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Building a Stronger Nation: The Role of National Resilience, Mobilization and Territorial Defence

This article delves into the critical role of national resilience, mobilization, and territorial defence in shaping a nation's response to external threats. Drawing insights from Ukraine's experience during the 2022 invasion, the study investigates the mechanisms that enabled the nation to endure and emerge resilient from the crisis. Through an exploration of societal, governmental, and citizen reactions, the article analyses the interplay between unity, trust in institutions, and national identity in bolstering resilience. The article also delves into the principles and strategies of comprehensive defence and the significance of mobilization in the face of existential threats. Lessons from Ukraine's experience highlight the importance of unity, preparedness, adaptability, and the role of territorial defence forces in enhancing a nation's defence capability.

Key words: national resilience, mobilization, territorial defence, external threats, defence capability, economic resilience, volunteers.

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Problem Statement: In the face of ever-evolving geopolitical dynamics and external threats, the concept of national resilience and the ability to respond effectively to challenges have gained prominence. Ukraine's experience during the 2022 invasion serves as a case study to understand how nations can withstand and recover from adverse circumstances. The sudden invasion exposed the vulnerabilities in Ukraine's defence capabilities, necessitating an exploration of the factors that enabled the nation's resilience. By investigating the societal responses, governmental strategies, and citizen reactions, this article aims to elucidate the mechanisms behind Ukraine's ability to maintain unity, trust in institutions, and a strong national identity during times of crisis. Additionally, the study explores the lessons learned in strategic communication, media literacy, and critical thinking to counter misinformation and propaganda. Furthermore, the article delves into the principles of comprehensive defence and the critical role of mobilization in enhancing a nation's preparedness and defence capability. By examining these elements, the article provides valuable insights into building a stronger nation through effective resilience strategies, mobilization efforts, and territorial defence mechanisms.

Contribution to the main material

Ukraine's experience during the large-scale invasion on February 24, 2022, provides a compelling lesson to investigate the factors influencing a nation's resilience under extraordinary circumstances. The year 2022 proved to be a critical juncture for Ukraine's resilience, as it confronted an invasion with limited military capabilities and a lack of preparedness for war. The sudden onset of hostilities left the people shocked, engulfed in confusion, uncertainty, and a sense of unpreparedness. However, amidst these adversities, the Ukrainian nation displayed remarkable unity and a formidable will to defend its sovereignty and territorial integrity. By examining the interplay of society, government, and citizen reactions, we aim to understand the mechanisms that enabled Ukraine to endure and emerge resilient from the invasion.

1. General issues of the national resilience concept

On August 20, 2021, the President signed Decree No. 479/2021 «The Introduction of the National Resilience System», which states that national resilience is – the ability of the state and society to effectively resist threats of any origin and nature, to adapt to changes in the security environment, to maintain stable functioning, to quickly recover to the desired balance after crisis situations [1]. In general, the main goal of this system is to prevent panic and unite efforts for controllability of the situation before, during and after the crisis in 6 sectors (see Fig. 1).

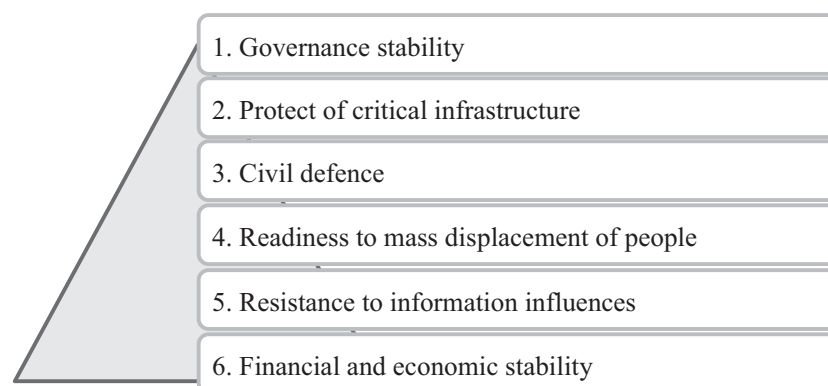


Fig.1. Concept of National Resilience System

The analysis of different existing models of national resilience revealed that the NATO baseline requirements for national resilience [2], along with Israel's national security model, are the most relevant prototypes. The challenges and external threats faced in defending Ukrainian territory are similar to those encountered by Israel [3] and include:

