



International Science Group
ISG-KONF.COM



**STRATEGIC IMPERATIVES FOR THE
DEVELOPMENT OF LOCAL SELF-GOVERNMENT
IN THE CONDITIONS OF EUROPEAN
INTEGRATION PROCESSES IN UKRAINE**

ISBN 979-8-88992-679-5

DOI 10.46299/979-8-88992-679-5

**Baldynyuk V., Furman I., Shevchuk H., Berezyuk S.,
Pronko L., Zelenchuk N., Kolesnyk T., Bilokinna I.**

**STRATEGIC IMPERATIVES FOR THE DEVELOPMENT OF
LOCAL SELF-GOVERNMENT IN THE CONDITIONS OF
EUROPEAN INTEGRATION PROCESSES IN UKRAINE**

Monograph

2023

UDC 353

Author's:

Baldynyuk V., Furman I., Shevchuk H., Berezyuk S., Pronko L.,
Zelenchuk N., Kolesnyk T., Bilokinna I.

Editor:

Pronko L., Ph.D., Dean of the Faculty of Management and Law, Associate professor.

Baldynyuk V., Furman I., Shevchuk H., Berezyuk S., Pronko L., Zelenchuk N., Kolesnyk T., Bilokinna I. Strategic imperatives for the development of local self-government in the conditions of European integration processes in Ukraine. Monograph. – Primedia eLaunch, Boston, USA, 2023. – 134 p.

Library of Congress Cataloging-in-Publication Data

ISBN – 979-8-88992-679-5

DOI – 10.46299/979-8-88992-679-5

All rights reserved. Printed in the United States of America. No part of this publication may be reproduced, distributed, or transmitted, in any form or by any means, or stored in a data base or retrieval system, without the prior written permission of the publisher. The content and reliability of the articles are the responsibility of the authors. When using and borrowing materials reference to the publication is required.

UDC 353

ISBN – 979-8-88992-679-5

© Baldynyuk V., Furman I., Shevchuk H.,
Berezyuk S., Pronko L., Zelenchuk N.,
Kolesnyk T., Bilokinna I.

ABSTRACT

The European integration processes taking place in Ukraine are a conscious choice of its citizens. These processes have a significant impact on the development of local self-government and are the main prerequisite for the development of a democratic state.

The study of the theoretical foundations of the formation and development of local self-government in Ukraine, as well as in other countries of the world that already have significant experience of similar reforms, is relevant for the following reasons:

- firstly, an administrative-territorial reform was carried out in Ukraine, which significantly changed the structure and functions of local self-government bodies;
- secondly, ensuring the effective functioning of local self-government is a key prerequisite for the development of democracy;
- thirdly, the development of socio-economic relations at the regional level has a significant impact on the functioning of the state's economy in general;
- fourthly, new challenges of various nature constantly arise before the bodies of state power and local self-government, which must be responded to in a timely manner.

European countries have considerable experience in the development and improvement of the system of local self-government, which can be useful for Ukraine in the context of building a system of effective local government. European integration processes in Ukraine cover a wide range of areas, including political, economic, legal, social and cultural integration of Ukraine with the European Union (EU). Therefore, the development of an economically developed and socially oriented country requires the study of the best world practices and their direct implementation, taking into account the requirements of today.

The problems of reforming local self-government bodies in the context of European integration processes in Ukraine were studied in the works of domestic and foreign scientists: Kaletnik G., Honchruk I., Demchishena V., Tolkanonova V., Zhuk P., Gordon G., Bryson J., Lysek J., Saradín P., Bel G., Warner M. and others. However, despite significant scientific progress in this field, this problem does not lose its

relevance, which is due to the functioning and development of the system of local self-government bodies under the influence of transformational processes.

In order to increase the efficiency of the functioning of local self-government bodies and their effectiveness at the level of territorial communities, the scientific and practical principles of the development of territorial communities in the conditions of European integration processes in Ukraine require further development and scientific justification. According to the authors, under these conditions, special attention should be paid to the prospects of implementing foreign experience of cooperation of territorial communities in Ukraine, state regulation of socio-economic development of local self-government bodies, peculiarities of the impact of financial decentralization on socio-economic development, principles of management of strategic development of territorial communities, etc. This determines the relevance of this scientific research.

The results of the presented research in the monograph are made within the initiative of the Department of Administrative Management and Alternative Energy Sources of Vinnytsia National Agrarian University "Ensuring the development of territorial communities in terms of local government reform" state registration number: 0122U002096. for 2022-2024.

TABLE OF CONTENTS

1.	<p>Baldynyuk V.¹</p> <p>IMPACT OF FINANCIAL DECENTRALIZATION ON THE SOCIO-ECONOMIC DEVELOPMENT OF UKRAINE IN THE CONDITIONS OF INTEGRATION PROCESSES</p> <p>¹ Department of Administrative Management and Alternative Energy Sources, Vinnytsia National Agrarian University</p>	6
2.	<p>Furman I.¹</p> <p>PRINCIPLES OF MANAGEMENT OF THE STRATEGIC DEVELOPMENT OF THE TERRITORIAL COMMUNITIES OF THE VINNYTSIA REGION IN THE CONDITIONS OF EUROPEAN INTEGRATION</p> <p>¹ Department of Administrative Management and Alternative Energy Sources Vinnytsia National Agrarian University</p>	29
3.	<p>Shevchuk H.¹</p> <p>STATE REGULATION OF SOCIAL AND ECONOMIC DEVELOPMENT OF LOCAL SELF-GOVERNMENT BODIES</p> <p>¹ Department of Administrative Management and Alternative Energy Sources, Vinnytsia National Agrarian University</p>	68
4.	<p>Berezyuk S.¹, Pronko L.¹, Zelenchuk N.¹</p> <p>PROSPECTS OF IMPLEMENTATION OF ABROAD EXPERIENCE OF COOPERATION OF TERRITORIAL COMMUNITIES IN UKRAINE</p> <p>¹ Department of Administrative Management and Alternative Energy Sources, Vinnytsia National Agrarian University</p>	83
5.	<p>Kolesnyk T.¹, Bilokinna I.¹</p> <p>TERRITORIAL COMMUNITIES IN THE CONDITIONS OF MARTIAL LAW IN UKRAINE: ADMINISTRATIVE AND LEGAL SUPPORT AND PECULIARITIES OF ITS FUNCTIONING</p> <p>¹ Department of Administrative Management and Alternative Energy Sources, Vinnytsia National Agrarian University</p>	114
	REFERENCES	124

1. Impact of financial decentralization on the socio-economic development of Ukraine in the conditions of integration processes

At the current stage, Ukraine, in accordance with the main provisions of the European Charter of Local Self-Government, continues to direct its efforts to the implementation of the European integration course on the development of local and regional democracy. And it is decentralization that is currently one of the most successful reforms that is effectively implemented in the country [2]. It covered various spheres: education, health care, urban planning, state registration, provision of administrative services, social sphere, sphere of land relations and others.

