. Motivation is also of particular interest to educational psychologists because of its crucial role in student learning. Specific interest has been given to the effects of intrinsic and extrinsic motivation in this field.

1. Theoretical bases of formation of personnel motivation system of the enterprise.

Motivation is derived from the Latin word, “movere” which literally means movement. All the definitions that you would read in books or in dictionary relate to the fact that motivation is behavior and one needs to point this behavior in order to achieve desired goals and results.

Motivation is a state-of-mind, filled with energy and enthusiasm, which drives a person to work in a certain way to achieve desired goals. Motivation is a force which pushes a person to work with high level of commitment and focus even if things are against him. Motivation translates into a certain kind of human behaviour.

Employee motivation is all about how engaged an employee feels in tandem to the organization's goals and how empowered he/she feels. Motivation is of two types:

- Intrinsic motivation
- Extrinsic motivation
- Intrinsic motivation

Intrinsic motivation means that an individual is motivated from within. He/she has the desire to perform well at the workplace because the results are in accordance with his/her belief system. An individual's deep-rooted beliefs are usually the strongest motivational factors. Such individuals show common qualities like acceptance, curiosity, honor, desire to achieve success. Intrinsic motivation exists within the individual and is propelled by satisfying internal rewards rather than relying on external pressures or extrinsic rewards. It involves an interest in or enjoyment of the activity itself. Activities involving their own inherent reward provide motivation that is not dependent on external rewards. Pursuing challenges and goals comes easier and is more enjoyable when one is intrinsically motivated to complete a certain objective, for example, because the individual is more interested in learning, rather than achieving the goal [8]. It has been argued that intrinsic motivation is associated with increased subjective well-being and that it is important for cognitive, social, and physical development. It can also be observed in animal behaviour, for example, when organisms engage in playful and curiosity-driven behaviours in the absence of reward.

According to some theorists, the two necessary elements for intrinsic motivation are self-determination or autonomy and competence. On this view, the cause of the behaviour must be internal and the individual who engages in the behaviour must perceive that the task increases their competence. Social-contextual events like feedback and reinforcement can cause feelings of competence and therefore contribute to intrinsic motivation. However, feelings of competence will not increase intrinsic motivation if there is no sense of autonomy. In situations where choices, feelings, and opportunities are present, intrinsic motivation is increased because people feel a greater sense of autonomy. Some studies suggest that there is a negative correlation between external rewards and intrinsic motivation, i.e. which by providing high external rewards for an activity, the intrinsic motivation for engaging in it tends to be lower [10].

Various studies have focused on the intrinsic motivation of students. They suggest that intrinsically motivated students are more likely to engage in the task willingly as well as work to improve their skills, which tends to increase their capabilities.

Intrinsic motivation tends to be more long-lasting, self-sustaining, and satisfying than extrinsic motivation. But various studies suggest that intrinsic motivation is hard to modify or inspire. Attempts to recruit existing intrinsic motivators require an individualized approach: they involve identifying and making relevant the different motivators needed to motivate different students. This usually requires additional skills from the instructor.

Extrinsic motivation

Extrinsic motivation means an individual's motivation is stimulated by external factors- rewards and recognition. Some people may never be motivated internally and only external motivation would work with them to get the tasks done. Extrinsic motivation occurs when an individual is driven by external influences. These can be either rewarding (money, paid holiday, fame, etc.) or punishing (threat of punishment, pain, etc.). The distinction between intrinsic and extrinsic motivation lies within the driving force behind the action. When someone is intrinsically motivated, they engage in an activity because it is inherently interesting, enjoyable, or satisfying. With extrinsic motivation, the personnel goal is a desired outcome distinct from the activity itself. The personnel can have both intrinsic and extrinsic motives for the same activity but usually one type of motivation outweighs the other.

Research says extrinsic rewards can sometimes promote the willingness in a person to learn a new skillset. Rewards like bonuses, perks, awards, etc. can motivate people or provide tangible feedback. But you need to be careful with extrinsic rewards. Too much of anything can be harmful and a manager or a supervisor, you need to be clear to what extent are you going to motivate your employees to complete organizational goals [1].

One advantage of extrinsic motivation is that it can be used relatively easily to motivate other people to work towards goal completion. One disadvantage is that the quality of work may need to be monitored since the personnel might not be motivated to do a good job. Extrinsic motivation fueling engagement in the activity soon ceases once the external rewards are removed. It has also been suggested that extrinsic motivators may diminish in value over time, making it more difficult to motivate the same person in the future. John Marshall Reeve distinguishes between four types of extrinsic motivation that involve different degrees of autonomy: external regulation, introjected regulation, identified regulation and integrated regulation. External regulation is the least autonomous form of extrinsic motivation

Important Phases of the Motivational Process

Need Identification:

First phase of motivation process is need identification where the employee feels his/her some unsatisfied need. The motivation process begins with an unsatisfied need, which creates tension and drives an individual to search for goals that, if attained, will satisfy the need and reduce the tension.

Searching Ways to satisfy needs:

Second phase is finding the different alternatives that can be used to satisfy the needs, which were felt in first stage. These needs lead to thought processes that guide an employee's decision to satisfy them and to follow a particular course of action

Selecting Goals:

Once if the need is assessed and employee is able to find out the way to satisfy the need than next phase is selection of goals to be performed.

Employee Performance:

These needs lead to thought processes that guide an employee's decision to satisfy them and to follow a particular course of action in form of performance.

Consequences of performance Reward/punishments:

If an employee's chosen course of action results in the anticipated out come and reward, that person is likely to be motivated by the prospect of a similar reward to act the same way in the future. However, if the employee's action does not result in the expected reward, he or she is unlikely to repeat the behavior

Reassessment of Need deficiencies:

Once felt need is satisfied through certain rewards in response to performance than employee reassesses any deficiencies and entire process is repeated again

In our opinion, motivation is largely dependent on an individual personality and the behaviors that form their character and in turn the motivational drive. So, motivation in all its advantage is hinged to the fact that people are different in handling work and them systems of been motivated, so for some people they are naturally motivated and they do not need some external means of motivation. Intrinsic motivated people do not struggle with been motivated because is part of their belief system, their drive is to satisfy their inner quest for work. Whereas extrinsic motivated people depend on external motivational factors which could be monetary and non-monetary.

2. Analysis of motivational theories and modern scientific views on personnel motivation

Motivation theories

Motivation theory is the study of understanding what drives a person to work towards a particular goal or outcome. It's relevant to all of society but is especially important to business and management. That's because a motivated employee is more productive, and a more productive employee is more profitable. Indeed, research has shown that happy, motivated employees can increase productivity by around 12% [5].

Maslow's hierarchy of needs

Abraham Maslow is among the most prominent psychologists of the 20th century and the hierarchy of needs, accompanied by the pyramid representing how human needs are ranked, is an image familiar to most business students and managers. Maslow's theory is based on a simple premise: Human beings have needs that are hierarchically ranked. There are some needs that are basic to all human beings, and in their absence, nothing else matters. As we satisfy these basic needs, we start looking to satisfy higher-order needs. Once a lower-level need is satisfied, it no longer serves as a motivator. The most basic of Maslow's needs are physiological needs. Physiological needs refer to the need for air, food, and water. Imagine being very hungry. At that point, all your behavior may be directed at finding food. Once you eat, though, the search for food ceases and the promise of food no longer serves as a motivator. Loved, and to form lasting attachments. In fact, having no attachments can negatively affect health and well-being. The satisfaction of social needs makes esteem needs more salient. Esteem needs refer to the desire to be respected by one's peers, feeling important, and being appreciated.

Abraham Maslow postulated that a person will be motivated when his needs are fulfilled. The need starts from the lowest level basic needs and keeps moving up as a lower level need is fulfilled. Below is the hierarchy of needs:

- Physiological: Physical survival necessities such as food, water, and shelter.
- Safety: Protection from threats, deprivation, and other dangers.
- Social (belongingness and love): The need for association, affiliation, friendship, and so on.
- Self-esteem: The need for respect and recognition.
- Self-actualization: The opportunity for personal development, learning, and fun/creative/challenging work. Self-actualization is the highest level need to which a human being can aspire.

Fig. 1. Maslow's hierarchy of needs

Maslow's hierarchy is a systematic way of thinking about the different needs employees may have at any given point and explains different reactions they may have to similar treatment. An employee who is trying to satisfy her esteem needs may feel gratified when her supervisor praises her. However, another employee who is trying to satisfy his social needs may resent being praised by upper management in front of peers if the praise sets him apart from the rest of the group [3].

Hertzberg's two factor theory

Herzberg's motivation theory or two-factor theory says there are two factors to which an organization can adjust to influence the levels of motivation at the workplace.

The two factors identified by Herzberg are:

Motivating factors: The presence of motivating factors encourages employees to work harder. They are the factors found in the workplace.

Hygiene factors: Hygiene factor if not present will discourage employees from doing their best at work. Hygiene factors are the surrounding factors that facilitate employees behavior.

Table 1. Motivating Factors and Hygiene Factors Table

Motivating factors	Hygiene Factors
Recognition	Security
Growth	Company policies
Achievement	Salary
The work itself	Work condition
Responsibility	Manager/supervisor

There are 4 statistics that are involved here:

High hygiene & high motivation

This is an ideal situation any manager or supervisor would want to achieve. Here all the employees are happily motivated and have very few grievances.

High hygiene & low motivation.

In this situation, employees have very few grievances but are also not highly motivated. A very good example of this situation is employees are paid well but the work is not very interesting. Employees simply collect their pay cheques and leave.

Low hygiene and high motivation.

This is a tricky one, here employees are highly motivated but also have numerous grievances. A typical example of a situation like this is when the work is extremely interesting but the employees are not paid as per the market standard [13].

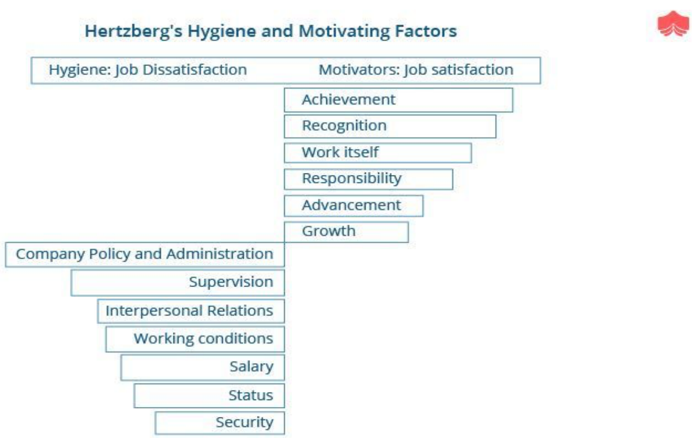

Fig. 2. Hertzberg's Hygiene and Motivating Factors

Hygiene factors are needed to make sure that an employee is not dissatisfied. Motivation factors are needed for ensuring employee's satisfaction and employee’s motivation for higher performance. Mere presence of hygiene factors does not guarantee motivation, and presence of motivation factors in the absence of hygiene factors also does not work.