- Demographic asymmetries or imbalances influence the use of force and hypersensitivity to any loss of territory and to artillery and rocket fire
- The first defeat could be the last if we lost significant amounts of territory
- Must defend the strategic heart of the country as well as Ukrainian critical infrastructure
- Maintaining the capacity to move forces from one front to another.

In the face of risks and challenges, Ukrainian society demonstrates a profound transformation by highlighting the crucial role of societal responses in ensuring national security and resilience. From January to March 2022, there was a remarkable shift in societal attitudes, with belief in victory escalating from 56% to 93% [4]. This transformation can be attributed to the emergence of a sense of unity against a common enemy, which became a central tenet of the ongoing conflict.

The impact of the conflict on the perception of the Russian Federation was noteworthy. Before February 24, the Russian Federation was not entirely associated with the horrors of war, including death and hunger. However, as the conflict intensified, Ukrainian society began to view it as a terrorist state and a formidable enemy, further solidifying the notion that victory in the war was integral to the process of nation-building.

The belief in Ukraine's victory reached a peak of 97% by February 2023, representing the primary motivational resource driving cooperation and the will to fight within Ukrainian society [5]. This collective belief in victory provided a powerful impulse for resilience and bolstered the resolve to confront the challenges presented by the ongoing conflict.

Trust in social institutions also experienced significant improvements during the research period. Notably, trust in the Armed Forces of Ukraine rose to an impressive 96%, surpassing trust in the President of Ukraine, which reached 84% – much more compared to previous levels [6]. Belief in the Ukrainian Armed Forces (86%) and family and loved ones (61%) were the main factors that helped those surveyed remain resilience during the war with Russia [7].

Moreover, the survey revealed a surge in the number of individuals identifying themselves as citizens of Ukraine, reaching a historical peak of 84.6% in July 2022 [8]. This upswing in national identity was complemented by a strong sense of pride associated with thoughts about Ukraine (74%). Additionally, the overwhelming majority considered Ukrainian their native language (82%) [9].

The results of this study emphasize the significance of the Ukrainian formula or triangle of resilience grounding. This formula, comprising the belief in victory, trust in social institutions, and a sense of national identity and pride, proved instrumental in motivating tens of thousands of citizens to participate in the mobilization process and join the Territorial Defence Forces in the initial days of the war. The societal responses to risks and challenges were pivotal in shaping the resilience of Ukrainian society during the ongoing conflict.

Lessons learned in society

The lessons learned from the Ukrainian experience in February 2022 underscore the importance of strategic communication, media literacy, and critical thinking in fostering societal unity and preparedness for potential threats. Before the invasion, there was an absence of a widespread belief that Russia posed a direct enemy to Ukraine. It becomes evident that strategic communication plays a pivotal role in shaping public perceptions and garnering support for national security measures.

To enhance the unity of society and counter enemy informational attacks, it is crucial to invest in media literacy and critical thinking development that help

citizens become more resilient to misinformation and propaganda, thereby reinforcing the nation's unity and coherence. The imperative to protect Ukrainian values and counter the risks of reunion with Russia necessitates a concerted effort in improving the education system. The young generation must be sensitized to the distinctions between Ukraine and Russia, and the potential implications of reunification. By cultivating a sense of national identity and understanding the risks at stake, the upcoming generations can play an active role in safeguarding their country's sovereignty.