A series of events important for national state-building related to Ukraine's protection of its own sovereignty and territorial integrity, the economic and social crisis, a decrease in public confidence in the actions of the government - became the primary reasons for a radical change in the vectors of state administration. It is obvious that there is a need to bring the authorities as close as possible to the citizens and involve them in the management of public affairs, which, in turn, will serve as a means of strengthening people's power in Ukraine. Overcoming crisis phenomena in society is possible only under the condition of strengthening the importance of local self-government bodies, their real legal and political responsibility for the decisions made.

Financial decentralization began with the adoption in 2015 of amendments to the Budget and Tax Codes of Ukraine and a number of important laws, in particular regarding the transfer to local self-government bodies of additional budgetary powers and stable sources of income for their implementation; stimulation of territorial communities to unify and transition to direct inter-budgetary relations with the state budget with appropriate resource provision at the level of cities of regional importance, introduction of legal foundations for the formation of capable territorial communities by increasing their financial and economic capacity, etc. [2].

The problem of decentralization of public power as a political and legal phenomenon is one of the most relevant in the domestic scientific discourse. At the same time, it is highlighted from different angles and in different aspects. The

confirmation is the presence of a significant number of fundamental studies devoted to the issues of decentralization.

As a result, in 2015, 794 village, settlement and city councils, which include 2,015 settlements, voluntarily united into 159 territorial communities (hereinafter - United Territorial Communities) [2].

A significant incentive for UTC in 2016 was the possibility of obtaining a subvention for the formation of the infrastructure of these communities. It should be noted that to switch to direct inter-budgetary relations with the state budget, to receive financial support in the form of this subvention in accordance with Article 64 of the Budget Code of Ukraine and Art. 10 of the Law of Ukraine "On Voluntary Unification of Territorial Communities" can only communities whose boundaries fully correspond to the boundaries determined by the perspective plan for the formation of territories [2].

The implementation of financial decentralization is a new stage in the administrative-territorial, economic, and demographic development of rural areas, which continues in the conditions of limited financial resources of united territorial communities (UTCs), their subsidization, inefficient use of acquired financial opportunities due to the incompetence of local leadership and their ignorance of the specifics budget reform [1]. Awareness of the nature and directions of the impact of financial decentralization on the development of rural settlements can accelerate the implementation of the reform and minimize its destructive consequences.

In the first half of 2016, revenues from the general fund of budgets 159 UTC (taking into account transfers from the state budget) increased almost 7 times compared to the same period in 2015, their volume reached UAH 3,093 million. UTC's own revenues increased more than 3 times - from UAH 418 mln to UAH 1,324 mln. Compared to the beginning of 2016, the balances of the general fund of UTC local budgets (without subventions) increased by UAH 405 mln, or increased by 2 times and as of July 1, 2016 amounted to UAH 748 mln, including deposits in bank accounts UAH 112 mln. The unification of communities made it possible to increase the own

income of UTC budgets per 1 resident on average in Ukraine from UAH 288 to UAH 955 [2].

Decentralization of public power is an integral part of today's legal and political reality, a guarantee of effective democracy and the basis for observing the principle of the rule of law. However, the harmonious development of this phenomenon in accordance with the needs and requirements of the time directly depends on a deep and comprehensive study of its genesis. The history of American and European legal thought contains two different models of power decentralization, which need to be understood in the context of modern state-building practice. In addition, decentralization as one of the principles of democratic governance in the process of establishing a constitutional type of state requires a thorough analysis. It is also impossible to overlook the development of the idea of decentralization in Ukrainian political and legal thought and state-building practice.

The concept of "decentralization" (from the Latin "de" - denial, "centralize" - middle, central) means the destruction, cancellation or weakening of centralization and the expansion of the rights of grassroots management bodies.

The following types of decentralization are distinguished [4]:

- political: delegating political power to sub-national governing bodies that are politically accountable to local voters;
- administrative: transfer of certain management functions (extension of rights and competences) to local authorities;
- market: the issue of optimization of production processes based on the use of market mechanisms;
- economic: introduction of delegation and complete abolition of restrictions on private business competing with state enterprises;
- fiscal: transfer of resources from the center to localities, i.e. expanding the rights and competences of local self-government bodies in the field of local finances;
- budgetary: acquisition by local self-government bodies of spending powers to ensure their own self-governing functions by distributing spending powers between the levels of the budget system, delegated powers, expanding the financial autonomy of

local budgets by simplifying the procedure for local borrowing, expanding access to the domestic and international financial market.

In Ukraine, the decentralization process began in 2014 with the adoption of the Concept of Reform of Local Self-Government and Territorial Organization of Power in Ukraine (04.01.2014), the Laws of Ukraine "On Cooperation of Territorial Communities" (06.17.2014), "On Voluntary Association of Territorial Communities" (05.02.2015) and amendments to the Budget and Tax Codes - regarding financial decentralization.

This process made it possible to form, in accordance with the provisions of the European Charter of Local Self-Government, a significant effective and capable institution of local self-government at the basic level - united territorial communities (UTC).

During the 6 years of the reform, 1,070 UTCs were formed, in which 4,882 communities voluntarily joined. Of these, the first local elections were held at 936 UTC.

The government has approved long-term plans for the formation of the territories of communities in 24 oblasts, which cover 100% of the territory of the oblasts.

The area of the formed UTCs is almost 47% of the total area of Ukraine. More than 70% of the population of Ukraine lives in OTG and cities of regional importance.

In accordance with the adopted Law of Ukraine dated 04.16.2020 № 562-IX "On Amendments to Certain Laws of Ukraine Regarding Determining the Territories and Administrative Centers of Territorial Communities", the Cabinet of Ministers of Ukraine determined the administrative centers and approved the territories of 1,470 capable territorial communities in which local elections in 2020 on a new territorial basis.

Thanks to the introduction of inter-municipal cooperation, communities got the opportunity to consolidate efforts and implement joint projects. In particular, 1,354 territorial communities concluded 604 agreements on cooperation [8].

The main mission of decentralization in Ukraine is "the transfer of significant powers and budgets from state bodies to local self-government bodies, so that those

bodies that are closer to the people, where such powers can be implemented most successfully, have as many powers as possible".

