

**E K O H O M I K A**

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## **ASSESSMENT OF THE POTENTIAL OF UKRAINE'S ECONOMY IN THE SPHERE OF INCLUSIVE DEVELOPMENT**

In contemporary conditions, national economies face numerous challenges and threats, with economic and social inequality being central. These issues provoke extensive discussions on identifying effective mechanisms and tools to mitigate poverty and eliminate discrimination in all its forms. Addressing these challenges requires the practical implementation of the principles of inclusive development within the framework of national economic management. This study aims to analyze the structural components of the national economy's potential for inclusive development, formulate a methodology for its assessment, apply this methodology to the case of Ukraine, and propose strategies for the optimal utilization of Ukraine's existing potential in the sphere of inclusive development. The research employs systematization methods, Porter's model, correlation-regression analysis, and normalization techniques. The findings indicate that the potential of the Ukrainian economy in the domain of inclusive development is still in its formative stage. The study reveals that the most significant contributors to the development of this potential are: production potential (GDP per capita: 0.561947), financial potential (the proportion of state budget expenditures on social protection and security: 0.07946), investment potential (gross national savings: 0.077749), digital potential (the proportion of individuals using high-

speed Internet services: 0.040381), and institutional potential (perception of corruption in the public sector among business circles and experts: 0.053032). Conversely, the elements with the least impact on inclusive development include innovative potential (the proportion of GDP spent on research and development: 0.000843), labor potential (unemployment rate: 0.001797), scientific potential (number of research and development organizations: 0.002018), and human potential (literacy rate: 0.001266; average years of education: 0.00186). The study identifies several negative trends that hinder inclusive development in Ukraine. These include labor, demographic, and human potential, which are affected by high levels of migration and internally displaced persons; infrastructural potential, weakened by the destruction of infrastructure due to armed conflict; and institutional potential, characterized by pervasive corruption. Based on the assessment of Ukraine's inclusive development potential, the following strategic directions are proposed to enhance its utilization: promoting the development of the 'silver economy' and digital economy; integrating inclusive approaches into the public administration system, healthcare services, and the entrepreneurial sector of the national economy. This research contributes to the theoretical and practical discourse on inclusive development by providing a robust methodological framework and strategic recommendations for enhancing national economic potential in alignment with inclusive development goals.

**Keywords:** *national economy, potential of national economy, inclusive development, inclusive potential, silver economy, digital economy, inclusive entrepreneurship, universal design, telemedicine*  
**JEL classification:** *O15, O38, O43, O44, I14, I38, J11, J21*

У сучасних умовах національної економіки знаходяться під впливом різноманітних викликів та загроз, серед яких визначальне місце посідає економічна і соціальна нерівність. Такі явища породжують численні дискусії стосовно пошуку дієвих механізмів та інструментів зниження рівня бідності, ліквідації дискримінації у всіх її проявах. Вирішення зазначених проблем лежить в площині практичного впровадження основних положень концепції інклюзивного розвитку в процес управління національною економікою. Мета дослідження – аналіз структури потенціалу національної економіки в сфері інклюзивного розвитку, розробка методики його оцінки, апробація на прикладі України, вироблення пропозицій по найповнішому використанню наявного в Україні потенціалу в сфері інклюзивного розвитку. Для проведення даного дослідження використано метод систематизації, підхід, що використовується в моделі М. Портера, кореляційно-регресійний аналіз та метод нормування. Проведене дослідження дозволило визначити, що потенціал економіки України в сфері інклюзивного розвитку знаходиться на етапі свого становлення. Найбільше негативних тенденцій зафіксовано в трудовому, демографічному та людському потенціалах (через велику кількість мігрантів та внутрішньо-переміщених осіб), інфраструктурному потенціалі (через знищення різних об'єктів інфраструктури в результаті бойових дій) та інституційному потенціалі (високий рівень корупції). Акцентовано увагу на значному природному, трудовому, науковому, цифровому, людському та культурному потенціалах, за ефективного використання яких можна досягти інклюзивного розвитку української економіки та побудувати інклюзивне суспільство. На основі проведеного оцінювання потенціалу національної економіки в сфері інклюзивного розвитку запропоновано наступні стратегічні вектори його використання: 1) розвиток "срібної" та цифрової (мережевої) економік, 2) впровадження інклюзивного підходу в систему публічного управління, систему охорони здоров'я та підприємницький сектор національної економіки.