2. Mobilization

The military security of Ukraine stands as a paramount necessity to uphold the right of the Ukrainian people to self-determination, preserve the state, and ensure sustainable development based on democratic values, the rule of law, freedom, dignity, and prosperity for all citizens. Acknowledging the importance of safeguarding Ukraine's sovereignty and territorial integrity, the President of Ukraine issued a Decree № 121/2021 on the Strategy of Military Security of Ukraine (March 25, 2021), emphasizing the critical role of the entire nation in this endeavour. However, in the face of an existential military threat to national security, coupled with financial constraints and a disparity in military capabilities between Ukraine and the Russian federation, there arises an urgent need for the development of a new military security strategy founded on the principles of comprehensive defence.

Comprehensive defence of Ukraine constitutes a multi-faceted approach encompassing preventive actions and steadfast resistance against aggression on various fronts, including land, sea, airspace, cyberspace, and the information domain. This approach leverages the full potential of the state and society, incorporating military, political, economic, international legal, spiritual, and cultural dimensions to effectively repel aggression while adhering to the principles and norms of international law. In such a context, mobilization assumes a critical role as a series of measures aimed at systematically transitioning the national economy, public authorities, state bodies, local governments, enterprises, institutions, and organizations to function in an exceptional period. Additionally, mobilization entails organizing and staffing the Armed Forces of Ukraine, other military formations, and the Civil Defence Rescue Service to align with the demands of wartime.

The legal framework for mobilization preparation and mobilization in Ukraine is established by the Law of Ukraine «About Mobilization Preparation and Mobilization» and the Law of Ukraine «About Defence of Ukraine». Mobilization can be conducted overtly or covertly in accordance with the law. In the case of open mobilization, the decision must be promptly announced through the media, ensuring transparency and public

awareness. On the other hand, covert mobilization involves communicating the decision to public authorities and other state bodies without public disclosure. The overall management of mobilization preparation and mobilization in the country is led by the President of Ukraine, with the organizational management handled by the Cabinet of Ministers of Ukraine. Additionally, the National Security and Defence Council of Ukraine plays a vital role in coordinating the activities of executive authorities related to mobilization preparation and mobilization.

The mobilization process in Ukraine follows a structured approach in selecting individuals based on their qualifications and experience. Combat-experienced individuals are prioritized and selected first for mobilization. On the other hand, those without prior combat experience are required to undergo a minimum one-month preparation period before being eligible for mobilization.

However, certain categories of individuals are deemed ineligible for mobilization. Men over the age of 60, persons with disqualifying health conditions, parents of three or more children, parents of a disabled child, guardians of orphans or incapacitated persons, people's deputies, employees of law enforcement agencies, specific categories of officials, full-time students, research and teaching staff, and employees of specific enterprises and institutions may be exempted from mobilization.

The mobilization process is organized into four distinct phases. First, the operational reserve consists of former military personnel with combat experience or those who have previously served under contract. The second phase includes servicemen who have been on active duty or served under contract since 2014. The third phase comprises reserve officers, individuals liable for military service who have graduated from military departments of universities. Lastly, the fourth phase involves all residents who have no age or health restrictions and are available for mobilization.

Mobilization lessons learned

Fostering national unity and solidarity: The mobilization in Ukraine serves as a powerful testament to the strength of national unity and solidarity in times of crisis. The country's people play the critical role of fostering a strong sense of unity among citizens, as well as in enhancing a nation's ability to confront challenges and safeguard its security.

Emphasizing preparedness and adaptability: The conflict in Ukraine highlighted the paramount importance of readiness and adaptability in the face of unexpected and rapidly changing situations. Encouraging a culture of preparedness and continuous training can equip nations to respond more effectively to crises, mitigating the impact of unforeseen challenges. Strengthening the culture of weapon interaction and providing training in tactical medicine, UAV-piloting, and emotional healthcare equips

citizens to respond effectively during high-stress situations. By preparing the populace with fast learning skills and enhancing their adaptability to uncertain circumstances, the nation can be better prepared to withstand future challenges.