Financial decentralization is the process of delegation by the state of powers and financial resources for their implementation to local self-government bodies. According to the conclusions of most experts, its impact on certain territorial communities, the development of settlement infrastructure and the standard of living is ambiguous, as it contains certain risks associated with:

- insufficient capacity of village budgets as a result of the legislative limitation of the income base of those settlements that are not part of the UTC, low involvement of financial support tools, professional incompetence and lack of initiative of the local leadership, non-compliance with the requirements regarding the minimum population size of the community (5 thousand people);

- significant subsidization of local budgets in rural areas;

- an increase in the excessive financial burden on financially self-sufficient villages from poor UTC rural settlements;

- low efficiency of local budget expenditures due to the absence of socio-economic development programs in the vast majority of UTCs;

- probable slowing down of the process of financial decentralization, subject to the resistance of local elites and the intensification of their struggle for the material foundations of governance [1]. In fig. 1 presents the main challenges of the formation of modern UTCs in Ukraine.

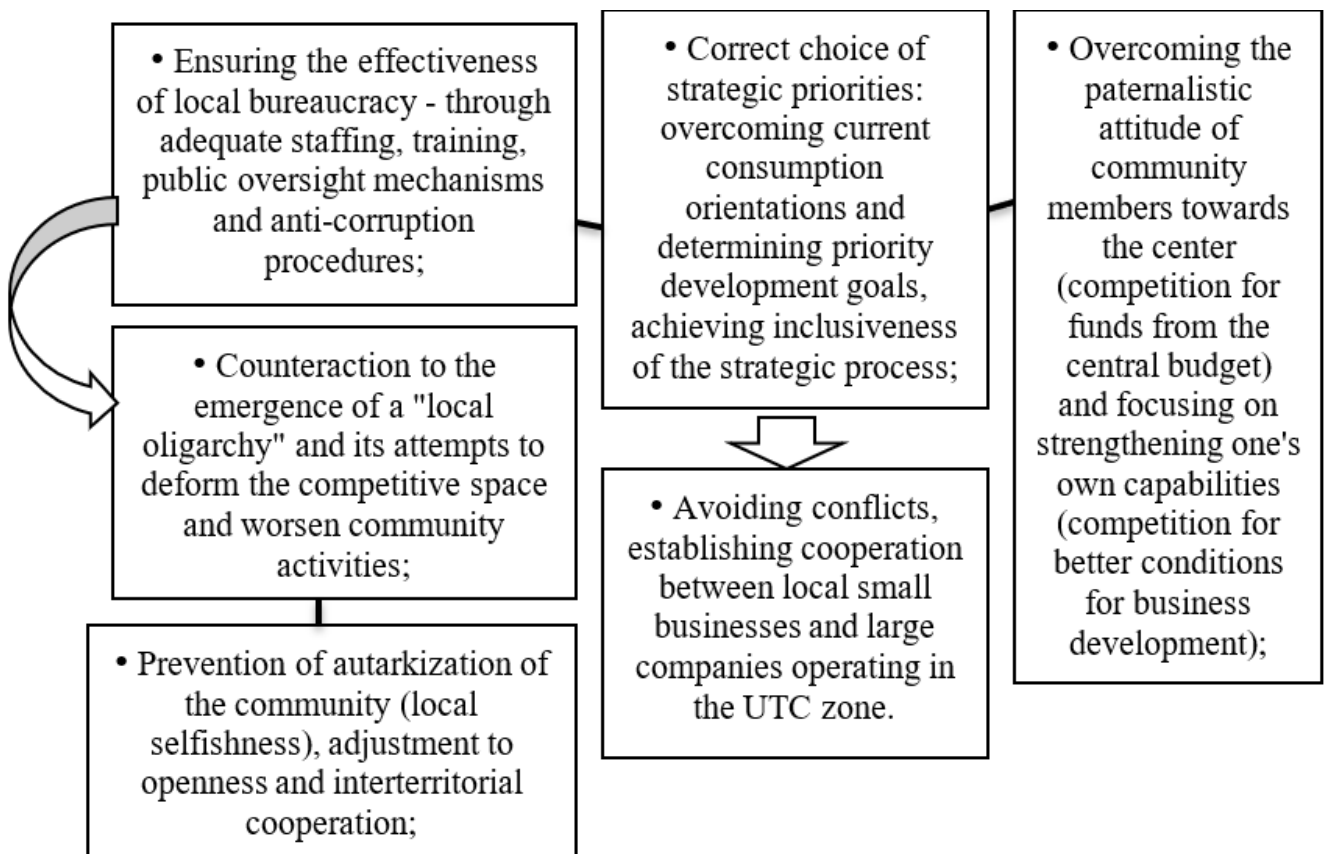


Fig. 1. The main challenges of the formation of modern UTC in Ukraine

Source: Formed on the basis of [12]

The subjects of decentralization are specific participants, between whom there are relevant connections regulated by legal norms. Considering the fact that decentralization is a peculiar form of organization of public power, the circle of its subjects that implement tasks and functions of a public nature is also wide.

A necessary component of financial decentralization is the creation of financially capable and self-sufficient territorial communities. This process has changed the approach to financing the development of territories in recent times:

- firstly, there was a transition from the policy of financing declared public services to the financing of actually provided services;
- secondly, the list of public services and methods of their financial support has been optimized by significantly expanding the educational and medical functions of Local Self-Government Bodies;
- thirdly, the issue of monopoly in the market of provision of public services by communal or state institutions and institutions underwent changes [4]. This creates

conditions for the formation of a competitive environment in the market of public services, improves the quality and timeliness of their provision, brings the ratio of price and quality of service provision into line.

Budgetary and financial decentralization as one of the components of the management process is capable not only of maintaining its status as a channel of redistribution of funds from budgets of one level to another, but also to acquire the features of a regulatory mechanism that should have a real impact on regional development - to form the financial self-sufficiency of territorial communities, to optimize redistribution processes budgetary resources between territories, to activate local economic development, to provide the population of territorial communities with public services at the legally defined level, to solve social problems. And these processes are taking place in the country as a whole, but the results so far are calculated only at the level of growth of the main indicators of territorial development [2]. In fig. 2 shows the main problems of local self-government in Ukraine.