**Ключові слова:** *національна економіка, потенціал національної економіки, інклюзивний розвиток, інклюзивний потенціал, срібна економіка, цифрова економіка, інклюзивне підприємництво, універсальний дизайн, телемедицина*

**JEL classification:** *O15; O38; O43; O44; I14; I38; J11; J21*

**Introduction.** The modern development of national economies is accompanied by an uneven distribution of income and wealth among the population, leading to increased social tension within society. The slowdown in economic growth, which is characteristic

not only of many developing countries but also of developed countries in recent years, underscores the need to find a new model of socio-economic development capable of effectively responding to the challenges and threats facing society. From this perspective,

the concept of inclusive development offers the best means to implement the principles of sustainable and balanced development while avoiding threats such as: resource scarcity and limited access to them; growing social and economic inequality; the exclusion of certain marginalized groups from the political, economic, and social life of society; rising unemployment; social and political conflicts; and the environmental crisis.

Achieving the goals of inclusive development in the national economy requires the full mobilization of existing potential, as well as the effective use of all available resources, reserves, and opportunities. Such large-scale efforts should be preceded by a comprehensive and objective assessment of the national economy's potential in the field of inclusive development.

The **purpose of the article** is to study the structure of the national economy's potential in the field of inclusive development, develop a methodology for its assessment, test it using Ukraine as a case study, and propose ways to fully utilize the available potential in Ukraine for inclusive development.

#### **Analysis of recent publications.**

Among the scientists who are currently actively engaged in research in the field of inclusive education, the following are worth noting: S.A. Asongu, Director of the African Institute for Governance and Development (Cameroon) [4-6]; S. Managi, Director of the Institute of Urban Studies at Kyushu University (Japan) [16]; J. Gupta, Environmental Specialist at the University of Amsterdam (Netherlands) [13]; S. Carrington, Professor at the Centre for Inclusive Education, Queensland University of Technology (Australia) [7; 18]; M. Ainscow, Specialist in Inclusive Education at the University of Cambridge (Great Britain) [3]; C. Forlin, Professor of Special and Inclusive Education at the Hong Kong Institute of Education (Hong Kong) [12]; N.M. Odhiambo, Professor of Economics at the University of South Africa (South Africa) [6]; P.J. Clarkson, Professor of Health at Delft University of Technology (Netherlands) [8]; L. Florian, Professor of Inclusive Education at the University of Edinburgh (Scotland)

[11]; and U. Sharma, Professor of Education at Monash University (Australia) [19].

Among modern authors who study the problems of inclusive economic development, it is worth mentioning:

– H. Thomas and Y. Hedrick-Wong, who devoted their research to inclusive growth, its principles and models, as well as ways to address the problems of financial and social integration and increase social equality in society [20];

– R. Mehta, who explores the concept of inclusive development from the perspective of its practical implementation [17];

– D. Ludwig, B. Boogaard, P. Macnaghten, C. Leeuwis, who study the role of knowledge in inclusive development and innovation [15];

– A.H. Ahmad, D.T. Llewellyn, V. Murinde, who examine the obstacles to inclusive development, the implications for macroeconomics and stability, and some aspects of regulation [2];

– C.J. Johnstone, who recognizes the importance of the concept of inclusive development and highlights its negative aspects, such as shifting the emphasis of development from efficiency to equity [14].

In the process of conducting their scientific research, each scientist seeks to express their own vision of inclusive development and its constituent elements and directions. However, despite the large number of publications on this topic, there are practically no studies in the world and domestic scientific literature on the assessment of the potential of the national economy in the field of inclusive development.

**Information base and research methods.** The information base for the study consists of official data from the State Statistics Service of Ukraine, as well as materials from research institutions and public organizations.

To process this information, the study employed the following methods: the systematization method, used to determine the structure of the national economy's potential in the field of inclusive development;

the approach based on M. Porter’s model; correlation-regression analysis, employed to assess the weight of each selected indicator characterizing different types of potential in the national economy for inclusive development; and the normalization method, used to determine the ratio of the selected indicators by year relative to the base level of 2015.

**Research results.** Inclusive development is a process that effectively harnesses not only the economic potential but also the social, environmental, and institutional capacities of the state and its citizens. The strategic goal of inclusive development is to create an investment-attractive, gender-sensitive, comfortable, and environmentally friendly environment within the country. This includes well-developed infrastructure, a thriving small and medium-sized business sector, effective governance, and an active, engaged community. In such a society, every member has the opportunity to realize their potential and fulfil their needs, regardless of age, gender, physical or financial capabilities, nationality, or religion. Inclusive development contributes to the overall well-being of society and enhances the quality of life for each individual [23].