McClelland’s theory of needs

McClelland affirms that we all have three motivating drivers, and it does not depend on our gender or age. One of these drives will be dominant in our behaviour. The dominant drive depends on our life experiences.

The three motivators are:

• Achievement: a need to accomplish and demonstrate own competence People with a high need for achievement prefer tasks that provide for personal responsibility and results based on their own efforts. They also prefer quick acknowledgement of their progress.

• Affiliation: a need for love, belonging and social acceptance People with a high need for affiliation are motivated by being liked and accepted by others. They tend to participate in social gatherings and may be uncomfortable with conflict.

• Power: a need for control own work or the work of others People with a high need for power desire situations in which they exercise power and influence over others. They aspire for positions with status and authority and tend to be more concerned about their level of influence than about effective work performance [9].

• Among the need-based approaches to motivation, Douglas McClelland’s acquired needs theory is the one that has received the greatest amount of support. According to this theory, individuals acquire three types of needs as a result of their life experiences. These needs are need for achievement, need for affiliation, and need for power. All individuals possess a combination of these needs.

• Those who have high need for achievement have a strong need to be successful. A worker who derives great satisfaction from meeting deadlines, coming up with brilliant ideas, and planning his or her next career move may be high in need for achievement. Individuals high on need for achievement are well suited to positions such as sales where there are explicit goals, feedback is immediately available, and their effort often leads to success. Because of their success in lower-level jobs, those in high need for achievement are often promoted to higher-level positions. However, a high need for achievement has important disadvantages in management. Management involves getting work done by motivating others. When a salesperson is promoted to be a sales manager, the job description changes from actively selling to recruiting, motivating, and training salespeople. Those who are high in need for achievement may view managerial activities such as coaching, communicating, and meeting with subordinates as a waste of time. Moreover, they enjoy doing things themselves and may find it difficult to delegate authority. They may become overbearing or micromanaging bosses, expecting everyone to be as dedicated to work as they are, and expecting subordinates to do things exactly the way they are used to doing.

- Individuals who have a high need for affiliation want to be liked and accepted by others. When given a choice, they prefer to interact with others and be with friends. Their emphasis on harmonious interpersonal relationships may be an advantage in jobs and occupations requiring frequent interpersonal interaction, such as social worker or teacher. In managerial positions, a high need for affiliation may again serve as a disadvantage because these individuals tend to be overly concerned about how they are perceived by others. Thus, they may find it difficult to perform some aspects of a manager's job such as giving employees critical feedback or disciplining poor performers.
- McClelland's theory of acquired needs has important implications for motivating employees. While someone who has high need for achievement may respond to goals, those with high need for affiliation may be motivated to gain the approval of their peers and supervisors, whereas those who have high need for power may value gaining influence over the supervisor or acquiring a position that has decision-making authority. And, when it comes to succeeding in managerial positions, individuals who are aware of the drawbacks of their need orientation can take steps to overcome these drawbacks [12].

Vroom's theory of expectancy

Victor Vroom stated that people will be highly productive and motivated if two conditions are met:

- people believe it is likely that their efforts will lead to successful results
- those people also believe they will be rewarded for their success.

People will be motivated to exert a high level of effort when they believe there are relationships between the efforts they put forth, the performance they achieve, and the outcomes/ rewards they receive.

Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence to account for this [7].

Expectancy is the belief that increased effort will lead to increased performance i.e. if I work harder then this will be better. This is affected by such things as:

1. Having the right resources available (e.g. raw materials, time).
2. Having the right skills to do the job.
3. Having the necessary support to get the job done (e.g. supervisor support, or correct information on the job).

Instrumentality is the belief that if you perform well that a valued outcome will be received. The degree to which a first level outcome will lead to the second level outcome. i.e. if I do a good job, there is something in it for me. This is affected by such things as:

a. Clear understanding of the relationship between performance and outcomes – e.g. the rules of the reward 'game'

b. Trust in the people who will take the decisions on who gets what outcome
c. Transparency of the process that decides who gets what outcome

Valence is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For example, if someone is mainly motivated by money, he or she might not value offers of additional time off.

Crucially, Vroom's expectancy theory works on perceptions – so even if an employer thinks they have provided everything appropriate for motivation, and even if this works with most people in that organization, it doesn't mean that someone won't perceive that it doesn't work for them.

At first glance expectancy theory would seem most applicable to a traditional-attitude work situation where how motivated the employee is depends on whether they want the reward on offer for doing a good job and whether they believe more effort will lead to that reward.

However, it could equally apply to any situation where someone does something because they expect a certain outcome. For example, I recycle paper because I think it's important to conserve resources and take a stand on environmental issues (valence); I think that the more effort I put into recycling the more paper I will recycle (expectancy); and I think that the more paper I recycle then less resources will be used (instrumentality)

Thus, Vroom's expectancy theory of motivation is not about self-interest in rewards but about the associations people make towards expected outcomes and the contribution they feel they can make towards those outcomes.

McGregor's theory X and theory Y

Douglas McGregor formulated two distinct views of human being based on participation of workers. The first is basically negative, labelled as Theory X, and the other is basically positive, labelled as Theory Y. Both kinds of people exist. Based on their nature they need to be managed accordingly.

- Theory X: The traditional view of the work force holds that workers are inherently lazy, self-centered, and lacking ambition. Therefore, an appropriate management style is strong, top-down control.
- Theory Y: This view postulates that workers are inherently motivated and eager to accept responsibility. An appropriate management style is to focus on creating a productive work environment coupled with positive rewards and reinforcement.

Incentive theory

The incentive motivational theory suggests people feel motivated by reinforcement, recognition, incentives and rewards. The incentive theory also proposes that people may display certain behaviors in order to achieve a specific result, incite a particular action or receive a reward. Here are a few examples of incentives in the workplace:

- Bonus: A bonus is a reward you may give to an employee based on their performance levels over a span of time.

- Praise: Praise can be useful for one-on-one situations, such as quarterly employee reviews. You can praise an employee by giving positive feedback about their performance, which may build your relationship with them and promote trust.
- Opportunity: Providing opportunities such as paid training or continuing education may give your team an incentive to increase their knowledge in a specific field and develop their skill sets.
- Promotion: Providing an opportunity for career advancement is often one of the most influential incentives a manager can offer because it can give an employee a feeling of importance and growth. A promotion may include an advanced job role, a new job title and a salary increase.
- Salary or wage: Offering a pay raise or salary increase is an incentive management teams often find effective. For optimal results, consider using salary or wage incentives for individual employees rather than all employees and departments within a business.
- Paid vacation or time off: Consider offering employees compensation for taking days off or giving them additional vacation days. An employee may value this incentive if they're planning for a family vacation or desire some extra time to rest at home [8].

All of these theories are very important to the systems of motivation in regards to the distinctive theories postulation, of all of them, the one that stood out for me is certainly the Abraham Maslow's theory which is based on a simple premise of Human beings having needs that are hierarchically ranked. There are some needs that are basic to all human beings, and in their absence, nothing else matters. As we satisfy these basic needs, we start looking to satisfy higher-order needs. Once a lower-level need is satisfied, it no longer serves as a motivator. The most basic of Maslow's needs are physiological needs. This theory perfectly describes the hierarchical needs of human being, starting with the basic till the top which is self-actualization which is the zenith in the Abraham Maslow theory.

1. Methodological aspects of enterprise personnel evaluation and its relationship with the motivation system

Personnel evaluation, also known as a performance review, is a periodic appraisal of an employee's performance by their manager. It is an opportunity to assess the employee's progress, praise their accomplishments, and collaborate on goals to improve performance and help achieve company objectives [6].

In the workplace, an evaluation is a tool employers use to review the performance of an employee.

Self-evaluation

Self-evaluation is a vital activity to help make your appraisal process more efficient. When done properly, it can provide several key inputs to the organization. This method offers a chance for employees to play an active role in their evaluation process. Thus, rather than simply being the receiver of the management's feedback, the employees are given a voice.

Quantitative evaluation

Quantitative evaluation is based upon statistics and uses various standards to track productivity. The process begins with the formulation of company standards against which employee's data can be measured. It is critical to layout standards in clear and precise terms without ambiguity, leaving no chance for misinterpretation.

Qualitative evaluation

Qualitative evaluation goes hand-in-hand with quantitative evaluation. While the quantitative evaluation model is statistical, or figures-based, it does not provide a full picture of the employee's performance.

Enter the qualitative evaluation.

A qualitative evaluation focuses on the performance areas that can be visually observed, but not measured in numbers like teamwork, communication skills, and absenteeism. The qualitative evaluation is prepared by observing the employee during the workday and gathering descriptive, long-form information comments on their work behavior. It must include comments on their daily obstacles and challenges, their daily work habits, and job successes.

360-degree feedback appraisal

360-degree feedback appraisal method provides a chance for all employees to submit their views and contribute towards the business goal. Under this system, an employee is rated by his/her subordinates, superiors, peers, and even clients and customers. As an employee is evaluated from all the sides it is called '360-degree feedback ' [11].

Under this method, a questionnaire is prepared which contains aspects such as teamwork, leadership qualities, goal orientation, motivation level, adaptability, etc. and the relevant person is asked to fill this questionnaire – albeit anonymously. The feedback helps employees to gain insight on how other employees perceive their work and motivates them to work hard to realize the company's objectives.

This method involves giving out a questionnaire with questions regarding a colleague's performance they need to fill it up. The manager can consider this feedback by evaluating the performance at the end of the quarter/year.

Competency on a scale

This is one of the most commonly used employee performance evaluation techniques. Under this method, the individual's performance in various areas of job duties is graded on a scale. A wide range of criteria, including productivity, customer service, teamwork, quality of work, concern for safety, etc. are evaluated. This method can be accomplished with letters or numbers and it usually consists of a range, moving from unsatisfactory to outstanding. This method also allows employers to simultaneously evaluate several employees [2].

Considering the importance of Employee performance evaluation, it has become necessary to have efficient employee evaluation software in place to provide a competitive edge in the ever-changing business environment.

Continuous feedback

Continuous feedback, in essence, is a method of ongoing feedback. It is designed to take the place of the annual performance review. It is also essential to note that continuous feedback is not only ongoing feedback. It is an evaluation methodology that is practical and drives the process towards actionable steps and development objectives. It is not a form-filling exercise that focuses on retrospective ratings, it is the day-to-day engagement between managers and subordinates.

There are many advantages to continuous feedback; however, the most important benefit is that it allows team leaders or managers to intervene timeously when an employee is underperforming. This prevents a negative situation from spiraling out of control. And, it will pivot a negative into a positive; thereby, driving profitable growth and development.

Critical incident method of performance evaluation

The critical incident feedback is a methodology that is designed as an identification and intervention method ONLY where the employee completed a task or project really well, or the employee failed miserably. It is important to note that it is a technique based on the event's description. And, it relies on tools like continuous feedback, qualitative evaluation, and real-time feedback. These incidents must be recorded as they occur and are not left to be dealt with retrospectively.