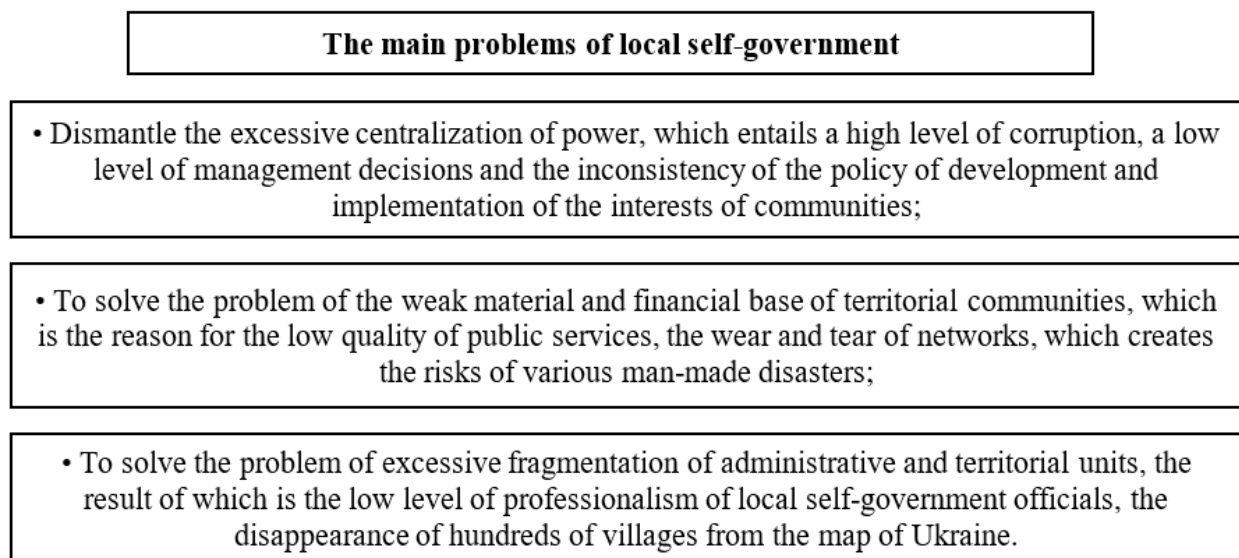


Fig. 2. The main problems of local self-government in Ukraine

Source: Formed on the basis of [11]

In the context of European integration processes in Ukraine, one of the first places in the sphere of governance should be international cooperation. For these

reasons, international organizations and the international community can also be classified as subjects of decentralization of public power.

Decentralization of public power is an effective mechanism for the organization of public power in a democratic state governed by the rule of law, which provides for the procedure of transferring power (rights and duties, material and intellectual resources) from central to local bodies, in accordance with established legislation, taking into account the possibility of effective interaction between them bodies and institutions of civil society. Decentralization can be carried out in political, administrative and financial directions.

It can be argued that the decentralization of public power in Ukraine as a factor in the development of democracy is effective only thanks to the expansion of the functions of local government bodies. In Ukraine, the decentralization of public power should be based on strengthening the constitutional and legal status of local self-government.

It is important to note that fiscal decentralization has a significant indirect effect on raising the standard of living of the population, which is confirmed by the research of scientists in various countries of the world.

According to the Constitution of Ukraine, our state is unitary in terms of territorial organization. In legal theory, the form of the state system is understood as the way of territorial organization of the state, which is manifested in the features of the administrative system, the legal status of administrative units, and the distribution of powers between the central and local authorities. In fig. 3 shows the main tasks of decentralization of management in Ukraine.

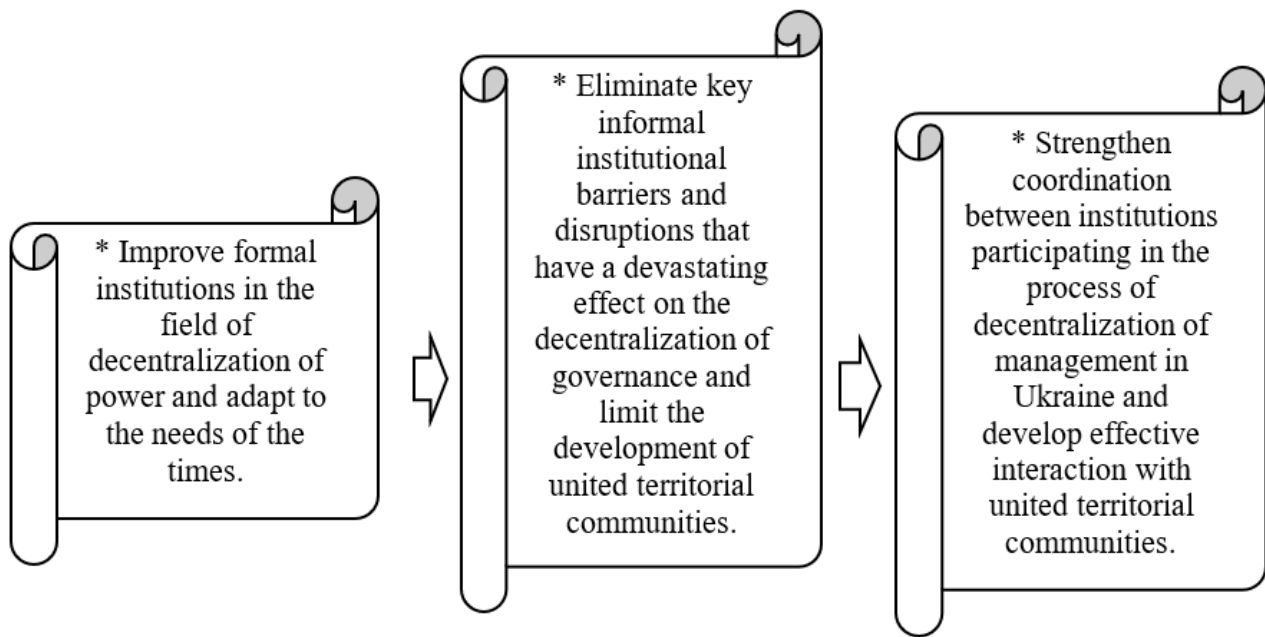


Fig. 3. The main tasks of decentralization of management in Ukraine

Source: Formed on the basis of [12]

For unequivocal conclusions about the impact of financial decentralization on the development of rural settlements in Ukraine, a significant time lag is needed, when it will be possible to draw indisputable conclusions and generalizations based on the specific results of its implementation. Currently, it can be stated that in the near future, the further development of rural settlements will be determined by the gradual increase of financial potential and its use in the interests of the community [9]. This activates transformational processes in the rural settlement network, primarily due to villages with a high level of financial capacity. The implementation of financial decentralization under more favorable conditions (increased investment activity of business entities, lower credit interest rates, detinization of the economy) will create financial potential for reorientation of capital to more productive and strategically important types of economic activity, which will make it possible to increase the financial capacity of settlements and, accordingly, to improve the infrastructure of the village, the quality of the provision of social services in the fields of health care, education, housing and communal services, culture.

Given the preservation of inertial development trends and the exacerbation of the financial and economic crisis, it is highly probable that the reform of budget

decentralization will slow down, which will affect the deepening of the deficit of rural budgets, the degradation of the rural economy, and the deterioration of the standard of living of the population [1]. The restrictive budget policy will intensify the processes of population reduction in the vast majority of small settlements and will lead to further administrative and territorial reformation.