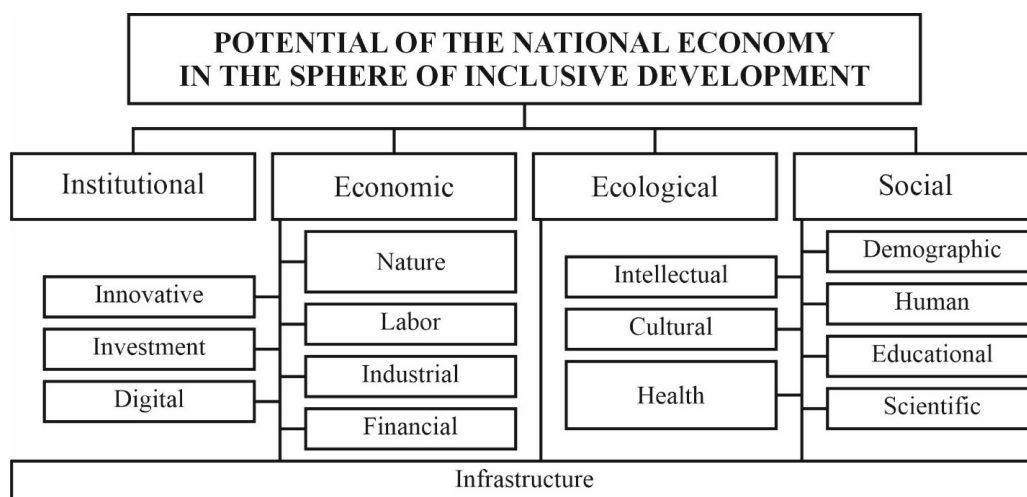
The structure of the potential of the national economy in the sphere of inclusive

development is presented in Fig. 1. As can be seen from Fig. 1, the potential of the national economy in the sphere of inclusive development is a unique synergistic combination of its economic, social, environmental, and institutional subsystems. The economic subsystem represents the economic potential, the social subsystem represents human potential, the environmental subsystem represents environmental potential, and the infrastructure subsystem represents infrastructural potential.

To identify the strategic vectors of inclusive development for the national economy, it is essential to have information about its potential in this area. To achieve this, an assessment of the potential must be conducted. However, there are currently no comprehensive scientific studies on this topic in the existing literature.

We propose a methodology for assessing the potential of the national economy in the field of inclusive development, which consists of the following stages:

- 1) identifying a set of indicators to assess the potential of the national economy in the field of inclusive development and tracking their dynamics over at least the last eight years;
- 2) determining the weight of each selected indicator based on a methodology



**Fig. 1. The structure of the national economy’s potential in the field of inclusive development**

Note: Given by [23, p. 168]

derived from the approach used in M. Porter's model, alongside correlation-regression analysis;

3) calculating the value of each selected indicator by year according to its importance;

4) normalizing the selected indicators to the base year (2015);

5) calculating the value of each normalized indicator by year, based on its importance;

6) computing an integral indicator that characterizes the potential of the national economy in the field of inclusive development and analyzing its dynamics.

To assess the potential of the national economy in the field of inclusive development, a set of 20 indicators was selected, which reflects the comprehensive structure of the national economy's potential (Fig. 1) in the field of inclusive development. These indicators are grouped into four categories: economic, social, environmental, and institutional potentials. The structure of economic potential includes natural resource, production, labor, financial, investment, scientific, innovation, and digital potentials. In the structure of social potential, we distinguish demographic, human, cultural, and health potentials. The infrastructure potential of the national economy creates the conditions necessary for the implementation of economic, social, and environmental potentials, and is a component of these types of potential. This set of indicators includes data calculated by the State Statistics Service of Ukraine. The structure of the indicators selected to assess the potential of the national economy in the field of inclusive development is presented in Table 1.

The proposed methodology enables a comprehensive assessment of the national economy's potential in the field of inclusive development. The practical application of this methodology was carried out using Ukraine's economy as a case study. It allows for the identification of the most and least important areas. The results obtained should serve as the foundation for developing appropriate public policy in the field of inclusive development.

The dynamics of the indicators selected to assess the potential of the national economy in the field of inclusive development are presented in Table 2.

To assess the contribution of each of the selected indicators to the potential of the national economy in the field of inclusive development, a methodology was used based on the approach practiced in M. Porter's model and correlation-regression analysis. This approach allowed for the assessment of all potential indicators both separately and in aggregate. First, a table was compiled that included all 20 indicators selected for the assessment. Correlation-regression analysis was then used to determine the mutual influence of these indicators. Based on the results obtained, the importance of each of the selected indicators for the inclusive development of the national economy was determined.