It is worth repeating that this methodology is designed to intervene in a critical scenario where immediate intervention is required to solve a situation that could potentially be disastrous for the company. The converse is also true for a high-performing employee

Profitability evaluation

One of the most challenging aspects for any sized business is evaluating its profitability. The success of the business is defined by its ability to continually earn a profit. Therefore, at-risk projects must be highlighted to prevent the company's profitable activities from turning into a loss-making exercise. The profitability rating is determined by calculating the total time spent multiplied by the employee's hourly payment rate versus the allocated budget for the project. If the cost of the time spent on the project is higher than the budget, then the project is making a loss, and interventions must be put into place to turn the situation around.

Supervisor evaluation

The supervisor evaluation survey is deployed to collect feedback and information from employees related to their supervisor. Supervisor evaluation helps an organization and its leadership understand the accuracy of the work done by the supervisor and also help them evaluate the overall value the supervisor adds to his/her team and to the organization as a whole.

Manager evaluation

A manager evaluation survey offers a set of questions that are answered by the employees to evaluate their direct or indirect manager's effectiveness at work. This survey is extremely useful for the management to understand the manager's performance, the attitude at work, willingness to help his/her subordinate, and more.

Senior management evaluation

Senior management evaluation survey questions are used to understand the employee's perspective of the senior management and evaluate their abilities to be able to run the organization smoothly. This questionnaire should have questions that help an organization gather insights on effectiveness, direction, policy-making abilities, and other useful traits.

Employee satisfaction surveys and employee engagement surveys are also one of the best ways to conduct the performance evaluation. A satisfied and engaged employee is most likely to perform 14 % better than his/her counterparts.

Employee satisfaction

An employee satisfaction survey is deployed to understand how satisfied or dissatisfied is your workforce. It is essential you measure employee satisfaction as dissatisfied employees not only not perform well but also can be a major reason for high levels of employee attrition in an organization. This survey can power your workforce and HR strategies to cultivate a work culture that enables your organization to win from within. Many times, if an employee doesn't feel challenged enough, then he/she remains unsatisfied with the work.

Employee engagement

Employee engagement survey enables you as an organization to test the levels of engagement of your employees and to understand how motivated they are to perform well in the workplace. Employee engagement is a matter of concern for most organizations, and disengaged employees set a negative example for other employees. Disengaged employees perform poorly as compared to their colleagues. Thus, this survey can be used to analyze and review the level of performance of an employee and take corrective measures immediately [6].

In our view, the aspect of evaluation of employee performance is paramount as it relates to motivation. the method of evaluation varies from enterprise to enterprise and depends on the level of the employee. The ways to evaluate shows different categories and performance assessment of employees and the measurement of their motivation. All round appraisal necessary to check the motivation level and output of employee. All enterprises need to develop a holistic approach to evaluate the performance and ways to keep them motivated and productive.

Personnel motivation systems are very essential for a successful organization, organizations should focus on it in order to remain relevant in the market and avoid some problems such as personnel lacking motivation that will affect their output leading to poor performance of the day-to-day activity of the organization. A motivated personnel is a valuable asset, who can deliver tremendous impact to the organization in maintaining and strengthening the business and revenue growth. Motivating the personnel, satisfying personnel's needs and assigning and assessing the personnel with the correct set of effective goals are the tactics an organization can adhere to achieve the desired organizational goal.

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QUALITY MANAGEMENT MEASURES OF SPECIALTY CONSTRUCTION PLANNING OF HIGHER VOCATIONAL EDUCATION IN CHINA - INTERNAL DIAGNOSIS AND IMPROVEMENT

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Abstract: Since 2015, China has gradually established and promoted the diagnosis and improvement of teaching work in vocational colleges across the country. As the core content of this work, the quality management of specialty construction planning is very important in the diagnosis and improvement of teaching work. It involves the objectives, standards and plans of specialty construction. It is the basis for establishing talent training plans and the core element to ensure the teaching quality of vocational education. This paper expounds the main contents and working principles of diagnosis and improvement of specialty construction planning, discusses the working measures that should be taken for diagnosis and improvement, and puts forward solutions to the problems existing in the current work, which plays a certain role in promoting the quality of specialty construction planning.

Keywords: Vocational education, Specialty construction, Management, Diagnosis, Improvement

On June 23, 2015, the General Office of the Ministry of Education of The People's Republic of China issued a document, deciding to gradually promote the establishment of a teaching diagnosis and improvement system in vocational colleges nationwide and carry out teaching diagnosis and improvement in an all-round way from the autumn semester of that year. The introduction of this policy is to implement the decision of the State Council on accelerating the development of modern vocational education and establish a mechanism for normalized vocational colleges to independently ensure the quality of talent training. Its purpose is to improve the training quality of technical and skilled talents, build a modern vocational education system, so that vocational education can actively adapt to the new normal of economic development, serve made in China 2025 and create greater talent dividends.

In the past seven years, in the process of implementing this system, higher vocational colleges have successively established the diagnosis and improvement system of teaching work, give full play to the main role of the school in educational quality assurance, and constantly improve the internal quality assurance system and operation mechanism. Therefore, this system is an important measure and institutional arrangement to continuously improve the training quality of technical and skilled talents. It is also an important form for China's education administrative departments to strengthen supervision during and after the event and perform management responsibilities. It is of great significance to accelerate the development of modern vocational education.

In the guidance plan for the diagnosis and improvement of the internal quality assurance system of higher vocational colleges issued by the Ministry of education, a total of 15 diagnostic elements and 37 diagnostic points are set, involving five aspects: the overall framework of the system, the specialty quality assurance, the quality assurance of teachers, the comprehensive development assurance of students and the operation effect of the system. Among them, the quality diagnosis and improvement of specialty construction planning is the core content.

Specialty is the main body and basic unit of talent training in higher vocational schools. It is also the core carrier for higher vocational schools to realize social functions such as talent training, social services and scientific research and college characteristics. The implementation of specialty diagnosis and improvement is an effective measure to implement the independent guarantee and monitoring of specialty teaching quality and promote the continuous improvement of specialty construction level and talent training quality. [1] This paper will focus on the quality diagnosis and improvement of specialty construction planning.

1. Main contents of diagnosis and improvement of specialty construction planning

The diagnosis and improvement goal of specialty construction planning is the main basis for standard formulation, and the goal is the source of the power of diagnosis and improvement. Diagnosis and improvement is to find the existing problems and deficiencies through the comparison between the actual situation and the construction goal, so as to correct and solve the problems and promote the benign development of the school specialty. [2] Therefore, the diagnosis and improvement of specialty construction planning mainly involves the following three diagnosis points. (see Table 1)

From the table, we can see that the diagnosis of the quality of specialty construction planning needs to be made from three diagnostic points: planning formulation and implementation, objectives and standards, and condition guarantee. Correspondingly, each diagnosis point is set with relevant diagnosis contents, so as to provide basis for the work of managers. All higher vocational schools need to combine the diagnosis content with the usual management work to make the school management meet the national requirements for education quality management.

Table 1. Diagnosis and improvement content of specialty construction planning

Diagnostic items	Diagnostic point	Diagnostic content
Specialty construction planning	Planning formulation and Implementation	Whether the specialty construction plan is in line with the actual development of the school and whether it is feasible; How about the implementation of the plan and whether the specialty structure is continuously optimized.
	Objectives and standards	Whether there are clear specialty construction objectives and standards; Whether the specialty talent training program is standardized, scientific, advanced and continuously optimized.
	Condition guarantee	Whether the new specialty setting procedure is standardized; Whether there are clear guarantee measures for specialty construction conditions (funds, teachers and experimental training conditions).

2. Basic principles of diagnosis and improvement of specialty construction planning

The diagnosis and improvement of specialty construction planning must follow certain working principles. First of all, the diagnosis and improvement work should be mainly based on the analysis of the working state data of school talent training, combined with flexible and effective practical investigation and research, so as to realize the combination of data analysis and practical investigation. [3]

Secondly, while the Ministry of education issues the work plan, it allows all provincial education administrative departments to adjust and supplement the provincial implementation plan according to the actual situation on the basis of the national plan. Vocational schools can also supplement diagnosis and improvement contents conducive to personalized development on the basis of provincial programs. In this way, we can not only adhere to standards, but also pay attention to characteristics.

Third, this work is based on the independent diagnosis and improvement of higher vocational schools, and the education administrative department carries out sampling review of schools according to needs.

The setting of the above three working principles reflects the scientificity and effectiveness of the internal quality management diagnosis and improvement of China's higher vocational education. On the premise of ensuring unified quality control standards, we should create higher vocational education with regional characteristics to meet the needs of economy and society. [4]

3. Diagnosis and improvement measures

In the process of diagnosis and improvement of specialty construction planning, the education administrative department requires that the independent higher vocational colleges should complete the diagnosis and improvement of quality assurance system at least once every three years. In addition, the Ministry of education of the people's Republic of China requires all provincial education administrative departments to sample and review no less than 1 / 4 of the total number of schools every three years on the basis of independent diagnosis and improvement of schools.

Since the effect of diagnosis and improvement is related to the evaluation of school education quality, each school has incorporated the diagnosis and improvement into the routine education quality management of the school according to the above requirements. Among them, the following measures have been taken for the diagnosis and improvement of specialty construction planning:

3.1. Self diagnosis and improvement

Autonomous diagnosis and improvement requires higher vocational colleges to regularly diagnose and improve the operation and effect of the internal quality assurance system according to the provincial diagnosis and improvement implementation plan and the data of the national talent training work status data collection and management platform of higher vocational colleges, and write the autonomous diagnosis and improvement into the annual quality report of the University. Of course, the school can arrange internal staff to carry out self diagnosis and improvement, and can also independently hire external experts to participate.

To diagnose and improve the specialty construction plan independently, the following work shall be completed:

3.1.1. Determine specialty construction objectives

Generally speaking, the specialty construction goal is determined by the specialty construction Steering Committee of the university through careful research according to the basic conditions of the specialty and the current situation and future trend of specialty development.