3. Territorial Defence Forces (TDF)

Territorial defence forces play a big role in the state's defence capability and in repelling aggression. Also, this was the starting point in building up the Volunteer Formations of Territorial Communities (VFTC). Already on March 5, 2022, 110,000 volunteers joined the TDF. Also, more than 70 000 joined to the VFTC that are not military, but subordinate to TDF and took part in combat operations [10].

According to the Law of Ukraine «On the Foundations of National Resistance» (that was adopted in 2021 all TDF Structure subordinates of the Commander in Chief of Armed Forces of Ukraine (Fig. 2).

The activities are executed under the direct control of the commander of the TDF unit according to the territorial principle. TDF was involved in missions inside and outside the defined territorial defence zone, including combat areas. Command and control of missions were carried out according to the same principles as in the Armed Forces (AF).

During the first two months of the invasion, TDF was mostly focused on defending critical facilities and placement of roadblocks, and organization of rapid response teams against enemy reconnaissance forces. And when the Russian forces changed tactic and switched to the so-called «artillery offensive», the role and importance of contact battles was reduced, and «artillery duels» and counter-battery fighting took a dominant role.

The approach of TDF to conducting defence also changed to a model of establishment of a continuous front line and echeloned defence in all directions. That is why fast learning was extremely important for survival. Mostly, mobilized reservists didn't have much combat experience, but in every battalion, there were commanders and people with combat experience since 2014, who organized the training in tactical medicine, shooting with various types of weapons, fighting in the city and forests, UAV-piloting, antitank and aircraft weapons, which later helped successfully complete tasks during the combat operations near Kyiv, Kharkiv and Donetsk.

Lessons learned in Territorial Defence Forces (TDF)

The model of the TDF has demonstrated its effectiveness in repelling full-scale aggression, it breaks Russian plans of invasion and rapidly increased the capabilities of AF in centralized defence of cities as well as fast transition to