As a result of the research, it was found that the greatest contribution to the formation of the potential of the Ukrainian economy in the field of inclusive development comes from the following:

1) individual components of economic potential, in particular: production potential (GDP per capita – 0.561947), financial potential (share of social protection and social security expenditures in total state budget expenditures – 0.07946), investment potential (gross national savings – 0.077749), digital potential (share of people using high-speed Internet services – 0.040381);

2) institutional capacity (indicator of perception of the level of corruption in the public sector by business circles and experts – 0.053032).

At the same time, the least impact on the formation of the potential of the national economy in the field of inclusive development is made by:

1) individual components of economic potential, in particular: innovation potential (share of expenditures on scientific research and development in GDP – 0.000843); labor potential (number of unemployed – 0.001797); scientific potential (number of organizations conducting research and development (organizations) – 0.002018);

Table 1

**Structure of indicators for assessing the national economy's potential in the field of inclusive development**

Types of national economic potential		Indicators of inclusive development
1. Economic potential	1.1. Natural resource potential	1. Total value of the country's natural resources (trillions of dollars)
	1.2. Production potential	2. GDP per capita, UAH
	1.3. Labor potential	3. Number of unemployed (thousands)
	1.4. Financial potential	4. Share of social protection and social security expenditures in total state budget expenditures, %
	1.5. Investment potential	5. Gross national savings, % of GDP
	1.6. Scientific potential	6. Number of organizations conducting research and development
	1.7. Innovation potential	7. Share of research and development expenditures in GDP, %
	1.8. Digital potential	8. Share of people using high-speed Internet services, %
9. Share of people using mobile communication services, %		
2. Social potential	2.1. Demographic potential	10. Population, million
	2.2. Human potential	11. Life expectancy (years)
		12. Average length of education (years)
		13. Literacy rate of the population, %
2.3. Cultural potential	14. Share of cultural expenditure in total state budget expenditure, %	
2.4. Health potential	15. Share of healthcare expenditures in total state budget expenditures, %	
3. Ecological potential	16. Share of environmental protection expenditures in total state budget expenditures, %	
	17. Share of waste recycling, %	
1.9, 2.5, 3.1. Infrastructure potential	18. Share of paved roads, % of total road length	
	19. Share of public and civil facilities, amenities, equipped taking into account the needs of persons with disabilities, %	
4. Institutional capacity	20. Indicator of the level of corruption perception in the public sector by business circles and experts	

Note: Given by [23, p. 190-191]

2) individual components of social potential, in particular: human potential (literacy level of the population – 0.001266; average duration of education – 0.00186) (Table 3).

The results obtained allowed for the identification of important vectors for strengthening the potential of the Ukrainian economy in the field of inclusive development: 1) strengthening the financial potential of the Ukrainian economy and its citizens by increasing

GDP per capita; 2) enhancing the financial potential of the national economy by increasing state budget expenditures on social protection and social security for citizens; 3) encouraging citizens to save as a source of investment resources; 4) increasing the digital potential of the Ukrainian economy by expanding the high-speed Internet network and ensuring access for all citizens; 5) strengthening the institutional potential of the national economy by combating corruption.

Table 2  
Dynamics of indicators assessing the potential of the Ukrainian economy in the field of inclusive development

Indicator	2015	2016	2017	2018	2019	2020	2021	2022
1. Population, million	42,9	42,8	42,6	42,4	42,2	41,9	41,6	41,2
2. Life expectancy, years	72,5	72,9	73,3	73,2	73,4	71,19	69,65	69,42
3. Total value of the country's natural resources, trillions USD	14,7	14,7	14,7	14,7	14,7	14,7	14,7	13,5
4. GDP per capita, thousands UAH	46,2102	55,8535	70,2243	84,192	94,5898	100,433	131,907	126,152
5. Number of unemployed, million	0,4611	0,4072	0,3525	0,3417	0,3382	0,4592	0,295	0,1865
6. Share of social protection and social security expenditures in total state budget expenditures, %	25,94	30,92	27,04	24,75	23,49	21,73	19,92	14,96
7. Share of environmental protection expenditures in total state budget expenditures, %	10,44	9,02	9,69	9,27	9,37	11,02	11,04	7,07
8. Share of cultural expenditures in total state budget expenditures, %	1,3	1,3	1,5	1,4	0,63	0,64	0,65	0,33
9. Share of healthcare expenditures in total state budget expenditures, %	0,81	0,75	0,7	0,66	0,71	0,57	0,58	0,17
10. Gross national savings, % of GDP	17,8	20,3	17,8	15,2	12,2	0,7	12,5	12
11. Literacy level of the population, %	99,4	99,5	99,5	99,5	99,6	99,6	99,6	99,7
12. Average duration of education, years	11,3	11,3	11,4	11,5	11,7	11,4	11,3	11,1
13. Share of people using high-speed Internet services, %	76	76	77	77	78	79	80	86
14. Share of people using mobile communication services, %	78	78	78	79	79	80	83	85
15. Number of organizations conducting research and development, thousand	0,978	0,972	0,963	0,95	0,95	0,769	0,562	0,557
16. Share of expenditures on scientific research and development in GDP, %	0,55	0,48	0,45	0,47	0,43	0,41	0,29	0,33
17. Share of waste recycling, %	2	2	3	3	3	3	3	4
18. Share of paved roads in the total length of roads, %	73,2	73,5	73,8	74	74,1	74,6	75,9	76,7
19. Share of public and civil facilities, amenities, equipped taking into account the needs of people with disabilities, %	17,2	18,5	19,6	20,8	21,5	23,6	25,3	27,8
20. Perception of corruption in the public sector by business circles and experts	130	130	131	120	126	117	122	116