3.1.2. Determine specialty construction standards

When establishing specialty construction standards, we should refine and decompose the specialty construction objectives into specific construction tasks, and form monitorable, quantifiable and descriptive data or indicators, which is the concretization, quantification and task of construction objectives. The specialty construction standard should have both quantitative data and qualitative description, including estimating the scale of specialty students, determining the composition and structure of specialty teaching team, clarifying the quantity and quality of teaching resource construction (including courses, teaching materials, etc.), the practical teaching conditions of construction (in school training room, out of school practice base, etc.), the ways and methods of organizing and carrying out teaching activities, and the mode and degree of implementing the integration of industry and education, etc. [5]

3.1.3. Determine the specialty construction plan

After determining the specialty construction objectives and standards, it is necessary to formulate the specialty construction plan and form the implementation plan of specialty construction. Based on the analysis of the current situation of the specialty, the scientific specialty construction planning should put forward the objectives and standards of specialty construction, systematically plan the specialty talent training mode, curriculum construction, textbook construction, teaching staff construction, practice and training base construction and teaching resources construction, and formulate corresponding construction measures or improvement strategies. At the same time, the planning should be transformed into specific phased work tasks to form an annual implementation plan, Organize the implementation by year to ensure that the construction objectives and standards are completed according to the plan. [6]

3.2. Sampling review

The main purpose of sampling review is to test the effectiveness of school independent diagnosis and improvement. The provincial education administrative department is responsible for organizing sampling review. Schools listed in the review need to submit relevant specialty construction planning materials. These materials include: Research Report on specialty talent demand and ability demand, specialty teaching standards and talent training plan, curriculum and textbook construction report, teaching resource construction report, teaching condition construction report, teaching means and method reform report, teaching quality management system, social service achievements, etc. Moreover, these reported materials are required to be fully publicized on the campus network 30 days before reporting, so that the teachers and students of the school can exercise the right of supervision. [7]

Through the self diagnosis and improvement of higher vocational colleges in accordance with the standards and the sampling review of provincial education administrative departments, the continuous improvement of specialty teaching quality is ensured and the healthy development of the profession is promoted.

4. Existing problems. When diagnosing and improving the specialty construction of vocational colleges, some existing problems are also found, mainly in the following aspects:

4.1. Lack of quality awareness. Vocational colleges are used to formulating their own rules and regulations according to the policies and plans of higher education authorities, and generally lack a sense of self quality assurance. [8]

4.2. Qualitative data evaluation is difficult. In the process of diagnosis and improvement, there are some qualitative data, but it is very difficult to evaluate these qualitative data. For example, in the evaluation of whether the talent training program is scientific and effective, it is very difficult to determine whether to pay attention to the all-round development of students. It is difficult to evaluate the results of this problem effectively and accurately only by some words. [9]

4.3. In the evaluation of qualitative problems, the quantitative data used can not express the evaluation results very accurately However, the data collected and improved by the national specialty training platform can not be used to accurately measure the status of all specialty training and management of colleges and universities. Therefore, it will cause the error of evaluation results.

4.4. The evidence of individual diagnostic points is difficult and complex. For example, when evaluating the characteristics of specialty construction, the data needed to be used involve specialty training objectives, training mode, curriculum system and teaching content, practical teaching, teaching design and teaching methods, teaching staff, social services, apprenticeship reform, the connection between secondary vocational education and higher vocational education, demonstration guidance, international cooperation and other aspects. It is obvious and very complex. This kind of complex analysis needs to use a large amount of data, and the workload is very large. In addition, there may be some errors in each data involved, so the final analysis results may not be accurate. [10]

4.5. Lack of data management platform makes it difficult to diagnose data. At present, most vocational schools lack a data platform that can directly collect the real-time information of grass-roots teachers, students, courses and majors. These schools often diagnose with the help of the national vocational college talent training status data collection platform system. In this way, the effective data of specialty development cannot be collected from the source in time, and it is difficult to accurately analyze the adaptability of specialty development to specialty needs, the compliance of specialty school running conditions, the realization of specialty development objectives and the compliance of specialty school running quality. The specialty diagnosis and improvement report for further specialty development cannot be accurately formed. [11]

5. Improvement measures.

5.1. Set evaluation criteria scientifically and reasonably. In the diagnosis and improvement of specialty construction planning, setting evaluation standards scientifically and reasonably can better explain the quality control effect of quality management on diagnosis points. The establishment of evaluation standards should achieve the diversification of evaluation subjects and evaluation contents, the evaluation standards should also be flexible and open, and the evaluation methods should be practical and operable. Only in this way can the evaluation results be more convincing. At the same time, the evaluation criteria should be quantifiable to eliminate the impact of subjective evaluation on diagnosis and improvement. [12]

According to the above situation, we sorted out the evaluation contents in the diagnosis and improvement of specialty construction planning. [14] (see Table 2)

Table 2.Diagnosis and improvement work items of specialty construction planning

Project	Content
Construction of teaching staff	The number of teachers, double teacher ratio, student teacher ratio, the proportion of specialty experts in the industry, the number of master studios, the level of specialty teaching team, the number of core journal papers, the number of training and refresher teachers, the number of edited textbooks, the amount of off campus technical services, the number of enterprise exercises under full-time teachers and the total length of enterprise exercises under full-time teachers;
Course construction	Number of specialty courses, number of completed course standards, degree of achievement of course teaching objectives and course learning satisfaction;
Construction of training base	The number of on campus training bases, the number of on campus training rooms, the utilization rate of on campus training rooms, the area of on campus training rooms, the number of training projects, the number of off campus training bases, and the number of interns received by off campus training bases;
Construction of teaching resources	The level of specialty resource pool, the number of specialty resource pool resources, the level of quality online shared courses, the number of quality online shared courses, the level of quality online open courses and the number of quality online open courses;
School enterprise cooperation	The number of cooperative enterprises, the number of internship positions provided, the number of interns, the number of employment of school enterprise cooperative units, and the number of students trained by orders;
Talent training quality	Number of students in school, employment rate, skill certificate acquisition rate, specialty counterpart rate, total number of awards in student skill competition, number of student innovation and entrepreneurial activities, and average salary level;
Social recognition	The first voluntary rate, specialty stability rate, actual admission rate, actual check-in rate, employment specialty counterpart rate, and employer satisfaction rate.

5.2. Highlight the improvement of teaching work

Some schools mistakenly put the focus of their work on diagnosis in the diagnosis and improvement of teaching work. Diagnosis is important, but the focus should be on improving the problems found, which is the purpose of the country's implementation of teaching diagnosis and reform. Understanding the core requirements of this work requires us not only to pay attention to the diagnosis process of finding problems, but also to improve the deficiencies in the work through active work measures, and constantly improve the teaching quality assurance system, so as to make the control of teaching quality in a normal and high-standard operation state.

5.3. The evaluation of teaching quality should collect source data and highlight the role of core data

If there is a gap between the current situation or development state of a thing and our expectations, it indicates that there must be some influencing factors, but some of these factors are primary factors and some are secondary factors. In the process of diagnosing the teaching quality, it is also necessary to distinguish between the main factors and secondary factors, innovate the teaching quality evaluation system based on information technology, build the source data collection platform, and find the most core elements. [13] Compared with some extended data, students' evaluation of teaching effect and employers' evaluation of graduates' quality are the most important. In the process of evaluating teaching quality, we must highlight the role of such data in order to make the evaluation results closer to objective facts.

6. Conclusion

The specialty construction of higher vocational colleges is the core content and an important part of the school. The specialty construction standard is an important factor affecting the quality of specialty construction and specialty development. It directly affects the improvement of talent training quality and teaching level. At the same time, it is also the core element of diagnosis and improvement of specialty teaching. Although there are still some problems in the diagnosis and improvement of teaching work, with the continuous improvement and perfection of the work plan, the source power of quality management is more focused on the school itself, give full play to the functional role of quality elements and the enthusiasm and initiative of school self quality assurance, and formulate scientific and perfect Specialty construction standards that meet the requirements of regional economic development and the orientation of school running objectives, constantly improve the relevant standard system of specialty construction, and standardize the objectives, contents, measures and quality requirements of specialty construction, teaching diagnosis and improvement will certainly achieve more outstanding results, which will make an important institutional guarantee for the improvement of the quality of Vocational Education in China.

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LAND MANAGEMENT AS THE MAIN PREREQUISITE FOR ENSURING THE RATIONAL USE OF LAND IN THE CONTEXT OF AGRITOURISM DEVELOPMENT

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The experience of the history of Ukraine and many countries around the world shows that reforms related to private land ownership have become an economic lever that can force the effective operation of economic mechanisms at all stages of development of productive forces. However, the transformation is complicated by many factors, including - weak methodological preparation for reform, different approaches to its implementation, lack of clear legal framework, etc. The answer to some of these questions gives a historical overview of land relations reforms in Ukraine in pre-revolutionary Russia (1861), half a century later Stolypin, and later - in Soviet and post-Soviet Ukraine.

History teaches that the core of the famous agrarian reforms was land reform, with its simple and understandable essence: such a change of ownership of land, which fell into the hands of those who can effectively cultivate it and care for its preservation. This principle has become decisive in our conditions. Any deviation from it makes land reform pointless, unnecessary and harmful, because the despair of the peasants that it is carried out in their interests. Therefore, the development of land aspects should be particularly careful and mandatory, taking into account the historical development of individual territories and regions. Restoration of private land ownership puts land management on a higher level. Land surveying is an unconditional and necessary act at all stages of human development. Only in the initial epoch of human settlement in any territory did every farmer have the opportunity to occupy such a space of land that he could cultivate on his own.

Land surveyors of that time had to be well-versed, able to count, navigate the prince's laws and have the simplest methods of measurement.

The law did not prevent the choice of forms and order of peasant land use: individual, sowing or farm had equal rights to exist. Exit from the community was allowed with full redistribution and deployment and was not restricted by anything. Land management work was carried out at the expense of the population.

The first all-Union codified land act (General Principles of Land Use and Land Management), consisting of 13 chapters and 63 articles, was adopted on December 15, 1928. With its adoption de jure, only state ownership of land was secured. In the following years, land legislation was developed taking into account this situation. Land funds of all union republics were transformed into the land fund of the USSR, which became the sole subject of state ownership of land.

The only legal basis for land use was the right to use the land. A further direction in the development of union and republican land legislation was the improvement of the main land law institutions formed as a result of nationalization of land: the rights of exclusively state property, land use rights and its varieties, the legal regime of various categories of land and others.

The result of constant changes in the nature of land relations, which took place in the period from 1917 to 1928, was the intensification of codification work aimed at streamlining and systematizing the relevant rules of law. This contributed to the formation of land law as an independent industry. With the adoption of the first codified acts, the basic principles of formation of domestic land legislation were laid down, and a significant part of normative acts was systematized.

During the period of general collectivization and the implementation of the policy of extermination of the kulaks as a class, the situation regarding the lease of land and the use of hired labor was abolished.

Further development of land legislation was with the adoption on December 13, 1968 of the Fundamentals of Land Legislation of the Union and the Union Republics. They consisted of a preamble, 11 chapters and 50 articles. The Fundamentals more clearly enshrined the division of land into categories provided for in the Basic Principles of Land Use and Land Management of 1928, confirmed the ban on land lease, introduced in 1930, and settled the introduction of the state land cadastre.

Provisions related to temporary and secondary land use, land protection, a new procedure for liability for land offenses, as well as the principle of free land use and priority use of agricultural land were also established. On the basis of the Fundamentals in 1970, a new Civil Code of the Ukrainian SSR was adopted, which almost completely reflected their provisions. It consisted of 173 articles, grouped into 28 sections and 11 sections.

