

СЕКЦІЯ 3. РОЗВИТОК НАЦІОНАЛЬНОЇ ЕКОНОМІКИ ТА УПРАВЛІННЯ В УМОВАХ ТРАНСФОРМАЦІЙНИХ ЗМІН: НАПРЯМИ Й МЕХАНІЗМИ ВПЛИВУ ТА РЕГУЛЮВАННЯ

WAYS AND OPPORTUNITIES FOR UTILIZING DANUBE PORTS IN THE CONTEXT OF EUROPEAN INTEGRATION

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One of the most important tasks today is the restoration of Ukraine, overcoming the consequences of hostilities on its territory, and addressing issues of national security and defense capability. This focus is emphasized in the developed Plan for the Recovery of Ukraine, presented in the EU. This document identifies three most important areas on which the future of the country and its national security depend: logistics, reconstruction of infrastructure, and energy. Therefore, it is possible to solve logistical and infrastructure tasks by expanding the use of water (sea and river) transport and its infrastructure. Emphasizing the Danube River is important given the limitations of using traditional waterways.

The Danube River is one of the most important transport routes in Europe: it not only crosses ten countries but also connects with the Black Sea. The Danube has significant economic importance for all Danube countries. The river is navigable for 2500 km from the mouth. To improve navigation conditions, a network of canals has been constructed, the fairway has been deepened in some sections, and bank revetments have been carried out, among other things. The Danube is connected by canals with the basins of the Rhine, Elbe, Odra, and the Black Sea (Danube-Black Sea Canal).

In recent years, access to the Black Sea through the Ukrainian part of the Danube has gradually lost its significance. The only acceptable through route to the Black Sea via the Danube for a long time has been the Romanian canals - the Sulina and the Chornavoda-Constanta. Previously, more than 1 million tons of cargo were annually transported through the Ukrainian ports of Ust-Danube, Izmail, and Reni to the ports of the Mediterranean and back. However, these positions of Ukraine have gradually been lost. With the start of the war, due to the impossibility of using traditional sea transportation through the Black Sea, the importance of Danube logistics has increased.

If we analyze the volume of cargo transportation through Ukrainian ports in recent years, it has decreased by 2,6 times in 2022 compared to 2021. In 2023, Ukrainian ports increased cargo handling by 5% year on year - up to 62 million tons. This result was achieved thanks to the opening of a temporary maritime corridor. As a result, 430 ships were accepted through the corridor under loading, and 400 ships were sent, exporting 12,8 million tons of cargo.

However, the dynamics of cargo handling by ports compared to 2022 is ambiguous. Thus, the port of Odessa saw an increase of 9% to 84 million tons; the port of Chornomorsk saw a decrease of 3% to 11,4 million tons; and the port of Pivdenny saw a decline of 34% to 10,1 million tons.

The most dynamic increase in handling is observed in the Danube ports (Izmail, Reni, and Ust-Danube). By the end of 2023, the total cargo turnover in these ports almost doubled - to 32 million

tons in 2022 - tripled to 16,5 million tons from 5,5 million tons in 2021. In particular, last year the volume of handling in the port of Izmail amounted to 202 million tons (an increase of 2,3 times compared to 2022), in Reni – 10,1 million tons (+47% year on year).

The conducted analysis showed that in the conditions of war and the blockade of the ports of Greater Odessa, export transportation through the Ukrainian Danube ports of Reni, Izmail, and Ust-Danube has been activated. This was also facilitated by the dredging works in the Bystre estuary, which allowed its transport capabilities to be used for the passage of vessels with a draft of up to 6.5 meters, and not only the Romanian Sulina canal.

The analysis showed that, in addition to positive results for Ukrainian ports, there was also an increase in cargo handling volumes in Romanian ports, for example, the Sulina port has shown an increase in cargo movement volumes in recent years. Overall, if we compare the growth rates in the direction of Danube-Black Sea and in the opposite direction, the preference is given to the Danube-sea direction.

Regarding transportation through the Danube-Black Sea canal, recent years have also seen an increase in cargo transportation volumes, but this is mainly due to international transportation. Domestic transportation does not show similar dynamics. The Constanta port has also been increasing cargo handling volumes in recent years due to sea transportation, but river transportation is also growing, although not as significantly.

Unlike the mentioned ports, the Romanian port of Galati has been decreasing cargo handling volumes since 2021. The reason for this is that, among the two routes considered - the Danube and the Danube-Black Sea to the Constanta port, preference is given to the latter.

This gives reason to expect that the further expansion of navigation along the Danube using the routes Ukraine - Galati, Ukraine - Regensburg, and Ukraine-Constanta (via the Danube) will ensure the effectiveness of the mentioned ports and create additional conditions for the development of transport logistics in the Danube region as part of the security system for Ukraine, Europe, and the world as a whole.

An additional advantage of such decisions is their environmental orientation, since among all types of transport, water transport is the most environmentally friendly.

MONITORING AND PLANNING OF LOCAL TERRITORIAL DEVELOPMENT AS A MODEL BUSINESS PROCESS: THE EXAMPLE OF MUNICIPALITIES OF LATVIA

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A business process is a series of tasks or activities that are systematically organized and implemented to achieve a specific organizational goal (Weske, 2012). These processes can vary greatly in complexity and scope, ranging from simple procedures like ordering supplies to intricate workflows like product development and supply chain management (Aalst & Hee, 2002). Key characteristics of a business process include (Aalst, 2016): (1) **defined sequence of steps** (a clear sequence of activities that need to be performed), but sometimes a business process includes also parallel activities, which are not dependent on each others completion and can be done parallel (Ng, 2024); (2) **objective or goal** (a specific outcome or goal that the process aims to achieve); (3) **inputs and outputs** (resources or information that are processed to produce a final output); (4) **participants**