Note: Given by [24]

Table 3

**Ranking the weight of indicators for assessing the potential of the Ukrainian economy  
in the field of inclusive development**

Indicator name	Indicator weight
GDP per capita, thousands UAH	0,561947
Share of social protection and social security expenditures in total state budget expenditures, %	0,07946
Gross national savings, % of GDP	0,077749
Perception of corruption in the public sector by business circles and experts	0,053032
Share of people using high-speed Internet services, %	0,040381
Share of public and civil facilities, amenities, equipped taking into account the needs of people with disabilities, %	0,039559
Life expectancy, years	0,033433
Share of people using mobile communication services, %	0,030815
Share of healthcare expenditures in total state budget expenditures, %	0,027094
Share of paved roads in the total length of roads, %	0,013775
Population, million	0,010503
Total value of the country's natural resources, trillions of USD	0,008617
Share of cultural expenditures in total state budget expenditures, %	0,006526
Share of waste recycling, %	0,006457
Share of environmental protection expenditures in total state budget expenditures, %	0,002867
Number of organizations conducting research and development, thousand	0,002018
Average duration of education, years	0,00186
Number of unemployed, million	0,001797
Literacy level of the population, %	0,001266
Share of expenditures on scientific research and development in GDP, %	0,000843
TOTAL	1

Note: Compiled based on calculations performed

After normalizing the values of the indicators for assessing the potential of the Ukrainian economy in the field of inclusive development relative to the base year 2015, we adjusted the obtained indicators based on their importance and determined the integral indicator for assessing the potential of the Ukrainian economy in this field (Table 4). The dynamics of the development of the potential of the Ukrainian economy in the field of inclusive development are presented in Fig. 2.

Analysis of the results shows that the potential of the Ukrainian economy in the field of inclusive development is still in the process of formation. It is influenced by both internal and external factors. Until 2017, the potential of the Ukrainian economy in the field of inclusive development was in its nascent

stage. After the 48th World Economic Forum (WEF) in Davos, Switzerland, held in 2017, the stage of formation of the potential of the Ukrainian economy in the field of inclusive development began. The COVID-19 pandemic, which started in late 2019 and continued throughout 2020-2021, became a serious challenge for it. The measures and restrictions taken to combat the spread of the infection negatively affected the ability to meet people's needs and realize their life potential. In 2021, when the economy began to recover after the pandemic, there was a strengthening of the studied potential.

The consequences of Russia's military aggression against Ukraine, despite their obvious destructive nature, have had a profound impact on the potential of the economy in the field of inclusive

Table 4

Adjusting the indicators for assessing the potential of Ukraine's economy in the field of inclusive development, taking into account their importance