As the population increases, this land space disappears, there is a need to separate one plot of land from another. This demarcation is carried out initially with the consent and efforts of those landowners who are interested in it, but the state, represented by the authorities, quickly takes under its protection the establishment of boundaries and assigns responsibility for their violation. It is always in the interest of the state authorities to delimit land holdings in a certain order, so that each land holding has information on the size, composition of land and its quality. Therefore, it takes under its protection the already established boundaries between individual land plots and, when necessary, their restoration, organization of social, economically and environmentally efficient land use.

Since the proclamation of land reform in independent Ukraine (Resolution of the Verkhovna Rada of Ukraine of December 18, 1990), the issue of reforming land relations has not been the subject of debate. This attitude to this issue in both society and scientists is natural, as land relations in connection with their reform violate important aspects of economic and household structure of the Ukrainian people. They are aimed at a radical change in the way of life of the village.

With the adoption of the Constitution of Ukraine (June 28, 1996) and the new version of the Land Code of Ukraine (October 25, 2001), land is an object of private, state and communal property. Thus, Ukraine has finally consolidated the transition to a variety of forms of ownership and guarantees of their protection by the state.

Ukraine has now formed new land relations, according to which the implementation of land management creates a market-oriented land system of the country and territories of administrative units, the state land cadastre, which contains basic information about a land

Land management - a set of socio-economic and environmental measures aimed at regulating land relations and rational organization of the territory of administrative-territorial units, economic entities, carried out under the influence of social and industrial relations and the development of productive forces [1].

The land management project is the basis for legal registration and further transfer to nature of the relevant land management decision.

And it does not matter what category of land will be used, each land plot must have its own boundaries and drawn up, in accordance with the requirements and approved, land management project.

Ukraine has a high tourist and recreational potential. Its territory includes unique natural and recreational resources, objects of national and world cultural and historical heritage, where important economic, cultural and social events take place.

Many regions offer a wide range of potentially attractive tourist facilities and complexes, which are very popular with domestic and foreign tourists.

Thus, green rural tourism is a form of tourism that takes place in rural areas and which involves the study of local tourist resources, participation of tourists in various traditional activities, and includes accommodation and organized meals for tourists in specific tourist structures: tourist boarding houses; agritourism boarding houses; peasant farms, etc. [2].

The urgency of the development of rural green tourism in Ukraine is due to the urgent need to urgently address the socio-economic problems of the modern village. At this stage of development of the economy and culture of Ukraine, the government declares tourism one of the priority and promising areas. The current standards of the tourism industry in the country may well create favorable conditions for the development and functioning of an efficient, civilized tourism market with reliable and diverse tourism services [3].

We will conduct further research on the example of a single plot of land. Thus, the land plot is located in Bohodukhiv district of Kharkiv region. This area is located with. Snowballs, on the street. Cap at the end of the household № 17.

A survey of the land plot was conducted for restrictions (encumbrances), which also affects the use of the land plot in accordance with the Land Code and the Resolution of the Cabinet of Ministers of Ukraine №1051 of October 17, 2012.

At the time of drafting:

Chamber works. At the preparatory stage for the preparation of the land management project for the allocation of land, the collection, generalization, systematization and analysis of source information was carried out.

Processing (scanning and binding) of planning and cartographic materials was carried out and a single field of cartographic information was created on the basis of existing materials of various scales for further work, as well as processing of field measurement materials.

Design solution. In accordance with the provisions of Article 50 of the Law of Ukraine "On Land Management" land management project for the allocation of land (hereinafter the Project) is made in case of change of purpose of land or formation of new land, in particular in case of free ownership or use from lands of state or communal property.

Obtaining permission to develop the Project

In order to obtain permission to develop the Project, it is necessary to apply to the relevant executive body or local government, which transfers land of state or communal ownership in accordance with the powers specified in Article 122 of the Land Code of Ukraine [4].

The application shall indicate the purpose of the land plot and its approximate size. In our case:

- the land plot is allocated at the expense of the category of agricultural land;
- form of ownership - communal;
- purpose - reserve lands (land plot of each category of lands that are not provided for ownership or use by citizens or legal entities)
- type of land - arable land (001.01)

Graphic materials are attached to the application (Fig. 1).

In case of obtaining the above-mentioned permit at the expense of state-owned agricultural lands, it is necessary to apply to the Main Department of the State Geocadastre in Kharkiv region through the territorial bodies of the State Geocadastre on the ground at the location of the land.

The relevant executive body or local government body that transfers land plots of state or communal ownership in accordance with the powers specified in Article 122 of the Land Code shall consider the application within one month and give permission to develop a land management project for allotment of land or provide a reasoned refusal. its provision.

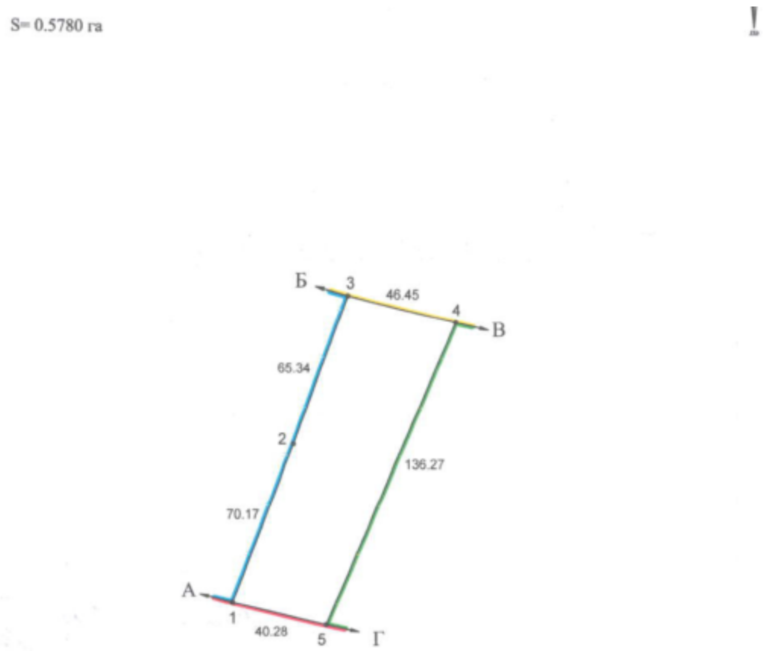

Fig. Scheme of land

Development and approval of the Project

The project is developed at the request of citizens by economic entities that are executors of land management works in accordance with the Law of Ukraine "On Land Management", which have the appropriate certificates, within the time limits stipulated by agreement of the parties.

The project is approved in accordance with Article 1861 of the Land Code of Ukraine, in particular subject to approval by the territorial body of the State Geocadastre at the location of the land and bodies implementing state policy in the field of cultural heritage, forestry, water management, environmental protection, environmental protection, the city architecture, in the cases provided for in this article.

State registration of land

State registration of land is carried out at their location by the relevant State Cadastral Registrar of the central executive body implementing state policy in the field of land relations, at the request of a person who by decision of the executive body, local government granted permission to develop land management is the basis for the formation of land in the transfer of ownership or use of land of state or communal ownership, or a person authorized by him.

To confirm the state registration of the land plot, the applicant is issued an extract from the State Land Cadastre on the land plot free of charge, which will be the basis for the registration of the relevant right to the land plot in the future.

When carrying out the state registration of a land plot, it is assigned a cadastral number.

For state registration of land, the owner (user) or his representative submits the following documents to the state cadastral registrar:

• standard application;
• agreed and approved land management project for the allocation of land;
• special electronic exchange file (XML file).

Project approval

The relevant executive body or local self-government body that transfers state or communal land to ownership or use in accordance with the powers specified in Article 122 of the Code shall, within two weeks from the date of receipt of the agreed land management project. its ownership or use.

The decision to approve the Project is at the same time a decision to transfer the said land plot into ownership or use.

The refusal of an executive body or a local self-government body to transfer a land plot to ownership or to give it for use or to leave the application without consideration may be appealed in court.

The state registration of real rights to land plots is carried out after the state registration of land plots in the State Land Cadastre.

The state registration of rights by making entries in the State Register of Real Property Rights is carried out by the state registration body and the notary as a special entity entrusted with the functions of the state registrar of real estate rights.

To obtain a certificate (extract) of ownership (use) of land, you must contact the registration service at the location of the land.

According to Article 125 of the Land Code of Ukraine, the right of ownership of land, as well as the right of permanent use and the right to lease land arise from the moment of state registration of these rights.

In the future, a plot of land located in the village. Snizhki, Bohodukhiv district, Kharkiv region, will be the object of personal farming.

The legal basis for the establishment and operation of personal farms in Ukraine is the Law of Ukraine "On Personal Peasants" of May 15, 2003, according to which personal farms (hereinafter - OSG) - is an economic activity carried out without the creation of a legal entity by an individual individually or by persons who are in a family or family relationship and live together, in order to meet personal needs through the production, processing and consumption of agricultural products, the sale of its surplus and the provision of services using the property of personal farms [5].

One of the activities that is becoming more widespread is the provision of services in the field of green rural tourism by residents of villages and settlements. Unfortunately, in Ukraine there is still no separate special legislative document regulating the organization of green rural tourism. There is only the Resolution of the Verkhovna Rada of Ukraine "On Adoption of the Draft Law of Ukraine on Rural and Rural Green Tourism" of November 16, 2004 № 2179, as well as the order of the Cabinet of Ministers of Ukraine of July 3, 2006 № 373-r, which approved the Plan measures for state support of rural tourism development [6]. Measures of state support for the development of agritourism are aimed at improving the economic conditions of its development, infrastructure development, marketing and the formation of human resources to ensure the development of agritourism.

Based on the world practice of green rural tourism, there is agritourism and leisure tourism. Agritourism is a type of rural green tourism, both cognitive and recreational, associated with the use of subsidiary farms or lands of agricultural enterprises that are temporarily not used in agriculture. This species may not have restrictions on the load on the territory and the regulation of recreational activities [7].

During the 30 years of the twentieth century in terms of sustainable development, changing the social paradigm creates new opportunities for positioning Kharkiv region as a tourist, territorially attractive region, ensuring the use of proportional resources to form a positive image of regional territories, increase their competitiveness in the tourism market and diversification. economy.

The functioning of agritourism promotes the creation of additional jobs, production of local goods and products, development of local culture, provides the population with the necessary information about sustainable development and lifestyle in harmony with nature, promotes the expansion and protection of forests, ensures the preservation of mountain ecosystems and sustainable use coastal and marine ecosystems, creates new ecological networks. All this indicates the prospects for the development of agritourism.

Substantiation of the development of ecological tourism as a promising direction to increase the attractiveness of agritourism areas and self-employment in terms of sustainable development.

Modern scientific research shows that the accelerated development of agritourism can play a role in catalyzing the restructuring of the economy of the regions, ensure demographic stability and solve socio-economic problems of the regions.

Professional activity, provided that such a person is not an employee within the scope of such entrepreneurial or independent professional activity.

