



National Technical University of Ukraine
"Igor Sikorsky Kyiv Polytechnic Institute"



Community Empowerment:
Crisis-Ready Solutions



POZNAN UNIVERSITY OF TECHNOLOGY

CERTIFICATE

№ 20251126

This certificate verifies that

Oksana Bondar-Pidhurska

participated in the International Scientific and Practical Conference

«**RESILIENT COMMUNITIES – STABLE FUTURE: UKRAINIAN-POLISH EXPERIENCE IN CRISIS RESPONSE**»

International project within the framework of the NATO Science for Peace and Security Programme
SPS G6119 «Increasing the Capacity of Local Communities to Counteract Crisis Situations»

Partner Country Project Director SPS G6119

Head of the Department of International Economics

National Technical University of Ukraine

«Igor Sikorsky Kyiv Polytechnic Institute»

Serhii VOITKO

Kyiv, Ukraine



November 18–19, 2025

Бондар-Підгурська О. В. Prospects for the development and management of the Ukrainian economy in the context of “sustainable development at a crossroads”. «Стійкі громади – стабільне майбутнє: українсько-польський досвід реагування на кризи»: матеріали міжнародної науково-практичної конференції (18-19 листопада 2025 року, м. Київ). Київ: КП імені Ігоря Сікорського, 2025

PROSPECTS FOR THE DEVELOPMENT AND MANAGEMENT OF
THE UKRAINIAN ECONOMY IN THE CONTEXT OF
“SUSTAINABLE DEVELOPMENT AT A CROSSROADS”

Oksana Bondar-Pidhurska

Doctor of Economic Sciences, Associate Professor, Professor of the Department of
Management, Poltava University of Economics and Trade (Poltava, Ukraine)

bondar.pidhurska.oksana@gmail.com

Keywords: Sustainable Development Concept, Sustainability Agenda, Paradigm Shift, Economic, Social and Environmental Dimensions, Investment Efficiency, Human Development, Regional Balance.

A 2025 study of sustainable development experts marks a critical turning point in the evolution of the global sustainable development agenda. Although the concept itself has remained dominant for several decades, experts highlight its growing obsolescence - the current framework no longer adequately addresses contemporary challenges and societal needs. More than nine out of ten experts surveyed emphasise the need for a comprehensive overhaul. This signals a paradigm shift in the trajectory of global sustainability. [1-2]

The concept of sustainable development is simultaneously an idea, a philosophical approach, and a scientific and theoretical framework explaining how humanity can achieve economic and social progress without compromising the natural environment or the needs of future generations. The concept is worldview-oriented and underpins the basic principles of sustainability, first articulated in the Brundtland Commission's report *Our Common Future* (1987). At the same time, the Sustainable Development Agenda serves as a practical implementation framework of this concept - a strategic action plan that translates the principles of sustainability into measurable goals, targets, and indicators. The most prominent documents include: Agenda 21, adopted at the UN Conference on Environment and Development (Rio de Janeiro, 1992); The 2030 Agenda

for Sustainable Development, adopted by the UN General Assembly in 2015. Thus, the concept of sustainable development defines the theoretical and methodological foundations for harmonising the economic, social, and environmental dimensions of progress, while the Sustainable Development Agenda translates these foundations into a global implementation framework - a time-bound action plan operationalised through goals, indicators, and milestones (notably the UN's 2030 Agenda).

In 2025, GlobeScan, ERM, and Volans jointly conducted an international expert survey titled "Sustainable Development at a Crossroads", involving 844 highly qualified experts from 72 countries. The study's findings revealed a critical juncture in global sustainability discourse, signalling shifting conditions and the emergence of a new economic paradigm. An analysis of the survey results indicates a growing critical reassessment of the current global sustainability agenda. However, this trend should be viewed not as a crisis but as an opportunity - a call to update strategies, redefine priorities, and adopt innovative, context-sensitive solutions capable of addressing present-day challenges and reflecting local realities.

Future scientific research should therefore focus on developing a methodological framework for assessing the effectiveness of capital investment in the context of sustainable development. This includes creating an integrated composite indicator that combines the economic, social, and environmental dimensions of investment performance. Promising research directions include [3-6]: (1) assessing the impact of decentralisation on regional investment balance, analysing how shifts in local governance powers influence resource distribution and community welfare; (2) modelling capital investment redistribution scenarios to forecast changes in economic structure and living standards under alternative financing strategies; (3) examining international experience — particularly from EU countries, Canada, and Scandinavia - to adapt best practices in investment management to Ukrainian conditions; (4) evaluating the social impact of investments through the lens of human development, exploring relationships between

investment flows, the Human Development Index, employment levels, migration dynamics, and environmental security.

REFERENCES

- [1] Sustainability at a Crossroads: A survey developed by ERM, GlobeScan and Volans. https://www.erm.com/insights/sustainability-at-a-crossroads/?utm_source=chatgpt.com
- [2] Experts Call for a Radical Shift in the Global Sustainability Agenda. https://globescan.com/2025/07/09/insight-of-the-week-sustainability-agenda-current-state/?utm_source=chatgpt.com.
- [3] Бондар-Підгурська, О. (2015). Теоретико-методологічні основи формування та реалізації нової економіки: сталий інноваційний соціально орієнтований розвиток. *Науковий вісник Міжнародного гуманітарного університету*. Серія: Економіка і менеджмент, (12), 30–36. http://nbuv.gov.ua/UJRN/Nvmgu_eim_2015_12_8.
- [4] Бондар-Підгурська О.В, Гусак Ю.С., Хоменко І.І. (2025) Менеджмент підприємств в умовах Індустрії 4.0 та сталого розвитку: теоретико-методичні засади оцінки. *Міжнародний науковий журнал "Інтернаука"*. Серія: "Економічні науки", (3). <https://doi.org/10.25313/2520-2294-2025-3-10800>.
- [5] Бондар-Підгурська О. В., Хоменко І. І., Карангва Ч. (2020) Науково-методичні аспекти оцінки ефективності управління інноваційним підприємством у контексті реалізації цілей сталого розвитку. *Бізнес-Інформ*, (9), 172-180. <https://doi.org/10.32983/2222-4459-2020-9-172-180>.
- [6] Бондар-Підгурська О.В, Хоменко І.І., Гусак Ю.С. (2025) Формування системи оцінки менеджменту підприємств ІНДУСТРІЇ 4.0 в умовах «сталого розвитку на роздоріжжі». *Міжнародний науковий журнал "Інтернаука"*, (10). <https://doi.org/10.25313/2520-2294-2025-10>.