Indicator number	Indicator weight	2015	2016	2017	2018	2019	2020	2021	2022
1	0,010502851	0,010478369	0,010429	0,01038	0,0103315	0,010258	0,010185	0,010087	
2	0,033433046	0,033617504	0,033802	0,033756	0,0338481	0,032829	0,032119	0,032013	
3	0,008616637	0,008616637	0,008617	0,008617	0,0086166	0,008617	0,008617	0,007913	
4	0,56194687	0,679215834	0,853974	1,023831	1,1502751	1,221326	1,60408	1,534096	
5	0,001796604	0,001586591	0,001373	0,001331	0,0013177	0,001789	0,001149	0,000727	
6	0,079459926	0,094714761	0,082829	0,075815	0,071955	0,066564	0,061019	0,045826	
7	0,027094104	0,023408891	0,025148	0,024058	0,0243172	0,028599	0,028651	0,018348	
8	0,006526387	0,006526387	0,00979	0,009137	0,0041116	0,004177	0,004242	0,002154	
9	0,002866966	0,002150225	0,00215	0,00215	0,0021502	0,00215	0,00215	0,00215	
10	0,077749313	0,08866916	0,077749	0,066393	0,0532889	0,003058	0,054599	0,052415	
11	0,001265864	0,001267137	0,001268	0,00127	0,0012722	0,001275	0,001277	0,001281	
12	0,001860442	0,001860442	0,001877	0,001893	0,0019263	0,001877	0,00186	0,001828	
13	0,040381088	0,040381088	0,040912	0,040912	0,0414437	0,041975	0,042506	0,045694	
14	0,03081537	0,03081537	0,030815	0,03121	0,0312104	0,031606	0,032791	0,033581	
15	0,002018206	0,002005825	0,001987	0,00196	0,0019604	0,001587	0,00116	0,001149	
16	0,000843409	0,000736066	0,00069	0,000721	0,0006594	0,000629	0,000445	0,000506	
17	0,006457109	0,006457109	0,009686	0,009686	0,0096857	0,009686	0,009686	0,012914	
18	0,013775061	0,013831516	0,013888	0,013926	0,0139444	0,014039	0,014283	0,014434	
19	0,039559101	0,042549033	0,045079	0,047839	0,0494489	0,054279	0,058189	0,063939	
20	0,053031645	0,053031645	0,05344	0,048952	0,0513999	0,047728	0,049768	0,047321	
Integral indicator	1	1,14191959	1,3055	1,45384	1,563163	1,58405	2,01878	1,92838	

Note: Authors' calculations

development. The country was forced to adapt to a large wave of internal migration, ensure the integration of internally displaced persons (IDPs) into new living conditions, and help wounded combatants transition to peaceful life. These challenges became an incentive for developing tools for such adaptation and significantly strengthened Ukraine's potential in the field of inclusive development.

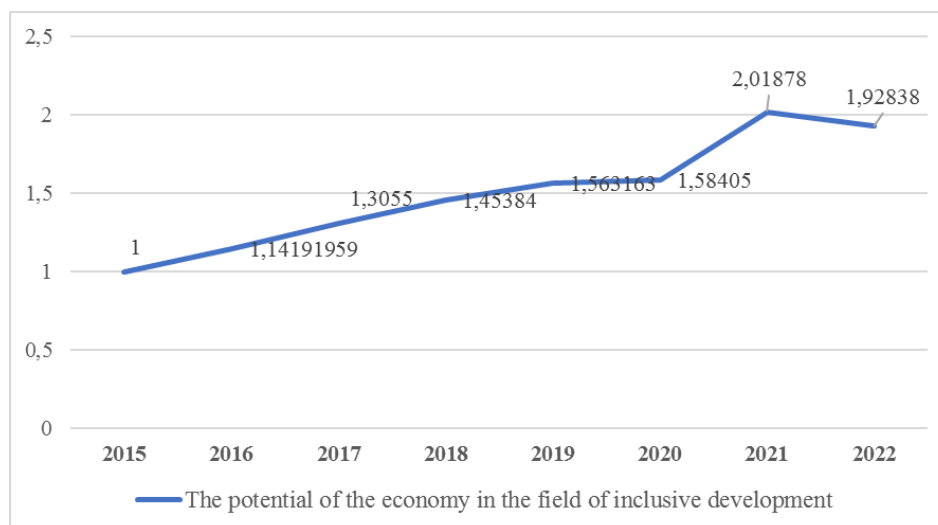
Based on the assessment of the potential of the national economy in the field of inclusive development, the following strategic vectors for its utilization can be proposed: the development of the 'silver' and digital (network) economies, the implementation of an inclusive approach in the public administration system, the healthcare and education systems, and the entrepreneurial sector of the national economy.

To stimulate the development of the 'silver' economy, it is necessary to develop and implement various programs and mechanisms for integrating older individuals into economic processes. These may include: programs that regulate retirement options, workplace arrangements that consider the psychological characteristics and physical well-being of older workers, continuous

professional training, and social programs to reduce age discrimination; creating financial reserves to fund care services for the elderly; and providing social protection agencies with the necessary number of care specialists.

An important component of increasing the inclusive potential of the national economy should be the digitalization of sectors and industries, which will ensure barrier-free access to public services for the population; the integration of Ukraine into the EU Single Digital Market, with the protection of digital consumer rights; and the elimination of spatial digital asymmetries, improving the population's access to various types of digital services and enhancing their digital literacy. In the modern digital world, the use of software capabilities by business entities and the population, the development of professional skills for interacting with digital content, and the use of meta-skills are key factors for adapting to a changing environment filled with numerous challenges and threats, as well as prerequisites for increasing competitive status in the labor market through successful work with digital products [21].