Regarding the definition of agritourism areas, there are many opinions of scholars, including Kiper T., Özdemir G., Sağlam C. interpret the tourist area as an area with certain attractive facilities for tourists, provided with tourist infrastructure and tourism organization system [8]. . In turn, Bansal S., Kumar J. in their works consider the definition of "tourist area" as a geographically defined place of concentration of the most valuable tourist resources, as well as objects of tourist interest that stand out among the tourist region, indicating cadastres and other types documentation and the introduction of a regime of priority targeted operation and development of tourism within it.

Thus, we will form the definition of "agritourism" as a place of natural centers that preserve the environment, which provides travel of socially responsible tourists to obtain moral and ethical, cultural, health recreation, which provides useful active socio-economic participation of local residents.

Since the 1970s, a new type of tourism, often referred to as "agritourism", has appeared in European brochures of specialized tour operators. Upholding the principle of environmentally friendly, ethically correct and fair practices, this new type of tourism was aimed at maximizing the use of local resources and creating space for interaction between tourists and "indigenous peoples". Representing a new approach to tourism resource management, this approach has not always achieved its goals. Agritourism, aimed primarily at the middle and upper classes, has been sharply criticized for making altruism and environmental commitments part of its then-very hedonistic product. In addition, many studies have demonstrated the environmental and economic damage caused to communities and the environment by the mass organization of so-called agritourism. Development and activities in the field of tourism, such as travel, resort development, construction and use of related infrastructure, create a wide range of environmental and environmental consequences. Expected economic benefits from tourism can contribute to poorly planned infrastructure, especially for developing countries with relatively weak legislative and executive powers. Moreover, ill-informed tourists can damage fragile regional ecosystems [9].

Agritourism has become the most widespread and recognized in the XXI century, as the unfavorable environmental situation in relation to the environment is becoming increasingly important. Caring for nature and the environment is one of the attractive elements of tourism. Ecological events and tours are being held more and more often. Ecology and tourism are interconnected and interdependent. In international practice, there is such a thing as a "blue flag", which is assigned to environmentally friendly areas. Naturally, tourists prefer to rest in these places, where nothing threatens their health.

In modern realities, all regions of Ukraine and a large part of the united territorial communities have already approved their development strategies until 2027, which traces the priorities of tourism and culture, especially cultural and creative industries as important economic factors of territorial development. Favorable climate and clean environment, convenient geographical location, transport accessibility and level of service continue to play an important role in the tourist attractiveness of the area, but the "culture" of the area is an additional attraction that plays an important role even for those tourists who do not prioritize cultural heritage.

The results of socio-economic analysis show that in Kharkiv region there are problems related to the development of tourism, which can not be solved only by territorial or sectoral management, this requires regional program support and an integrated approach, coordination with other sectoral local governments. executive bodies, local self-government bodies and intersectoral coordination.

Achieving tactical goals will be ensured through the formation of unique and diverse tourism products in the region, promoting them in domestic and international markets through advertising and information campaigns, creating tourism clusters and tourism infrastructure that would meet modern standards. As a result, we will get: increase the share of science-intensive and innovative products in the gross regional product of the region, respectively, the creation of new "quality" jobs, improving the activities of organizations and institutions of scientific and applied orientation; increasing the efficiency and productivity of agricultural production; changing the share of small and medium enterprises in the structure of the economy of the region and peripheral areas; changing the structure of employment and unemployment, including the level of employment and employment of women; creation of a tourist-attractive image of Kharkiv region for the local population, citizens of Ukraine and foreign citizens.

The development of agritourism as a promising vector to increase the attractiveness of regional territories and self-employment of the region will reduce the dependence of administrative-territorial units on the economic condition of large city-forming enterprises and asymmetry in development between regions.

The spread of agritourism in the regions causes many changes in various areas, in particular, changes in land use, the functioning of infrastructure, the structure of employment. Such changes are related to the flow of capital from urban to rural areas. Urbanization processes have different directions, which are interconnected and interdependent, namely: economic, spatial, demographic, cultural. Tourist urbanization often covers attractive natural areas and takes place in different ways in different areas, depending on the intensity of tourist flows. Tourist and recreational factors are most important for the formation of tourist flows, because they create their uniqueness and attractiveness to tourists. Therefore, the influx of tourists to a particular tourist region increases with more natural and recreational facilities. Poor environmental conditions, poor publicity and political instability in the region can negatively affect the arrival of tourists, despite the availability of recreational resources. There is a list of factors, the most important of which are the availability of various natural recreational resources, temperate climates, relatively clean environment, rich historical and cultural resources, the availability of appropriate infrastructure, excess human resources [10].

According to the results of statistical data, we can say that in 2019 the market of domestic tourists increased by 147.8%, and the market of outbound tourists traveling abroad by 175% compared to 2014. Unfortunately, statistics on the tourist flow for 2020 have not yet been presented, but given the COVID-19 pandemic, we assume that the number of domestic tourists has increased significantly due to the closure of most airspace between Ukraine, Europe and other countries. for cordon [11].

One of the main tasks of increasing the tourist attractiveness of the territory should be to create its own unique image. Each region should have unique tourist resources, which can later become its business card. It is important to choose the right most attractive aspects of the region, which will make it unique among all others [12].

Since the Kharkiv region has a large number of historical and cultural monuments, we must also take into account the extent of their impact on the tourist attractiveness of the region and economic efficiency, as for tourists, when planning their vacation, the presence or absence of such attractions may be a determining motive. when deciding on the place where the tourist product will be consumed.

Tourism can be a lucrative activity and promote self-employment based on (previously largely unused) resources of nature and culture, although some tourism infrastructure requires government subsidies and interventions. However, there are low barriers to entry into the tourism industry from the private sector, through local firms or through domestic investment, which allow many individuals and groups to participate in the collaboration of agritourism facilities and entities. In parallel with these general improvements in the social structure and social life have generated demand for more active recreation in general and for a diverse set of tourist "products" in particular [13]. Many countries facing poverty and debt have turned to tourism as a means of attracting foreign investment and exchange. On the positive side, tourism offers more sustainable means of development, but for many countries with limited resources and an unsatisfactory environment, heritage and nature are probably all that remains for development. However, without public or private sector investment, tourism development is largely determined by external investors from the developed world who seek to enjoy a favorable financial climate and a generally weak regulatory framework for the environmental and social impacts of tourism.

The following tasks can be performed to conduct economic assessment and regulate the tourist attractiveness of the territories:

- preserve, restore and maintain in an attractive way the natural resources and historical and cultural monuments of the country as the main attraction for tourists;
- qualitatively develop tourist infrastructure;
- stimulate the development of tourism-related sectors of the region's economy, including in the field of tourist animation, which will ultimately lead to the development of tourist infrastructure;
- improve the quality of the environment within tourist areas;
- to inform about tourist regions in good faith and in a timely manner;
- to hold promotional events, using scientific achievements in regional marketing;
- create training centers for training, retraining and advanced training of tourism personnel, including foreign internships;
- provide adequate financial support for the maintenance of tourist infrastructure by the united territorial communities;
- maintain the economic and political image of the tourist region.

In our opinion, these tasks will contribute to the effective functioning of agritourism infrastructure at the regional level. Particularly favorable conditions for the development of agritourism are created in the territories of national and landscape parks of the region.

Increasing the level of self-employment is one of the priority tasks facing the Kharkiv region, because its achievement will enable the implementation of a range of sustainable development tasks.

The functioning of agritourism implies that locals not only work as service personnel, but continue to live in the protected area, without changing the former way of life, continue to engage in traditional farms that provide economical use of nature. This brings a certain income to the population, contributes to its socio-economic development

Economic growth at the local level is the most complex object of state regional policy, which requires consideration of sectoral and territorial structures of the local economy, determining the specifics of local conditions of capital accumulation, the functioning of the local labor market, employment and staffing. The local specifics of price and market fluctuations, the study of the peculiarities of the competitive environment, investment and innovation processes, the specifics of the formation of regional, interregional, foreign economic relations need constant attention. The differences in local economic development inherent in the Kharkiv region (including the division of the territory into cities - the leaders of the region, backward (depressed), peripheral) can be leveled by forming stable socio-economic ties arising from regional and interregional division of labor , coordination of many hierarchical economic interests of individual territorial communities (city, village, settlement), coordination of interests of the region and the country as a whole. At the heart of the coordination of interests - stimulating economic growth at the local level, increasing human well-being regardless of place of residence.

The main direction of solving systemic problems in the agritourism industry is strategically oriented state policy, the main task of which is to create a competitive national tourism product and ensure efficient and integrated use of existing tourism and resort and recreational potential. For the Kharkiv region, one of the promising types of development of the tourism industry is agritourism. Its further development requires the implementation of the following ways:

- development of small and medium business;
- arrangement of appropriate tourist routes and objects of visits, with the help of digital technologies;
- integration of cultural heritage sites and territories in which they are located in the international, national and regional cultural and agritourism route;
- ensuring the accessibility of agritourism infrastructure facilities for people with disabilities and other less mobile groups;
- formation and implementation of competitive integrated regional agritourism products that will increase the demand for tourism services;
- holding agritourism festivals in the regions and territories of the united territorial communities;
- preservation of industrial, historical and cultural heritage in rural areas;
- involvement of local producers of local products in the development of gastronomic tourism.

Prospects for further research are to analyze the self-employment of the population, which are able to provide entrepreneurial movement in agritourism areas of the region.

At a distance of 25 km, there is the village of Skovorodynivka, which has historical and cultural significance which can also attract tourists who appreciate and admire literature and history. This will encourage tourists to be more enthusiastic and enthusiastic about agritourism.

The land plot in the village of Snizhky, Bohodukhiv district, Kharkiv region, which was previously investigated, can be proposed to be used as an object of agritourism. Growing niche crops such as sorghum, chickpeas, lentils and peanuts. These cultures are not widespread enough among consumers and therefore their promotion in the market will contribute to greater awareness of tourists. You can also offer tastings of various dishes that can be prepared from these cultures and, consequently, in parallel to develop gastronomic tourism. This approach can be applied to growing vegetables, fruits and berries. Of great interest is the cultivation of medicinal plants, which will provide more information about the crops that grow in the area. To produce from these crops medicines that will promote a person's health and maintain his life balance. Moreover, any willing tourist can take an active part in all processes from growing crops to their final consumption.

The favorable location of the land also allows to visit other objects of historical and cultural heritage in addition to agritourism. For example, the Shariv Palace, built in the neo-Gothic style, which is called the "Shariv Pearl". Also, everyone can visit the museum complex of the Ukrainian philosopher GS Skovoroda. Nearby, in the village. Krasny Kut is a dendrological park, which was founded by the Karazin brothers.

Thus, rational use of land, and in our case, land as an object of agritourism, can not only be profitable but also to promote the development of other types of tourism and do it with pleasure. The closeness of man with nature, communication with tourists who want to learn, positive emotions increase the level of interest in doing your favorite thing.