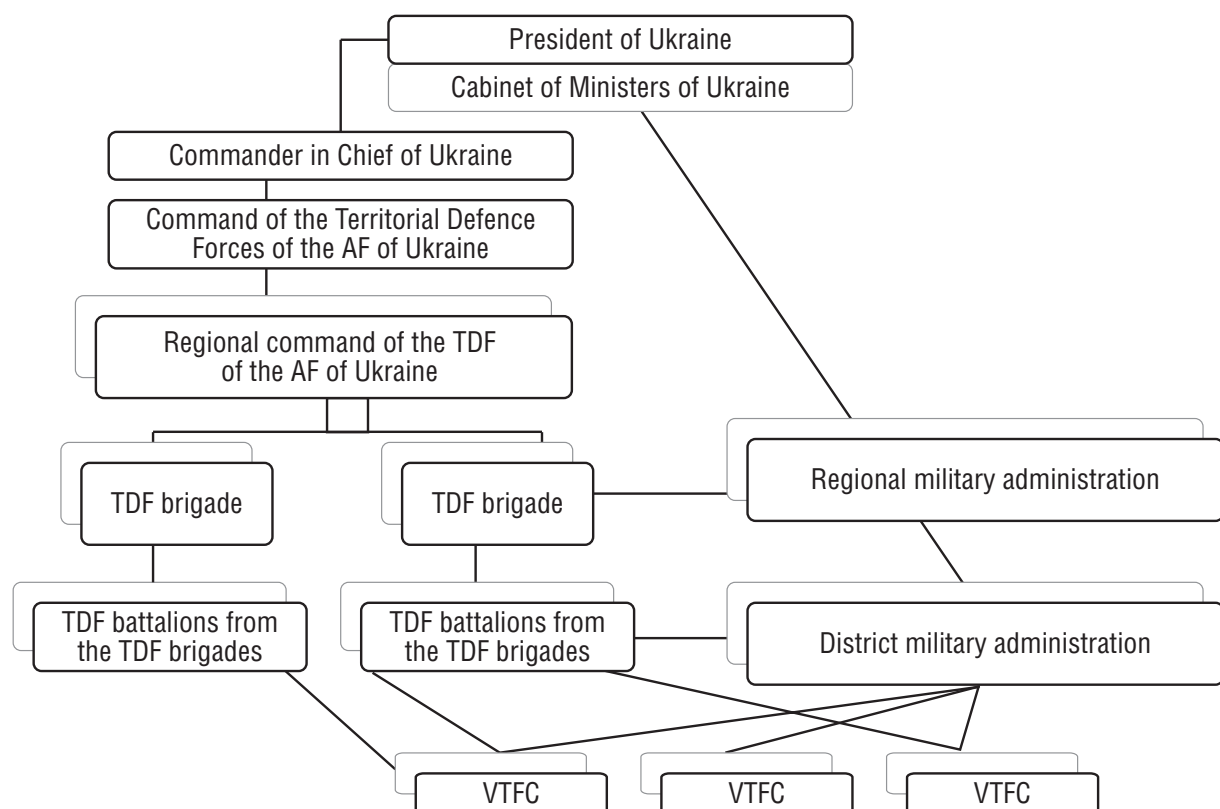


Fig. 2. Model of TDF structure

establishment of frontline and echeloned defence. Providing an assessment of reservists with further realization of their civilian skills in the Armed forces could add more value as well as solving the issues of logistical and medical support, provision of communication and protection equipment, vehicles, and lack of coordination with the Armed Forces and SOF.

One more important lesson – provision of TDF units with more serious means of destruction (anti-tank guided missiles, grenade launchers, man-portable air defence systems, etc.) for sufficient firepower during combat missions and providing online training programs for new weapons.

4. Economic Resilience

4.1 Economy

Since 2014, the war in Ukraine has inflicted immense suffering on its citizens, with Russia's actions resulting in occupied territories, countless casualties, and a massive wave of displacement. The conflict has also taken a severe toll on Ukraine's economy, shattering its infrastructure and causing the loss of millions of working-age individuals. As the nation faces these dire circumstances, the role of economic resilience, volunteers, and humanitarian assistance emerges as crucial factors in the pursuit of recovery and rebuilding.

After the war began, it became clear that the planned budget for the security and defence sector need to be revised. In this regard, the State Budget for 2022 was amended fourteen times, and at the end of 2022 spending on the defence sector increased to 43997.70 USD Million [11]. Significant GDP losses to 30,4% had a negative impact on revenues to the state budget and the growth of its deficit [12] (see Fig. 3).

Towards the conclusion of 2022, the Ukrainian economy faced significant challenges, as evidenced by an inflation rate reaching 26.6% [14]. Concurrently, the national currency, the hryvnia, experienced a substantial devaluation of 34.1% against major global currencies [15].

GDP (billion USD)

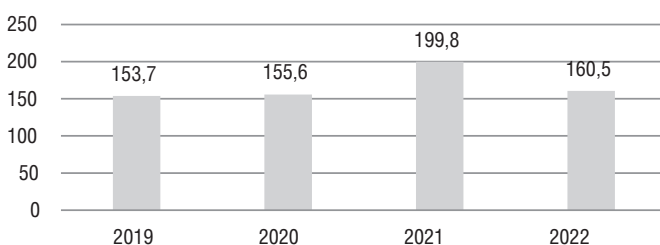


Fig. 3. GDP of Ukraine [13]

During the invasion, the National Bank of Ukraine (NBU) took decisive measures to stabilize the economy. These actions included introducing a fixed exchange rate and raising the key policy rate from 10% to 25% to reduce the money supply and mitigate inflationary risks [14]. The NBU also intervened in the interbank foreign exchange market by selling USD 26.38 billion in 2022, and introduced deposit instruments to hedge currency risk, thereby stabilizing the cash foreign exchange market [16]. Additionally, the NBU maintained balanced hryvnia issuance, purchasing UAH 400 billion worth of domestic government bonds from the government, accounting for nearly 52% of the total volume of domestic government bonds in 2022 [17]. These interventions played a crucial role in maintaining economic stability amid the crisis.