An important component of ensuring inclusive development is the elimination



**Fig. 2. Dynamics of the integral indicator for assessing the potential of the Ukrainian economy in the field of inclusive development, 2015–2022**

Note: Authors' development based on calculations

of spatial digital asymmetries by creating innovative digital infrastructure, particularly centers for innovation and digital accessibility [8: 9]. This will support a competitive environment, foster the generation and commercialization of innovations, and improve the parametric characteristics of the labor market.

The inclusive potential of the economy in the digital era should be supported by digital platforms capable of uniting citizens, businesses, and public services. E-government initiatives, along with digital education and healthcare technologies implemented on an eco-platform basis, will contribute to improving quality of life and make individual regions more attractive as centers for talent, investment, and cooperation. Digital inclusion during martial law will ensure socialization, rehabilitation, mental health support, and the development of creative potential. Overall, the opportunities and benefits of digital inclusion can be realized within

the framework of the ‘Digital Inclusion’ ecosystem platform (Fig. 3).

Digital inclusion will enhance professional knowledge and skills in the use of digital technologies, protect personal information, and ensure equal opportunities for all individuals – regardless of age, social status, economic situation, or education – to access digital tools for education, career development, healthcare, and other aspects of life. Digital inclusion is crucial for providing equal opportunities for all citizens in the digital society, promoting social development, fostering economic growth, and improving the quality of life.

One of the illustrative examples of ensuring inclusion in the educational process is the AFID project – Academic Freedom and Inclusion through Digitalization (ERASMUS-EDU-2022-CBHE-LS-101081850), funded by the European Union. The project’s results will contribute to inclusive education, equality, justice, non-discrimination, and the promotion of civic values; improve teaching

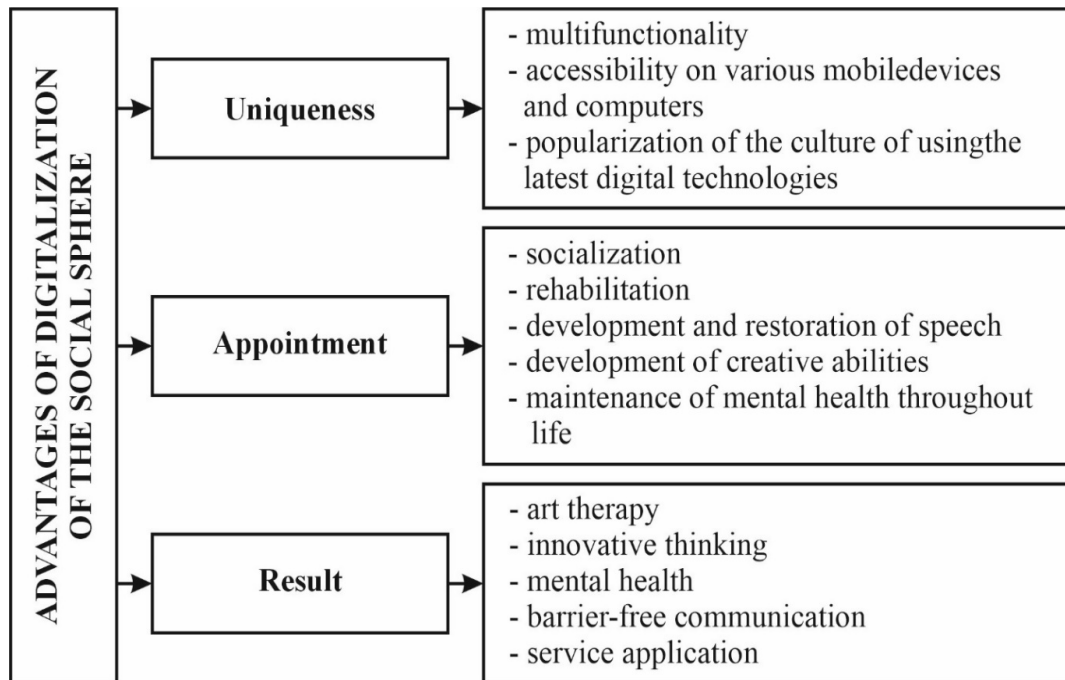


Fig. 3. Advantages of the digitalization of the social sphere within the framework of the digital eco-platform ‘Digital Inclusion’

Note: Authors’ development

and assessment; and ensure the quality of education, management, as well as digital and entrepreneurial skills for both students and teachers. To achieve these goals, the AFID project creates an inclusive digital environment (Virtual Inclusive Campus) accessible to various types of users. The online courses, designed to meet inclusion needs, are available on a flexible schedule (asynchronous format), bilingual, subtitled, and equipped with instant messaging tools (providing qualitative feedback). These courses cater to the needs of students with special educational requirements and allow users to choose the most convenient learning method and pace for each individual [1].