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STATE REGULATION OF ENSURING LONG-TERM ECONOMIC SUSTAINABILITY OF AGRICULTURAL ENTERPRISES

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Economic reforms in recent years, the formation of the shadow market, the development of various forms of land ownership and organizational and legal forms of doing business determine the list of complex tasks that require managers of agricultural enterprises business activity and entrepreneurship. An important role in the development of commercial principles and entrepreneurship in the countryside through purchase and sale is given to farming - a new socio-economic phenomenon that contributes to the transition to diversified management.

The current state of development of the agro-industrial complex creates many difficulties for sustainable development of agricultural enterprises, which are associated with imperfect logistics, lack of quality service and consulting services, state guarantees of minimum prices for basic agricultural products, financial imperfections and more. In addition, the weak development of farming is associated with the following main difficulties:

– weak material and technical base;

– disparity in prices for industrial and agricultural products, crop and livestock products;

– imperfection of the system of taxation with a fixed agricultural tax and unpredictability and non-transparency of the mechanism of value added tax collection;

– lack of historically formed psychology of private entrepreneurship in rural areas;

– low level of cooperative movement;

– imperfection of legal protection of farmers from the bureaucracy of the state and large holdings.

With the mass organization of farms (peasant) farms, the agricultural economy will become more competitive. Farms are able to increase production and replenish food trade and thus make a significant contribution to solving the national food problem. Of course, highly marketable, competitive farms will be formed under favorable conditions over time, but it is in our time to lay the economic, legislative, regulatory, organizational foundations of agribusiness [1].

The experience of developed countries, whose agribusiness system has long been formed under the influence of the state, convincingly shows that in a market economy, the viability of agricultural enterprises, efficiency of agricultural production and relative stability of the social sphere in rural areas are largely due to government regulation [2].

The need and features of the application of forms and methods of state support for long-term sustainability of agricultural enterprises are determined by:

– dependence of the agricultural sector on natural and climatic conditions and the need to insure their activities;
– constant fluctuations in prices for agricultural products, which depends on both subjective and objective factors;
– development of agricultural holdings and monopolization of the processing industry;
– low investment attractiveness of agricultural production and unavailability of long-term bank financing;
– weak development of social infrastructure in rural areas; the relevance of the production of environmentally friendly products and the lack of effective demand for it, etc.

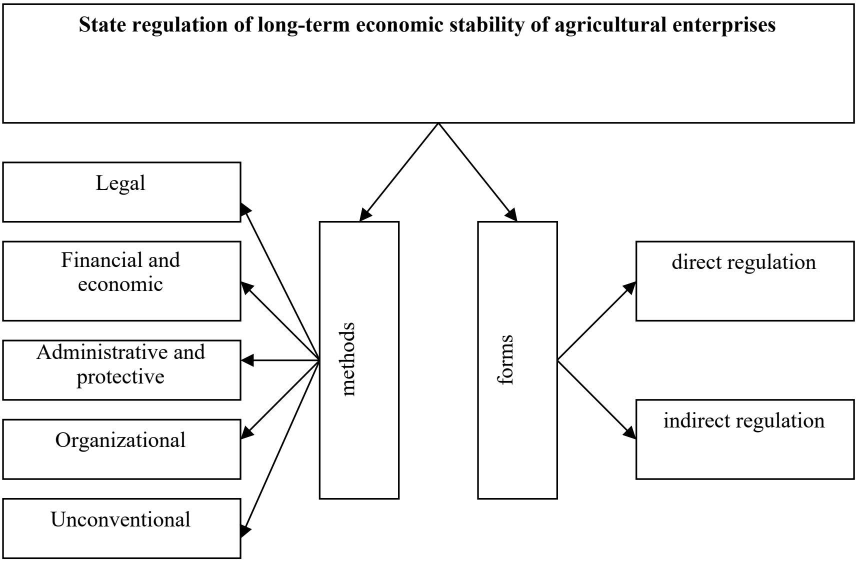

Fig. 1. Forms and methods of state regulation to ensure long-term economic stability of agricultural enterprises
** source: summarized by the author*

The scale of state regulation to ensure long-term economic stability of agricultural enterprises depends on the level of socio-economic development of agricultural enterprises, the disparity in prices for agricultural and industrial products, adequacy of consumption of basic products by the population of Ukraine and balanced supply and demand in agricultural markets.

Foreign experience shows that the regulation of the agricultural sector of the highly developed economy is carried out in the following main areas: preferential taxation; budget financial support per 1 ha of area; regulation of minimum purchase prices for basic types of agricultural products; stimulating credit security of agricultural producers. It should be noted that in all developed countries, public authorities pursue a policy of protectionism in relation to imports and exports of agricultural products.

In the current conditions in Ukraine, in order to develop the agro-industrial complex and the country as a whole, in addition to the above areas, the state must support the development of farming; to assist in the sale of products within the quotas and guaranteed prices imposed by public authorities; subsidize the production of certain products; to support the development of agricultural entrepreneurship; pursue antitrust policy; to provide training, support the development of agricultural science, social infrastructure [3, 4, 5].

Depending on the objectives, the programs are divided into the following: intersectoral, which regulate important macroeconomic proportions; sectoral, focused on solving problems of industries and spheres of agriculture; commodity, which determine the market mechanisms for a product; functional, aimed at implementing the key functions of state regulation of agriculture (investment, socio-economic, scientific and technical, innovation, environmental); regional, containing a set of measures of state influence on the state of agro-industrial complex of certain regions and regions. Expenditures for financing national development programs of agricultural enterprises are shown in Table 1.

It should be noted that according to Annex 2 to the Agreement on Agriculture, all measures for state support of agriculture are conditionally divided into three groups, or broken down into multi-colored boxes: "green", "blue" and "yellow" (or "amber") [6].

The "green box" of Annex 2 to the Agreement on Agriculture within the framework of a signed association in the World Trade Organization includes measures not aimed at maintaining production volumes and producer prices, and therefore do not violate the principles of fair competition [6].

Public spending within the "green box" can be carried out in the following areas [3]:

- research, training and retraining, information and consulting services;
- veterinary and phytosanitary measures, food safety control;
- promoting the sale of agricultural products, including the collection, processing and dissemination of market information;
- improvement of infrastructure (construction of roads, power grids, reclamation facilities) except for operating costs for its maintenance;
- improvement of infrastructure (construction of roads, power grids, reclamation facilities) except for operating costs for its maintenance;
- maintenance of strategic food stocks, domestic food aid;
- providing guaranteed income to agricultural producers, improving land use, etc;
- support for producers' incomes not related to the type and volume of production;
- promoting the restructuring of agricultural production;

- environmental protection;
- regional development programs [2].

A country that is a member of the World Trade Organization has the right to finance the activities of the "green box" in any amount, depending on the capabilities of its budget.

There are also no objections to the budget funding of the "blue box" measures in Annex 2 to the Agreement on Agriculture, as they are aimed at limiting overproduction (reduction of livestock, sown areas, etc.).

The most controversial issue in Ukraine's accession to the WTO is the measures of the "yellow box" of Annex 2 to the Agreement on Agriculture. These include domestic support measures that have a distorting effect on trade and production:

- subsidies for livestock and crop products;
- subsidies for breeding livestock;
- subsidies for elite seed production;
- subsidies for compound feeds;
- compensation of part of the costs for mineral fertilizers and plant protection products;
- compensation of part of energy costs;
- price support: compensation of the difference between the purchase and market price of agricultural products;
- providing the producer of goods and services at prices below market;
- purchase of goods (services) from the manufacturer at prices exceeding the market;
- preferential lending to farmers at the expense of the budget, debt write-off;
- benefits for transportation of agricultural products;
- costs of the leasing fund and some others [4].

Specific programs reflect the main levers of state regulation - legislative activity, direct state support (subsidies, grants), sanctions mechanism, customs regulation, credit system, taxation and price regulation [6].

At the state level, the State Target Program for the Development of Ukrainian Villages until 2025 has been developed. The main goal of the Program is to ensure the viability of agriculture, its competitiveness in the domestic and foreign markets, ensuring food security of the country, preserving the peasantry as a carrier of Ukrainian identity, culture and spirituality. [7].

Table 1 - Distribution of expenditures from the state budget to finance agriculture as a whole in Ukraine for 2018-2021, UAH million

№	Name of the program	Years				2021 / 2018,+, -
		2018	2019	2020	2021	
1	Partial reimbursement to economic entities of the cost of construction and reconstruction of livestock farms and complexes and enterprises for the production of feed	-	-	500,0	600	500,0
2	Rehabilitation and rest of children of agro-industrial complex workers	6,0	10,0	9,0	12,6	3,0
3	Training, retraining and advanced training of agro-industrial complex personnel	8,8	10,7	10,5	14,7	1,7
4	Breeding in animal husbandry and poultry farming at agro-industrial enterprises	30,0	80,0	75,2	105,28	45,2
5	State support of agricultural service cooperatives	-	-	5,0	-	5,0
6	Financing measures to protect, reproduce and increase soil fertility	-	-	5,0	-	5,0
7	Budget livestock subsidy and state support for crop production	500,0	-	100,0	140	-400,0
8	Breeding in crop production	30,0	40,0	30,0	42	0,0
9	Implementation of financial support for agro-industrial enterprises through the mechanism of cheaper loans	300,0	600,0	531,4	743,96	231,4

10	Measures to protect and safeguard the rational use of forests provided for permanent use to agro-industrial enterprises	17,0	20,0	17,8	24,92	0,8
11	State support of the agricultural advisory service	1,0	2,0	2,0	-	1,0
12	Organization and regulation of institutions in the agro-industrial complex	412,8	471,5	11,7	16,38	-401,1
13	Laying and supervision of young gardens, vineyards and berries	453,6	476,0	556,8	779,52	103,2
14	Partial compensation of the cost of complex agricultural machinery of domestic production	-	-	10,0	14	10,0
15	State support for the development of hop growing	50,4	84,0	98,3	137,62	47,9
total		1809,6	1794,2	1962,6	2054,3	153,0

* source: systematized by the author on the basis of information www.minapk.gov.ua

As a result of the Program implementation it is envisaged:

1. preserve rural settlements and provide them with social infrastructure facilities in accordance with certain social standards and regulations;
2. to increase the level of effective employment of the rural population, the level of income of the rural population and the average monthly wage of agricultural workers to a level not lower than the average in the sectors of the national economy;
3. to ensure the formation of the capacity of the agricultural market through the production of domestic agricultural products to the extent that guarantees the food independence of the country;
4. create the infrastructure of the domestic agricultural market, increase the volume of exchange trade, form a national network of wholesale agricultural markets, information and communication networks and intensify the development of transport;
5. to form transparent and effective channels of production from the producer to the consumer;
6. annually update the technical base of agriculture by 15%;

increase the volume:

7. production of gross agricultural output in 2021 compared to 2015 1.6 times;

8. exports of agricultural products and foodstuffs (mostly with high added value) twice;
9. investments in the agricultural sector twice;
10. receipts of taxes and fees to the consolidated budget of Ukraine 2.5 times;
11. bring the volume of the share of organic products in the total gross output of agriculture to 10%;
12. increase the load of processing enterprises, ensure the further development of agricultural engineering, save jobs in industries - partners of agriculture;
13. implement basic agri-environmental requirements and standards in accordance with EU regulations;
14. to bring the volume of consumption of basic foodstuffs by the population in 2025 to rational norms.