The main reason for another change in the budget legislation was the significant amount of financial resources accumulated by the local budgets of Ukraine. Today, there are about 10 billion hryvnias in the deposit accounts of local self-government bodies in Ukraine. A number of draft laws have been registered in the Verkhovna Rada of Ukraine, which, if adopted, will entail a significant decrease in the revenues of the general fund of local budgets [2]. There is also a risk that the revenues that will flow into the general fund of local budgets will not correspond to the scope of the powers that are planned to be transferred to local self-government bodies.

Today, the following factors are most important for the economic development of regions:

- significant influence of regions on the national level;
- a noticeable degree of independence of regions from the national level;
- availability of considerable financial powers and resources in the regions;
- sufficient powers of the regions in the recreational sphere and culture, infrastructure, education and research, health care. In other words, regions with influential powers develop better than others, and countries with a high degree of decentralization are economically more successful than centralized states. The importance of decentralization processes is evidenced by the fact that for the first time the mission of the International Monetary Fund is interested in the decentralization reform. This is precisely the reform that completely changes the system of management in the state, the financial capabilities and potential of the regions.

For successful reform actions, the decentralization of functions must occur along with the transfer of sufficient financial resources and property to ensure that local self-government bodies provide quality and affordable services. When financial resources are provided to local governments, then they can generate their own revenues by setting

and collecting taxes and fees for services provided, guided by the principles of compensation for the cost of services [10]. The necessary funds are also created through the effective management of communal property and the free part of the budget, which depends entirely on the decision made by the local self-government body [3].

With the help of financial decentralization, local self-government bodies are given access to attract additional resources to the local budget using such tools as placing temporarily free funds on deposits, purchasing securities, providing loans, municipal bond loans, etc.;

- local budgets are strengthened, financial independence of communities is ensured. An increase in the number of own revenue sources strengthens local budgets and ensures their financial independence, providing resources to fulfill the powers entrusted to local self-government bodies;

- communities have more opportunities to implement their own development strategies;

- the number of projects implemented with the help of the State Regional Development Fund is increasing;

- the local infrastructure is being updated. Thanks to receiving additional financial incentives for development, local communities develop their own infrastructure, construction, and repair social facilities;

- the investment attractiveness of territories and their competitiveness increases. Thanks to increasing the capacity of territorial communities and their financial independence, they contribute to increasing the attractiveness of territories for foreign investments. Having competitive advantages, new ideas for the development of the territory and interesting investment proposals, the community can interest potential investors in cooperation, which in turn will further improve the investment climate and have a cumulative effect;

- investment activity increases. Improving the investment climate will contribute to increasing investment activity;

- the level of bureaucracy decreases, as most administrative issues can be resolved directly in each united territorial community;
- initiative is growing at the local level. Citizens feel more involved in the community development process and show more initiative for improvements and new development ideas, thus creating favorable conditions based on self-organization;
- there is an increase in the quality of services and their availability for residents of communities. Since local communities are better informed about the needs and problems of the residents of the territory, the transfer of powers to localities will contribute to the improvement of the quality of public services and their availability;
- the economic activity of residents is stimulated. The development of entrepreneurial activities of community residents will contribute not only to increasing investment attractiveness, but also influence the formation of the local budget and establish potential areas of economic development;
- there is a general visible improvement of the socio-economic situation of citizens;
- local identity is formed and community cohesion increases [4]. Understanding the importance of one's own involvement in the development of the region will contribute to increasing the efficiency of its development.

In addition, a new challenge for communities is the development of decentralization during the war, and in the future - in the post-war period. One of the obvious consequences of the war is the underperformance of local budgets, which is associated with tax benefits that were introduced to reduce the financial burden on the population and businesses that were in a difficult situation, the massive outflow of human resources from the country, the deterioration of business conditions, etc. That is why it is necessary to define new movement vectors of decentralization processes, because the former system cannot be effective in these conditions.

The Ministry of Regional Policy and the Association of Cities of Ukraine proposed a change in the typology of territories, on the basis of which different approaches in management, tax and economic policy will be applied [14]. According to the new typology, there will be four categories of territories: temporarily occupied

territories; territories where hostilities take place; support areas - front-line areas that provide first aid to areas where hostilities are taking place; the territories deep in the rear are the safest areas, where the largest population has moved and where enterprises are moving their activities [5].

In turn, financial decentralization should be based on such principles as:

- the principle of conformity: decision-making on the production of public goods must rely on citizens who live in the territory where the relevant services will be provided, and who finance their production by paying tax payments;
- the principle of centralized redistribution: the policy of distribution should be carried out by central authorities, since they have the necessary tools for this;
- the principle of financial equalization: ensuring inter-budgetary equalization among better and less well-off administrative and territorial units should be carried out at the central level;
- the principle of national desired goods: the provision of goods that are important from the point of view of supporting national interests or the production of which is characterized by spatial externalities can be stimulated by the central authorities at the expense of providing targeted transfers for their production [4].

The experience of European countries has shown that decentralization is one of the most effective ways to ensure financial autonomy and stability of local budgets, ensures transparency and efficiency in the use of budget funds, raising the standard of living of the population and focusing on the needs of each community individually.

Considering the foreign experience of decentralization, it can be seen that Ukraine follows European trends. This applies both to the reduction of the number of municipalities due to their merger, and to the distribution of financial resources between levels of government [15]. So, for example, Ukrainian local communities are endowed with their own financial resources, which include property tax, single tax, tourist tax and vehicle parking fee [5]. Municipalities also receive a share of distributed taxes, which in Ukraine include personal income tax, rent, excise tax, corporate income tax, etc.

In general, it is necessary to develop decentralization processes in the country, because even in a critical period, self-organization of the population has shown its effectiveness. At the same time, it is necessary to increase state control over the activities of local self-government bodies, to develop an effective model of support and reconstruction of the affected regions, as well as to ensure more flexible strategic planning, which should outline the actions of the authorities for various options for the development of events in the country and directly in specific communities [16]. It would also be appropriate to change the principle of tax collection on the income of individuals: instead of collection at the place of registration of a legal entity, collection at the place of actual residence of the employee should be introduced.

Ukraine is developing a political system that corresponds to the European one. The key changes proposed in the legislative framework of Ukraine boil down to several provisions:

1. Communities should become the main units of self-government, which are endowed with broad financial and managerial autonomy. It was expected that instead of about 11 thousand villages, towns and cities, one and a half to two thousand communities would be created.

2. Administrative-territorial units - districts and oblasts will be preserved, but executive bodies of local self-government will be formed in them. Local state administrations subordinated to central authorities should be abolished.

3. Demarcation of powers in the system of local self-government bodies and their executive bodies of different levels is carried out on the basis of subsidiarity, that is, social and political issues must be resolved at the most immediate (or local) level, which corresponds to their resolution.

