

DOI 10.34132/mspc2025.01.13.47

Wang Hong

INTERNATIONAL EXPERIENCE OF ANTI-CRISIS MANAGEMENT

The materials presents a justification of the scientific and practical significance of developing scientific principles of state anti-crisis management, examines the existing world experience of state counteraction to crisis manifestations in various spheres of public life, formulates some of the most important, from the author's point of view, components of state management in a crisis situation.

Keywords: state management, anti-crisis management, crisis state, crisis situation, crisis manifestations, international practice, reforms.

Today, there are many different public administration strategies for bringing the country out of a crisis. Some of them have truly provided strategic success; many of their elements are widely used in modern political, administrative and socio-economic practice. Others have proven to be not so effective – at some stages they provided some success, and at others they failed. Still others have been completely unsuccessful, even under the conditions that according to the initial plan they were quite capable and justified for a specific historical moment, but during implementation they often turned out to be completely ineffective. However, practice teaches that the historical experience of anti-crisis management, even erroneous and ineffective, must be studied and analyzed, to explain to one and others what is the key to success and the reason for failures. In overcoming the crisis with its threats, uncertainties and unpredictable consequences, objectivity, readiness for sober perception of alternative views, conclusions and proposals, impartial assessment of what difficulties and problems the country may face even in the conditions of a highly developed economy and a powerful political system are needed more than anywhere else. It is easiest to then look for the causes of the troubles that have fallen on the side, shift the blame to predecessors, and blame all sins on the «bad people», the opposition and foreign enemies. It is much more difficult to admit one's own mistakes, take responsibility for failures, and admit unprofessionalism and weakness of prospective thinking.

A lot of interesting and useful things from the point of view of anti-crisis management can be gleaned from the experience of the United States in bringing the country out of the Great Depression of the twentieth century. The situation was terrible: in five crisis years, investment activity in the country fell 5 times; the volumes of GNP decreased by 2 times; more than 3 thousand banks were closed. The number of unemployed exceeded 17 million people [6]. It was then that the US authorities understood the importance of tough anti-crisis management. It went down in history under the name of F. Roosevelt's «New Deal» [7]. It was during the Great Depression that tools were used that not only mitigated the crisis situation, but also gave a powerful impetus to reforming the system, which later turned the USA into one of the strongest countries in the world. Anti-crisis measures were implemented in four main areas:

- 1) reform of credit and financial relations, reduction of government spending, termination of unjustified subsidies, liberalization of pricing;

- 2) strengthening supervision and control in the sphere of securities trading, tightening of state control over price parities;

- 3) consistent anti-inflationary policy;

- 4) neutralization of mafia formations and total fight against corruption [2; 3].

The result of these actions was the possibility of preserving the controllability of the country, the monetary and credit system was saved, public trust in the government increased. In addition, a separate line was introduced into the country's budget, the article «allocations for anti-crisis measures», which were financed through a specially created Reconstruction Finance Corporation. When the banking system was threatened with collapse, F. Roosevelt declared a four-day bank holiday, introduced an «emergency law on banks», and allowed the issuance of banknotes not backed by gold. The dollar was also devalued and, at the same time, duties on imported goods were increased. An embargo was imposed on gold circulating between the United States and foreign countries. A special decree obliged US citizens to surrender gold reserves in the amount of more than \$ 100. Measures were put in place to prevent the mass withdrawal of deposits by the

population. The increase in excise duties and the abolition of Prohibition had a positive impact on the stabilization of the financial and credit system. Fiscal policy was sharply strengthened, and public trials of violators of financial and labor law became the norm. The leading structural units of the state anti-crisis management were the National Recovery Administration (NRA), the Public Works Administration (WPA), and the Agricultural Adjustment Administration (AAA). A special place in the reform system belonged to the establishment of the Civilian Corps for the Conservation of Natural Resources and the Temporary Emergency Administration for Assistance to the Starving and Unemployed. The social insurance system, formed on the principle that future generations would recover the costs incurred in connection with social assistance payments during the crisis years, played its role. Most researchers believe that the «New Deal» initiated many innovative changes for its time that helped preserve the constitutional, economic, and social order existing in the country. Although it cannot be denied that many of the stated goals of the «new deal» remained unrealized, including in the areas of a drastic reduction in unemployment, limiting the number of bankruptcies, stabilizing the stock market, birth rates, and a noticeable decline in life expectancy [1]. These and many other crisis problems were resolved much later.

Another example of successful public management in a crisis situation can be the strategy of indicative planning, which was used in Germany and other countries of Western Europe in the process of implementing post-war recovery plans. The state of the German economy after the Second World War was critical, the financial system was almost completely destroyed, inflation was calculated in many hundreds of percent, industrial and agricultural production did not exceed one third of the pre-war period. The way out of the crisis was proposed by L. Erhard in the form of a social and market program, which went down in history as the «German miracle» [5]. The main components of L. Erhard's anti-crisis management:

- systematic state investment support for key sectors of the economy;
- reform in the direction of increasing confidence in the national currency;
- control of money emission;
- stimulating the recovery and development of the national producer, creating favorable conditions for private initiative and broad market competition;
- primarily for those engaged in real production and economic activity in a real competitive environment;
- increasing labor productivity [5].

Management was carried out on the basis of the principles of cyclicity in combination with forecasting, long-term programming and indicative planning. Money circulation was strictly regulated; the volumes of public procurement, capital investments and appropriations for the remuneration of officials were significantly limited. The anti-crisis price and credit policy was distinguished by strict conditions: prices were released «into free floating»; the norms of mandatory reserves for commercial banks were reduced; the scale of consumer mortgage and stock market credit, etc. These strict actions also brought tangible positive results to the country.