At the regional level, the program of development of the agro-industrial complex of Sumy region for the period up to 2025 has been approved [8].

The purpose of the program is to develop tasks and ways to develop the agricultural sector of the region, aimed at improving the efficiency of agricultural enterprises of various forms of ownership and management, processing enterprises to provide food and industry - raw materials by introducing new approaches to innovation, investment, organizational, staffing branches of agro-industrial complex and formation of export potential. However, if we analyze its financial support (regional budget funds within 140 million UAH annually in the areas provided by the program with the annual determination of the volume and use of funds by the regional state administration; funds of agricultural, processing enterprises and investment resources about 2 billion hryvnias) it is clear that achieving such goals is unrealistic.

It should be noted that according to the Department of Agricultural Development of Sumy region, the annual funding from the state budget of targeted programs for the development of agro-industrial complex is about 15 million hryvnias. These funds can be classified as direct financial support. However, in our opinion, it is also necessary to take into account indirect financial support in the form of a preferential mechanism for value added tax. Thus, according to the current legislation, agricultural enterprises, the share of own products in sales revenue of which is more than 75% pay value added tax on a separate bank account and then use these funds for production activities. According to our estimates, only on the benefits of value added tax, agricultural enterprises received an additional about 350 million UAH. financial resources in 2019-2021. In addition, it is necessary to take into account the lack of income tax, which is part of the fixed agricultural tax, which, according to our estimates, allowed to save at least 80 million UAH. in 2021. Thus, indirect financial support from the state through the mechanism of preferential taxation has a significant and, most importantly, positive effect on the final financial performance of agricultural enterprises in Sumy region.

An integral part of ensuring the long-term economic stability of agricultural enterprises is the optimization of their production structure. Taking into account foreign experience, we consider it expedient to continue the implementation of the system of contractual agreements under one of two schemes:

- concluding contracts on limiting the sown areas of unprofitable and uncharacteristic of the area crops and withdrawal from circulation of unusable land;
- introduction of direct quotas on the production of export-oriented agricultural products, as well as products with a deficit of consumption [9].

The first type of planning began to be used after World War II in the United States, and later in Western Europe. In particular, in the European Union in the context of overproduction of grain and sugar beets, subsidies were introduced to reduce their area. In some countries, by contrast, use per hectare surcharges for oilseeds, which helps reduce oil imports. Direct production quotas are common in dairy farming and, in part, in poultry farming [8].

Producing gross output of UAH 112 billion in 2021, the agricultural sector received only UAH 2.1 billion in state support (Table 2), including funding for measures to protect, restore and increase soil fertility, and financial support for agro-industrial enterprises through mechanism for reducing the cost of credit, training and state support for agricultural service cooperatives, and retraining and retraining of agro-industrial complex, etc. it is clear that these funds are not enough to ensure the food security of the state.

Table 2 - The amount of state support in the value of agricultural products by country as of 2021

Countries	State support, billion dollars USA	Share in the value of agricultural products, %
USA	118,9	20
Canada	4,7	25
Sweden	1,8	50
Finland	3,1	65
Norway	2,6	75
Japan	49,3	80
Ukraine	***0,26***	***2,1***

* source: systematized and calculated by the author on the basis [3, 4]

The variety of functions of the state involves significant costs not only from the budget but also through the price mechanism. In general, according to the OECD (25 most developed countries in the West), the funds received in agriculture from the budget are nine times higher than the revenues from the budget, and if you add price subsidies, eighteen times. Almost half of the resources provided to agriculture are budget funds, and half - price subsidies [6, 5, 9].

Differentiation of funds per 1 hectare of agricultural land is due to the intensity of agriculture, the area of agricultural land used and the absolute amount of allocated amounts. The level of state support for agriculture in Japan, the European Union and the United States is high. Minimum amounts are supported in Australia and New Zealand.

In Ukraine, in order to implement the strategic course of changing the entire system of relations in the agro-industrial complex, it is advisable to create special bodies of state regulation of agriculture and market transformations in it.

In Eastern European countries, which have embarked on agrarian reforms much earlier than Ukraine, such institutions already operate, in particular, in Poland - the Agricultural Market Agency, in the Czech Republic and Slovakia - Market Incentive Funds, in Hungary - the Coordinating Committee for Agricultural Market Regulation [4].

Despite some differences, the following main tasks of their activities can be identified:

- intervention purchase of agricultural products;
- intervention sale of agricultural products and products of its processing on domestic and foreign markets;
- export subsidies;
- servicing accounts payable;
- analysis of the agricultural market, collection of information and development of estimates and proposals for the government on the current situation [4].

State measures to influence the economy of the agro-industrial complex are usually contradictory. Contradictions are due to the action of both objective and subjective factors. Objectives include a weak policy of state regulation of the agricultural sector and its contradiction with the laws of a market economy, as well as violations of the interests of certain groups of producers, consumers, processors and suppliers. In our opinion, differences in the understanding of the real effectiveness of the implementation of regulatory measures at both the state and regional levels should be considered subjective.

In general, the experience of state intervention shows that the scale and possibility of regulation are proportional to the ability of public authorities to carry out reforms. In turn, the effectiveness of the tools and mechanisms used to ensure long-term economic sustainability of agricultural enterprises depends on the potential ability of governments at the regional and national levels to control and forecast the situation in agro-industrial production.

Thus, the state financial support of long-term economic stability is carried out in the following areas:

- *Price regulation*. After the adoption of the Law of Ukraine "On State Support of Agriculture of Ukraine" in 2004, price regulation of the market of the most important types of agricultural products was introduced through the introduction of minimum purchase prices (grain, sunflower seeds, livestock products). The Agrarian Fund was established in 2005 to implement an effective pricing policy. According to the current legislation, the Agrarian Fund is a state specialized institution authorized by the Cabinet of Ministers to pursue a pricing policy in the agricultural sector of Ukraine's economy by carrying out financial or commodity interventions in the agricultural market. It forms the state intervention fund by the objects of state price regulation and procures services related to a set of measures for storage, transportation, processing and insurance of objects of state price regulation.

- *Subsidies and subsidies for the production and acquisition of resources*.
- *Financial and credit support*. On July 1, 2012, the Law of Ukraine “On Peculiarities of Insurance of Agricultural Products with State Support” came into force. This law will promote the development of the insurance market in agricultural production and will allow producers to reduce the cost of insurance of agricultural products.
- *Tax incentives* in the form of a fixed agricultural tax (FAT), as well as a special mechanism for paying value added tax (VAT). FAT - a tax paid by agricultural producers in which the share of agricultural goods produced in the previous tax (reporting) year is equal to or exceeds 75% of total production. According to the provisions of the Tax Code of Ukraine, the object of taxation of the FAT is the area of agricultural land (arable land, hayfields, pastures and perennials) and / or water fund lands (inland waters, lakes, ponds, reservoirs) owned by agricultural producers or producers. it for use, including on lease terms, and the tax base - the normative monetary value of 1 hectare of relevant agricultural land or water fund lands as of July 1, 1995, taking into account the indexation [10]. FAT payers do not pay: corporate income tax; land tax (except for land tax for land plots that are not used for agricultural production); fee for special use of water; fee for certain types of business activities (in terms of commercial activities) [10]. A special mechanism for paying VAT provides compensation to agricultural producers for the milk and meat they sell in live weight to processing enterprises.
- *Specialized support* in certain areas and programs (development of farming, credit cooperation, crop production, animal husbandry, increasing soil fertility, agriculture in contaminated areas, etc.). The Ministry of Agrarian Policy and Food together with the National Academy of Agrarian Sciences of Ukraine has developed a National Project "Revived Livestock", which provides ways and mechanisms to increase cattle, its productivity, livestock production with appropriate organizational and economic, technological, technical and regulatory -legal support.

Unfortunately, it should be noted that the vast majority of government programs do not specify the amount of budget funding, in addition, there are outstanding accounts payable for 2019-2021 in the amount of more than UAH 14 million, the vast majority of which falls on the mechanism of cheaper loans and lease payments. The total amount of budget funding for agricultural development programs in Sumy region does not exceed UAH 4 million.

Table 3 - Evaluation of the effectiveness of indirect state financial support of individual agricultural enterprises of Sumy region in 2021

Indicators	Agricultural enterprises Sumy region			
1. Payment of a fixed agricultural tax in accordance with the special tax regime	26922,0	47586,0	9187,5	83842,5
2. Savings of financial resources due to the special regime of taxation of the fixed agricultural tax (payments which the agricultural enterprises would make, being on the general system of the taxation):				
2.1. at the expense of income tax, UAH	259140,0	491729,1	57750,0	2619775,8
2.2. due to land tax, UAH	51280,0	90640,0	17500,0	159700,0
3. Savings of financial resources due to the special regime of value added tax, UAH	1098623,4	1123487,3	197652,1	4123400,0
4. Net savings of financial resources (minus the payment of a fixed agricultural tax), UAH	1382121,4	1658270,4	263714,6	6819033,3
5. There are net saved financial resources per 1 ha of agricultural land	539,0	365,9	301,4	854,0
6. There are net saved financial resources per 1 UAH of sales revenue	0,13	0,15	0,13	0,17
7. There are net saved financial resources per 1 UAH of enterprise assets	0,16	0,21	0,09	0,17

* source: the author's own calculations

With regard to the fixed agricultural tax, as noted earlier, agricultural enterprises, paying a fixed agricultural tax, are not payers of income tax and land tax. In this case, saving financial resources is possible through income tax, which in the face of ever-increasing profitability of agricultural enterprises is extremely important. In addition, the payment of income tax from a methodological point of view is extremely difficult for agricultural enterprises, as there are quarterly differences between costs incurred and direct income, given the specifics of agricultural production, especially in crop production.

Summing up the calculations, it should be noted that due to indirect state financial support, efficiently operating agricultural enterprises save an average of 13-15 kopecks per 1 hryvnia of sales revenue, which is quite high. If we take in general agricultural enterprises, this figure is on average in the Sumy region is 4-7 kopecks per 1 hryvnia revenue from sales.

Thus, the system of state regulation of long-term economic stability of agricultural enterprises in Ukraine must also characterize the pervasive impact on various aspects of the process of agricultural production and a high level of support for domestic producers. The purpose of regulation is to stimulate production, agricultural entrepreneurship and social support of the village (Table 3)

Conclusions: it is proved that the system of state regulation of long-term economic stability of agricultural enterprises in Ukraine should be characterized by pervasive influence on various aspects of the process of agricultural production and a high level of support for domestic producers.

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