4. The institution of the prefect is introduced, the main function of which is to ensure unity of policy in state issues of a national and security nature [17].

Thus, changes to the Constitution provide for the introduction of European principles of political governance and the strengthening of people's power.

United communities, in accordance with the legislation and regional perspective plans for the formation of territories, receive the following significant preferences in

terms of financial and resource support: 60% Personal Income Tax, direct inter-budgetary relations with the state budget, state subsidies, participation in financial equalization, an expanded list of transfers of a social nature, full expenditure powers, access to local external borrowing, powers in the field of architectural and construction control, the right to directly provide all administrative services through its own institutions, powers to form public law and order bodies [3]. In addition, united communities receive state financial support at the expense of funds from the State Fund for Regional Development, in the form of subventions from the state budget for the formation of infrastructure in accordance with the community's socio-economic development plan.

The first months of the war turned out to be a real test for the local self-government, which they passed and showed that they are able to face any threats and obstacles with dignity. The decentralization reform showed the true result of the strength of the financial base of territorial communities and their ability to quickly adapt to the situation.

Communities where hostilities did not take place were able to receive internally displaced persons with dignity, provide them with adequate infrastructure and provide public services at an appropriate level. In addition, receipts to local budgets in communities that were not affected by Russia's military aggression made it possible to fill a single treasury account in wartime conditions. And even taking into account significant tax benefits, communities managed to fill their budgets at the level of last year and resume growth.

On the other hand, communities are responsible for financing a large part of their powers, both delegated and their own (which are still not defined in the Budget Code). But the strength of local budgets rests on them, because in terms of volume, it is local self-government budgets that form the basis of the stability of local financial resources [13]. In fig. 4 shows the main expenditures of the state fund of Ukraine by general and special fund sectors in 2022.

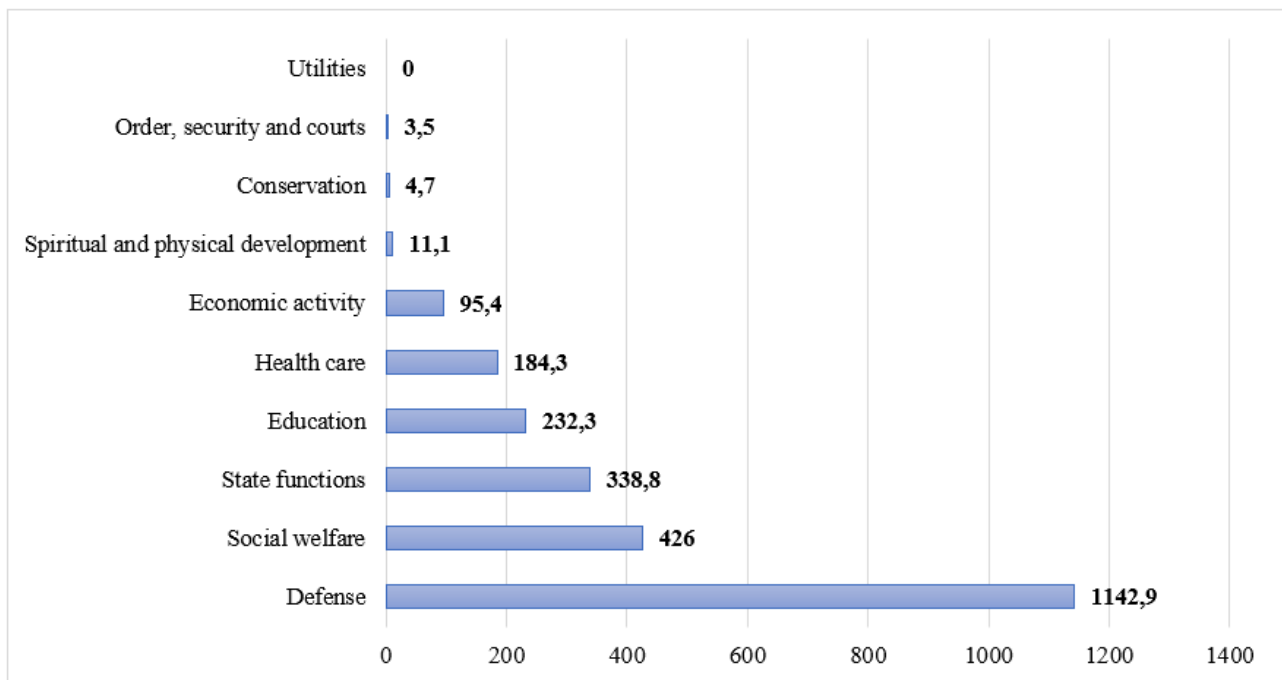


Fig. 4. TOP expenditures of the State Fund of Ukraine by industry (general and special funds), 2022, billion UAH

Source: Formed on the basis of [13]

Substantial differentiation of local budgets is determined by territorial characteristics, infrastructure development, and the scale of reforms, which is reflected in the increase in fundamental differences in the distribution of tax potential across the country, differences in the structure of budget financing needs, and the state of their budgets.

In order to increase the effectiveness of the functioning of budget systems, it is necessary that the formation of revenues of local budgets is based on the principle of fiscal equivalence, according to which consumers of local public goods must themselves bear the corresponding costs and finance their provision at the expense of the taxes they pay [4]. With this approach, the tax burden is not exported outside the territorial community, and differences in taxation levels determine the benefits that community residents receive from local public goods and services. Their "net financial benefit" will depend both on the level of taxation and on the provision of local public goods and services in the region (administrative-territorial unit) where they live [6].

Financial decentralization depends not only on the distribution of income and the powers of local authorities to make relevant decisions. Even if these conditions are met, the fiscal autonomy of local authorities may be limited by strict regulation and control over expenditures, financial planning, and organization of the provision of local public goods.

Budgetary decentralization should provide for the effective implementation of program-target budgeting at the local level, the development of a system of horizontal budget equalization at the level of administrative-territorial units, a system of indicators for the assessment and quality of financial management at the local level, while simultaneously strengthening state financial control over the financial and economic activities of local authorities [4].

The complexity of the research subject should be taken into account when building the model. Therefore, at the initial stage of the analysis, we will limit ourselves to only one component of fiscal decentralization: the ratio of revenues and expenditures of state-level budgets.

In the course of our research, we used a standard regression model, which has the form:

$$S_{it} = \beta X_{it} + \delta t + u_i + \varepsilon_{it};$$

where S_{it} – corresponds to the indicator of decentralization in the period t in the region i ;

X – corresponds to the explanatory variables used in this regression;

δt – year or period dummy variable (temporary fixed effect);

β – evaluation coefficient;

u_i and ε_{it} – two components of the residuals showing, respectively, a country- or region-specific effect.