In order to create inclusively oriented territorial communities, it is advisable to implement the technology of 'universal design' within local self-government bodies. This approach will help: create conditions for equal access to fundamental rights and freedoms for all citizens; improve the quality of life for the population; and ensure equal access to resources and benefits within the territorial community, regardless of gender, age, mobility, or physical abilities. The inclusive design of the living environment in a territorial community contributes to maintaining decent living conditions for all residents, including socially vulnerable groups such as people with disabilities, the elderly, and families with minor children.

To implement an inclusive approach to the process of providing public services, it is important to improve the payment system by expanding the available payment methods. We recommend equipping each administrator's workplace with POS terminals, which will allow visitors to make payments for public services directly during their visit. With these terminals, citizens can use services like 'Google Pay' and 'Apple Pay' for payments.

To adapt the economic development management system to the requirements of inclusiveness, it is deemed appropriate to integrate an inclusive approach into the healthcare management system. This

approach involves improving the quality and accessibility of medical services for all citizens without exception, which can be achieved through the introduction of innovative information technologies in healthcare, including telemedicine. By stimulating the development of telemedicine, it is realistic to achieve a triple effect: benefits for patients, medical institutions, and healthcare workers [24].

To improve the management system for the inclusive development of the national economy, a mechanism for supporting inclusive entrepreneurship has been established. This mechanism should serve as a tool for overcoming the barriers that hinder the realization of regional and territorial communities' potential in the field of inclusive development. It requires the mandatory integration of cross-cultural management tools and case management models into the intra-organizational management system of such enterprises.

**Conclusions.** Summing up the analysis, it should be noted that the Ukrainian economy possesses significant potential in the field of inclusive development. However, operating in a state of war, Ukraine faces various economic, social, environmental, and institutional challenges daily, which negatively impact its economic potential. The most negative trends are observed in labor, demographic, and human potential (due to the large number of migrants and internally displaced persons), infrastructure potential (due to the destruction of infrastructure caused by hostilities), and institutional potential (due to the high level of corruption). Nevertheless, Ukraine holds substantial natural, labor, scientific, digital, human, and cultural potential. By effectively utilizing these resources, inclusive development and the creation of an inclusive society are achievable. An important role in this process is played by the system of institutional support and the organizational and economic mechanism for managing the inclusive development of the national economy.

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## ASSESSMENT OF THE POTENTIAL OF UKRAINE'S ECONOMY IN THE SPHERE OF INCLUSIVE DEVELOPMENT

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In contemporary conditions, national economies face numerous challenges and threats, with economic and social inequality being central. These issues provoke extensive discussions on identifying effective mechanisms and tools to mitigate poverty and eliminate discrimination in all its forms. Addressing these challenges requires the practical implementation of the principles of inclusive development within the framework of national economic management. This study aims to analyze the structural components of the national economy's potential for inclusive development, formulate a methodology for its assessment, apply this methodology to the case of Ukraine, and propose strategies for the optimal utilization of Ukraine's existing potential in the sphere of inclusive development. The research employs systematization methods, Porter's model, correlation-regression analysis, and normalization techniques. The findings indicate that the potential of the Ukrainian economy in the domain of inclusive development is still in its formative stage. The study reveals that the most significant contributors to the development of this potential are: production potential (GDP per capita: 0.561947), financial potential (the proportion of state budget expenditures on social protection and security: 0.07946), investment potential (gross national savings: 0.077749), digital potential (the proportion of individuals using high-speed Internet services: 0.040381), and

institutional potential (perception of corruption in the public sector among business circles and experts: 0.053032). Conversely, the elements with the least impact on inclusive development include innovative potential (the proportion of GDP spent on research and development: 0.000843), labor potential (unemployment rate: 0.001797), scientific potential (number of research and development organizations: 0.002018), and human potential (literacy rate: 0.001266; average years of education: 0.00186). The study identifies several negative trends that hinder inclusive development in Ukraine. These include labor, demographic, and human potential, which are affected by high levels of migration and internally displaced persons; infrastructural potential, weakened by the destruction of infrastructure due to armed conflict; and institutional potential, characterized by pervasive corruption. Based on the assessment of Ukraine's inclusive development potential, the following strategic directions are proposed to enhance its utilization: promoting the development of the 'silver economy' and digital economy; integrating inclusive approaches into the public administration system, healthcare services, and the entrepreneurial sector of the national economy. This research contributes to the theoretical and practical discourse on inclusive development by providing a robust methodological framework and strategic recommendations for enhancing national economic potential in alignment with inclusive development goals.

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