4.2 Energy sector

In February 2022, the energy sector was fully prepared to integrate with the European grid. Ukraine began exporting electricity to the EU until October 11, when a massive missile attack caused a widespread blackout. One of Ukraine's biggest losses in the energy system was caused by the occupation of Zaporizhzhia NPP by Russian troops, which generated 14% of all electricity in Ukraine. Also, a number of thermal and hydroelectric power plants, as well as most of the solar and wind power plants located in the south of Ukraine in the occupied territory.

Fortunately, with the help of financial and equipment support from European partners, Ukraine was able to deploy high-capacity generators and gas turbine power plants ranging from 1 MW to 150 MW. These powerful generators were organized into a decentralized system, allowing them to be placed on mobile platforms such as automobiles or railway carriages. This mobility provided crucial resilience during missile attacks, enabling continuous electricity generation and supply.

As of today, the energy sector in Ukraine has stabilized, ensuring an uninterrupted electricity supply without any failures or emergency shutdowns. It's important to acknowledge that the effectiveness of Ukraine's air defence played a significant role in neutralizing most of the incoming enemy missiles and unmanned aerial vehicles (UAVs), which further safeguarded the energy infrastructure.

4.3 Oil and gas

Prior to the war, Ukraine heavily relied on imports from Russia and Belarus for up to 70% of its oil and gas needs. The blockade of ports during the early stages of the conflict exacerbated the situation, causing a fuel shortage. Furthermore, missile attacks on fuel storage facilities in March 2022 worsened the shortage of oil products, leading traders to restrict the sale of fuel to private individuals to only 10 litres per car.

To address the crisis, the government took several measures. They cancelled the excise tax on gasoline, diesel fuel, and liquefied natural gas, and also reduced the Value Added Tax (VAT) from 20% to 7% [18]. Additionally, the country shifted its focus to importing fuel from European countries through various transportation methods such as road, river, pipeline, and railway transport. This strategic move allowed the government to avoid regulating fuel prices while preventing a critical price increase. As a result of these actions, the oil products market stabilized by July 2022.

Regarding natural gas, Ukraine was 74% self-sufficient in 2021, importing the remaining 26% from European countries. However, due to the widespread destruction caused by the war and the mass exodus of millions of people abroad, there was a decrease in natural gas consumption.

4.4 Humanitarian issues

During the war, the humanitarian crisis in Ukraine resulted in a large number of internally displaced persons (IDPs). The government took significant measures to address their needs. They used the digital application «Diya» to register IDPs and provided them with essential assistance, including transportation, accommodation in modular towns, food, medical care, and financial support.

To facilitate the evacuation of civilians from conflict-affected areas, five railway corridors were utilized in the early stages of the war. Over three million people, predominantly from cities like Kyiv, Kharkiv, Mariupol, Kherson, and others, were evacuated through these corridors. Additionally, special «Green corridors» were established and relocated more than 1,000 companies and enterprises, assisting in moving people from the occupied territories to safer regions.

However, the rail network faced several transportation challenges amid the crisis:

Updated Operational Plan: The railway industry had to adapt and create an updated operational plan to cope with the demands of the wartime situation.

Mobilization Reserve: To restore and maintain the main railway junctions amid the war's destruction, a sufficient mobilization reserve was crucial. This reserve was used to repair damaged infrastructure and construct redundant communication routes to ensure smooth rail operations.

Mobile Coordination Centres: In order to manage the complex and rapidly changing transportation needs during the war, mobile coordination centres were prepared. These centres facilitated efficient communication and decision-making, allowing for better coordination of rail movements and resources.

By addressing these transportation challenges within the rail network and implementing appropriate measures, the government and railway authorities were able to play a significant role in the safe evacuation and relocation of civilians during the conflict.

Lessons learned in economic stabilization

Resilience and Intervention by Central Banks: The actions taken by the National Bank of Ukraine to stabilize the economy through fixed exchange rates, increased key policy rates, and interventions in the foreign exchange market played a pivotal role in mitigating inflationary risks and maintaining economic stability during the crisis.