In the course of our research, united territorial communities in 24 regions of Ukraine were analyzed in terms of 4 explanatory variables, namely:

- own income per inhabitant (ratio of the volume of own income receipts to the number of inhabitants of the relevant UTC);
- distance from the regional center of the region;

- the level of subsidization of budgets (the ratio of the amount of basic or reverse subsidy to the total amount of UTC revenues, excluding subventions from the state budget);
- the specific weight of expenses for the maintenance of the management apparatus in UTC financial resources (the specific weight of expenses for the maintenance of the management apparatus of local self-government bodies in the amount of own revenues of the general fund) [6].

Effective local self-government and its provision of progressive socio-economic development of the respective territories must be accompanied by an increase in the resource and financial base. Decentralized powers must be provided with appropriate resources for quality implementation.

Therefore, with the introduction of changes to the Tax and Budget Codes, from January 1, 2015, local self-governments received more finances to increase economic capacity. In fig. 5 shows the share of local budgets of Ukraine in revenues of the consolidated budget (without transfers) in 2022.

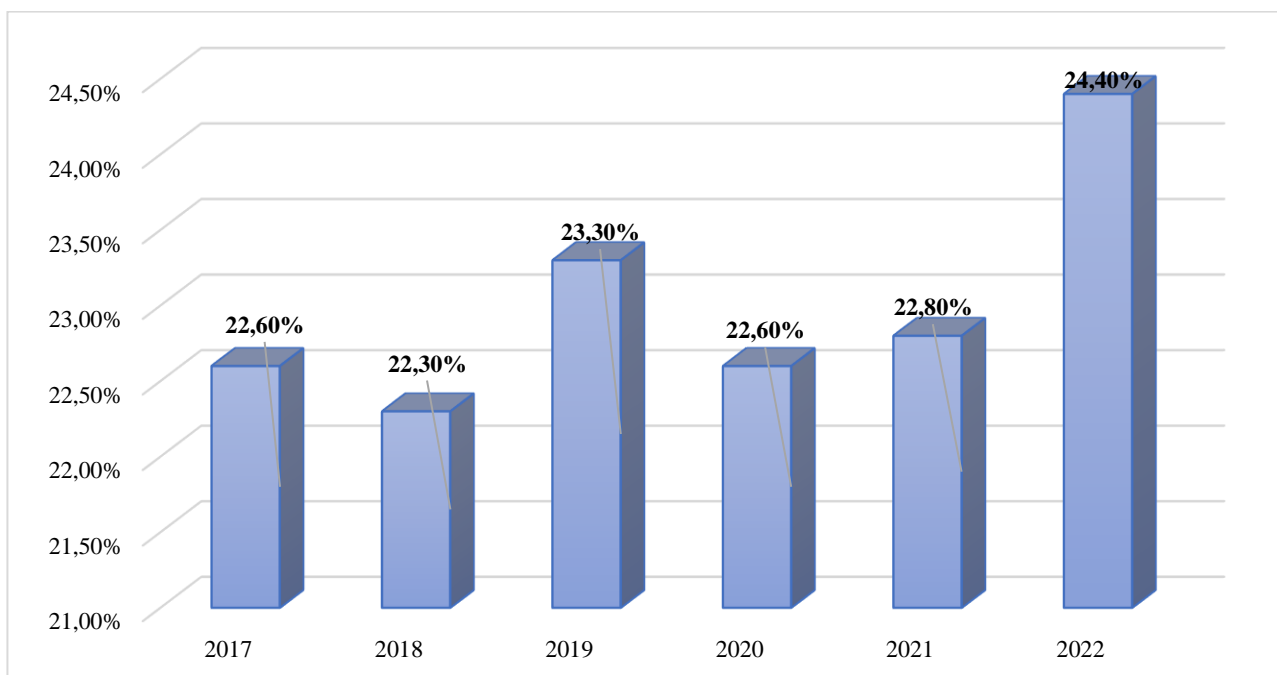


Fig. 5. Share of local budgets of Ukraine in revenues of the consolidated budget (without transfers), 2022, %

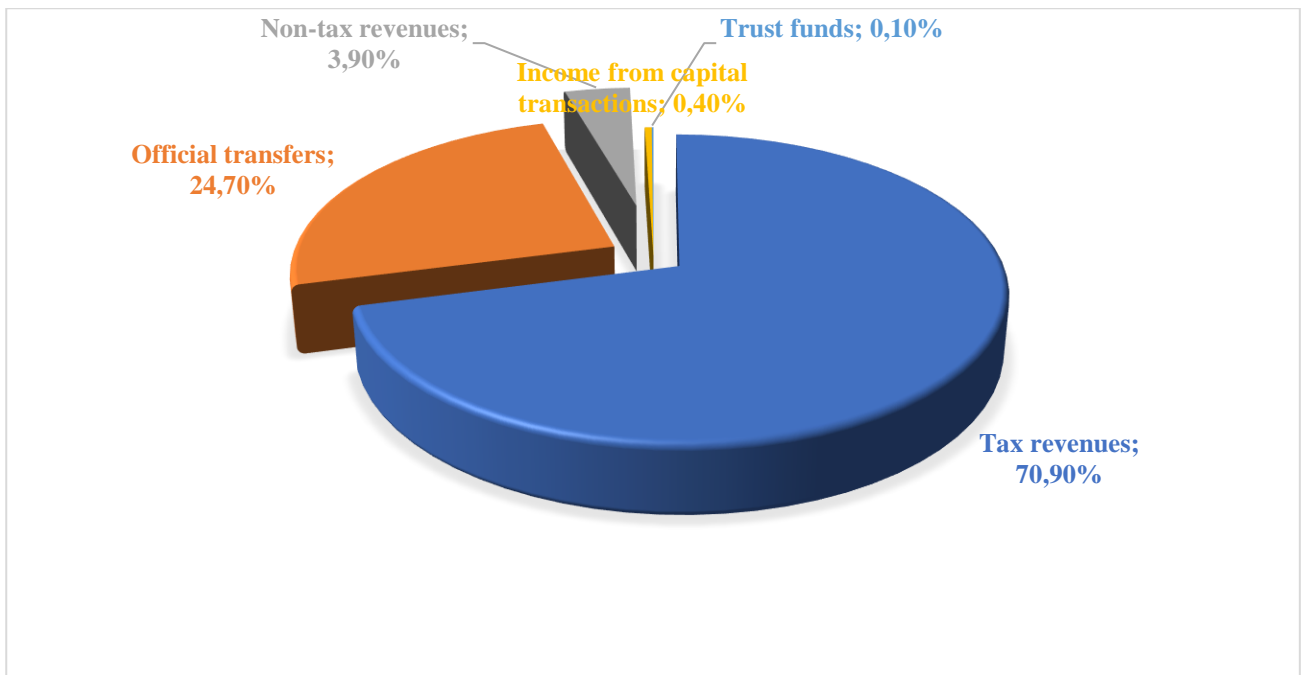
Source: Formed on the basis of [13]

The united communities have acquired the powers and resources that cities of regional importance have, in particular, the inclusion of 60% of the personal income tax on their own authority in the UTC local budgets. In addition, revenues from taxes remain entirely local: the single one, on the profit of enterprises and financial institutions of communal property and tax on property (real estate, land, transport).