No less interesting and useful for the practice of modern public administration is the experience of constructive social transformations and administrative reforms initiated by Deng Xiaoping in China [4]. The basis of management in the post-Maoist period was the moral principles of Confucian philosophy: to live with dignity, without compromising the principles of humanism and human duty; to treat the past and elders with respect; to disdain a person with his passion for profit and personal gain; to work in such a way as to achieve the maximum possible; self-improvement and competition with others for achieving greater and fairer things; to combine external control with self-control. The listed principles are the spiritual and moral basis for the revival of Chinese society and the dynamic development of the country. And the results are impressive: in the recent past, one of the weakest economies in the world in terms of production and foreign trade has become a world leader, and in terms of GDP it has come close to the USA [4].

Thus, international experience shows that the models of anti-crisis management formed and tested in different countries of the world contain certain potential opportunities for progressive socio-economic changes. In addition, international experience is a considerable example of successful or ineffective public administration, which should be used correctly by modern states. That is why none of the models can be used in its pure form to form an anti-crisis management policy in a particular country. This is interrelated with the conditions for the accumulation of own experience by individual countries, the formation of mechanisms and institutions of a balanced economy, the presence of differences in the construction of financial and credit and other mechanisms. The use of positive experience should become a mandatory prerequisite for reforming the anti-crisis management system of a modern state.

References

1. Honchar, Yu. (2012). Vychennia periodu «Novoho kursu» Franklina D. Ruzvelta: suchasnyi stan, problemy i doslidnytski perspektyvy [Studying the «New Deal» Period of Franklin D. Roosevelt: Current Status, Problems and

- Research Prospects]. *enpuir.npu.edu.ua*. Retrieved from: <http://enpuir.npu.edu.ua/handle/123456789/14895> [in Ukrainian].
2. Hromadska, N., & Andriiash, V. (2020). Efektyvnist pryiniattia derzhavno-upravlinskykh rishen: osoblyvosti vykorystannia politychnoho analizu [The effectiveness of public management decision-making: features of the use of political analysis]. *Publichne upravlinnia ta rehionalnyi rozvytok – Public Administration and Regional Development*, 8, (pp. 445-470) [in Ukrainian].
 3. Kaminskyi, M. (2014). Prezydent Franklin Ruzvelt i yoho «Novyi kurs» reform [President Franklin Roosevelt and His «New Deal» of Reforms]. *Naukovi zapysky Lvivskoho universytetu biznesu ta prava – Scientific notes of the Lviv University of Business and Law*, 12. Retrieved from: http://nbuv.gov.ua/UJRN/Nzlubp_2014_12_50 [in Ukrainian].
 4. Mykhtunenko, V., & Zhukov, O. (2021). «Kytayske ekonomichne dyvo»: dosvid sotsialno-ekonomichnoho reformuvannia Kytau (II pol. XX – pochatok XXI st.) [«Chinese economic miracle»: the experience of China's socio-economic reform (2nd half of the 20th – early 21st century)]. *Kytaiezhnavchi doslidzhennia – Sinology Studies*, 1, (pp. 111-123) [in Ukrainian].
 5. Sapa, N. (2011). Komparatyvnyi analiz svitovoho i vitchyznianoho dosvidu antykrizovoho derzhavnoho upravlinnia [Comparative analysis of global and domestic experience of anti-crisis public administration]. *Derzhava ta rehiony. Serii: Derzhavne upravlinnia – State and Regions. Series: Public Administration*, 1, (pp. 115-119) [in Ukrainian].
 6. Savenko, H. (2018). Dosvid antykrizovoi aharnoi polityky SShA: «Novyi kurs» Franklina Ruzvelta [Experience of anti-crisis agrarian policy of the USA: Franklin Roosevelt's «New Deal»]. *Hlobalni ta natsionalni problemy ekonomiky – Global and National Economic Problems*, 22, (pp. 27-30) [in Ukrainian].
 7. Burton, W. (2010). Folsom, Jim Powell FDR's Folly How Roosevelt and His New Deal Prolonged the Great Depression Tuesday. *fee.org*. Retrieved from: <https://fee.org/articles/fdrs-folly-how-roosevelt-and-his-new-deal-prolonged-the-great-depression> [in English].

DOI 10.34132/mspc2025.01.13.47

Ван Хун

МІЖНАРОДНИЙ ДОСВІД АНТИКРИЗОВОГО УПРАВЛІННЯ

Матеріали представляють обґрунтування наукової та практичної значущості розробки наукових засад державного антикризового управління, досліджується наявний світовий досвід державної протидії кризовим проявам у різних сферах суспільного життя, сформульовані деякі найважливіші, з погляду автора, складові державного управління в умовах кризової ситуації.

Ключові слова: державне управління, антикризове управління, кризовий стан, кризова ситуація, кризові прояви, міжнародна практика, реформи.

Відомості про автора / Information about the Author

Ван Хун, аспірант Навчально-наукового інституту публічного управління та адміністрування Чорноморського національного університету імені Петра Могили, Миколаїв – Пекін, Україна – Китай. E-mail: 271568446@qq.com, orcid: <https://orcid.org/0009-0001-1771-9703>.

Wang Hong, PhD-student of the Department of Public Management and Administration, Educational and Scientific Institute of Public Management and Administration, Black Sea National University named after Petro Mohyla, Mykolaiv – Beijing, Ukraine – China. E-mail: 271568446@qq.com, orcid: <https://orcid.org/0009-0001-1771-9703>.

© Wang Hong

Стаття отримана редакцією 04.06.2025.