Diversification of Energy Sources: Refusal from energy dependence and trade with enemy state. The disruption of energy supplies due to the war underscored the significance of diversifying energy sources. Ukraine's successful integration with the European grid and deployment of mobile high-capacity generators provided resilience and continuity in electricity supply, highlighting the importance of exploring alternative energy options for security.

Crisis-Driven Fuel Policies: The fuel shortages during the conflict necessitated rapid policy adjustments. The government's measures to cancel excise taxes, reduce VAT, and shift fuel imports from European countries helped stabilize the oil products market, emphasizing the need for flexible and adaptive policies during emergencies.

Addressing Humanitarian Needs: The war's human cost in terms of lives lost and displaced individuals required robust humanitarian support systems. Utilizing digital applications for registration and facilitating safe evacuation corridors were crucial lessons in efficiently assisting and relocating affected populations.

Preparedness and Adaptation in Transportation: The transportation challenges faced during the war highlighted the importance of preparedness and adaptability within rail networks. Having updated operational plans, mobilization reserves, and mobile coordination centres enabled effective transportation and evacuation processes.

5. Volunteers

Volunteers are a source of immense pride for the entire Ukrainian society. They were among the first to step forward and provide crucial aid to the military when the war began, and their dedication continues unwaveringly. These volunteers play a vital role in various aspects of support for the military personnel on the front line.

They actively provide medical aid and humanitarian support, ensuring that essential items like military ammunition, uniforms, footwear, food, water, medicines, personal protective equipment, and hygiene products reach the front line. Additionally, they contribute technical assistance by purchasing equipment, repairing and improving military machinery, and providing drones, pickups, and software to aid military operations.

One of their significant contributions is saving the lives of wounded soldiers by providing timely medical attention and facilitating evacuations from the front line. They also engage in search and rescue operations for soldiers who go missing during combat.

Volunteers extend their support to military hospitals and clinics by supplying necessary medicines, medical equipment, blood products, and prostheses. Moreover, they play a crucial role in helping captured soldiers, offering information, and assistance in the exchange of prisoners.

Beyond their involvement with military affairs, volunteers address the basic needs of injured soldiers' families by providing humanitarian and financial aid. They offer non-financial support, including psychological assistance, to wounded soldiers, helping them cope with the mental toll of their experiences.

These selfless individuals also extend a wide range of assistance to families of injured, deceased, missing, and captured soldiers, including humanitarian, financial, psychological, informational, and legal support. They strive to alleviate the burdens faced by these families and provide them with the necessary resources and guidance during challenging times.

In addition to their involvement with the military and affected families, volunteers also focus on saving the lives of civilians residing in the combat zone. They work tirelessly to ensure the safe evacuation of civilians to secure locations, sparing them from the dangers of the conflict. These volunteers' dedication and compassionate efforts demonstrate the strength and solidarity of the Ukrainian society in the face of adversity. Their unwavering commitment to the well-being of military personnel and civilians alike has been instrumental in providing much-needed aid, support, and hope during this challenging period of war.

Volunteering in Ukraine was officially declared for the first time by a resolution of the Cabinet of Ministers of Ukraine on December 10, 2003. According to the World Giving Index rating, in 2010 Ukraine was ranked only 150th in the world (only 5% of the population was involved in volunteer work) [19], but the Revolution and the war in Donbas changed everything. The volunteer community then reached its highest level of development since Ukraine's independence: almost a quarter of Ukrainians (24%) had already had volunteer experience [20]. In the same World Giving Index ranking, Ukraine moved up from 150th to 10th place. The second wave of the rise of the volunteer movement in Ukraine is associated with the full-scale invasion of the Russian Federation. One third more people are involved in charity and volunteering in 2022 (86%) than in 2021 (67%) [21].

A lot of examples are connected to volunteer military projects. «Come back Alive» fund which collected about 174 million dollars for pickups, armoured vehicles thermal optics, more than 5,500 quadcopters, and Bayraktars BT-2. The fund also collected 11.7 million dollars for the project «Long Arms of the Territorial Defence Forces» which aimed to provide reconnaissance and strike systems with 120-mm mortars for

sufficient firepower for each TDF brigade. This Complex includes means for reconnaissance, communications, pickups, and specialized training by the Foundation's instructors.

Another example «Army of Drones» project, initiated by the Ministry of Digital Transformation of Ukraine and the United24 fundraising platform, which handed more than 3,200 drones in 9 months. The project of United24 is aimed at forming a fleet of one hundred unmanned vehicles. Such a fleet can protect the waters of our seas from enemy ships with missiles and the support of the traditional fleet.

Volunteers of the fund «Army SOS», which helps the Ukrainian army in high-tech areas, developed a «Kropyva» system for planning, orientation, calculations, management, and fire damage to the enemy. Currently, thousands of defenders use it, and many of them say that they would not exist if their tablets did not have «Kropyva».

Sergiy Prytula Charity Foundation, in August 2022, pursued access to ICEYE satellite observation system for a year. Due to this, the Ukrainian army received high-resolution satellite images of objects on Earth in any weather and at any time of the day, which allows to quickly plan military operations and successfully achieve the set goals.

Lessons learned about volunteers help

The power of a unified society: The dedication and selflessness of volunteers in Ukraine have demonstrated the strength of collective solidarity in times of adversity. The volunteer community's rapid growth and the significant increase in volunteer involvement after the Revolution and the war in Donbas highlight how society can come together to support its military personnel and civilians during challenging times.

The importance of adaptability and innovation: The volunteer projects, such as the «Come back Alive» fund and the «Army of Drones», show how volunteers have embraced innovation and technology to provide essential aid to the military. Their ability to adapt to changing circumstances and leverage new resources has been crucial in enhancing military capabilities and saving lives.

Non-military support is equally vital: While volunteers have played a critical role in supporting the military, their involvement extends beyond the battlefield. The provision of humanitarian, financial, psychological, and informational support to the families of injured, deceased, missing, and captured soldiers demonstrates the importance of caring for the well-being of those affected by the conflict. This holistic approach to support ensures that the impacts of the war are addressed comprehensively, fostering resilience in the society as a whole.

Conclusions

The case of Ukraine's experience during the 2022 invasion provides valuable insights into the mechanisms that enable a nation to endure and emerge stronger from crises. Several key lessons and conclusions can be drawn from this comprehensive study:

1. Strategic communication is pivotal in shaping public perceptions, garnering support for national security measures, and countering misinformation and propaganda. Building trust in institutions and fostering unity among citizens are essential components of national resilience. To enhance societal unity and preparedness, investing in media literacy and critical thinking development is crucial. Educating the population, particularly the younger generation, about national identity and the risks at stake can play a significant role in safeguarding a nation's sovereignty.

2. National Unity and Solidarity: the mobilization experience in Ukraine demonstrates the power of national unity and solidarity in times of crisis. Fostering a culture of preparedness and adaptability is essential to respond effectively to rapidly changing situations. The TDF model's effectiveness in repelling aggression and rapidly increasing defence capabilities is noteworthy. Reservists with civilian skills, logistical and medical support, and proper equipment are vital for TDF success.

3. Economic Resilience: actions by the National Bank of Ukraine, diversification of energy sources, crisis-driven fuel policies, and addressing humanitarian needs are key factors in stabilizing the economy during crises.

4. The Power of Volunteers: the dedication and adaptability of volunteers are vital for supporting military personnel and civilians during challenging times. Their involvement extends beyond the battlefield, emphasizing the importance of holistic support.

The lessons drawn from Ukraine's experience serve as a valuable guide for nations worldwide in strengthening their resilience, preparedness, and defence mechanisms. In an ever-evolving global landscape, the ability to adapt and learn from past experiences is critical in building stronger and more resilient nations.

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