In addition, UTCs have direct inter-budgetary relations with the state budget (before the reform, only regional and district budgets, the budgets of cities of regional importance had direct relations), in order to fulfill the powers delegated by the state, they are provided with appropriate transfers (subsidies, educational and medical subventions, development subventions community infrastructure, etc.). Legislative changes also gave local self-government bodies the right to approve local budgets regardless of the date of adoption of the State Budget Law.

Such improvements have already produced the first noticeable results. Own revenues of local budgets increased by UAH 200 billion from 2014 to 2019. (from UAH 68.6 billion to UAH 267 billion). This is a real tool of influence on the achievement of results and responsibility for the trust of communities [8].

However, newly created UTCs faced the problem of inefficient use of financial resources. The funds were mainly used to implement high-visibility projects (renovation of schools, cultural centers, medical and midwifery centers) in order to raise the rating of the head of the community and increase the chances of re-election in the next elections. At the same time, the reluctance of the heads of communities to take on additional responsibility and the work of attracting investments (for example, for infrastructure development) was noticeable [3]. In some places, the management of UTC did not invest the money received from the budget in development, but kept it in deposit accounts. According to the Ministry of Regional Development, as of August 1, 2018, UAH 0.5 billion of UTC budget funds were in bank deposits [5]. Most often, the reasons for the non-utilization of funds were: the procedure for joining new communities, legislative unsettlement, lack of long-term plans for unification and financial regulation, opposition of interested parties [4]. In fig. 6 presents the structure of revenues of local budgets of Ukraine in 2022 by types of revenues.



Note: in 2022, a total of UAH 555.1 billion was received by the local budgets of Ukraine.

Fig. 6. The structure of revenues of local budgets of Ukraine in 2022 by types of revenues, %

Source: Formed on the basis of [13]

At the local level, there were noticeable delays in unification or resistance of residents of local communities to the reform, the reason for which, in our opinion, were the following factors: economic - caused by a possible decrease in the financial capabilities of a particular settlement as a result of its unification with other communities, reluctance to share financial and material resources with poorer villages [7]. That is, communities that had sources of filling their budgets (local excise taxes, funds from land leases) were extremely reluctant to agree to unification with those settlements that did not have such sources.

The problem of financial support of local budgets must be solved by intensifying the economic and economic activity of local authorities with the aim of increasing the share of own and fixed sources of income in local budgets and reducing the share of transfers, as well as increasing the overall number of regions that do not require significant transfers from the state budget [6].

A feature of the modern Ukrainian model of local government organization is the creation and operation of local executive bodies not for the purpose of exercising

control and supervision functions regarding the legality of local self-government activities (as in Western European states), but assuming the main scope of powers to manage the respective territories, which complicates separation of functions between the bodies of executive power and local self-government [6]. The solution to this dilemma requires the implementation of reforms, the content of which is further decentralization.

Therefore, financial decentralization is an important process that contributes to the development of regions in Ukraine. However, during the implementation of financial decentralization, local budgets encountered certain problems that have a negative effect on the development of regions, including: lack of a clear distribution of powers, imperfect relations between different levels of government, high dependence of some regions on the state budget, insufficient own revenues to fulfill assigned tasks on local authorities and others [5]. That is why it is necessary to clearly delineate the powers, rights and duties of different levels of government, expand the powers of local self-government bodies, increase the amount of own income of territorial communities, stimulate investment activity in the regions, improve the regional development planning system, ensure control over the use of local budget funds at the state level and public levels, ensure openness of data on the activities of local self-government bodies, improve the system of local borrowing and develop cooperation between municipalities. All these actions will have a stimulating effect on the socio-economic development of the regions of Ukraine, especially in the period of post-war development.

The model of decentralization of public power in the state depends on such criteria as: the state system of the country, the administrative-territorial division of the country, the legal system, the organization of state power, regulatory support, the development of civil society, the history of statehood, folk traditions and customs, etc. At the same time, clearly defined features of one or another model of decentralization of public power, inherent only to one or another unitary state, cannot be determined, they can be in a synergistic combination and complement each other.

Conclusions. At the current stage in Ukraine, the primary task is to preserve the unitary state system of Ukraine with simultaneous decentralization - an important component of optimizing the system of state authorities and local self-government. Therefore, in terms of the democratization of Ukrainian society and European integration, its implementation in accordance with existing international standards and human needs, the transformation of the power system and territorial organization are decisive. From an economic point of view, increasing the powers of communities and providing them with additional resources is the only real opportunity to revive the socio-economic development of the territories. Only decentralization will be able to make Ukraine a modern state with stable industrial development and a reliable foreign policy position. Because effective economic reforms will not take place without community participation. And the effective participation of the people in political and economic reforms is impossible within the framework of the centralized management of economic life in the country, despite the fact that the central authorities are sabotaging the implementation of reforms in every possible way. In addition, successful decentralization deals a devastating blow to corruption. Mechanisms of public control, reinforced by strict anti-corruption legislation and a transparent procurement system, allow us to talk about a real fight against corruption in the regions.

Economic integration creates new opportunities and prospects for market activity. The enterprise will have more economic advantages due to economies of scale of production, if it interacts with many market and institutional socio-economic agents, on the actions of which the success of the enterprise largely depends. Consolidation of activities and the formation of integration structures contributes to the coordination of the economic interests of the integration participants and increases the efficiency of their activities and is a priority reference point for the development and development of territories, industries, the national and international economy as a whole. The formation of effective mechanisms and management tools of the merged enterprises ensures the maximization of their profits, optimization of the areas of activity, sustainable functioning, increases their safety in the event of changes in external conditions, since the effect of scale can be manifested not only in the traditional form

STRATEGIC IMPERATIVES FOR THE DEVELOPMENT OF LOCAL SELF-GOVERNMENT
IN THE CONDITIONS OF EUROPEAN INTEGRATION PROCESSES IN UKRAINE

- in the area of improving the quality of services , integration of resources and separate areas of joint activity, but also in the direction of creating a positive image, forming corporate culture and social responsibility, obtaining competitive advantages in the market.

2. Principles of management of the strategic development of the territorial communities of the Vinnytsia region in the conditions of European integration

The practice of local economic development in the advanced countries of the world allowed to accumulate "material" for using the best practices of its organization, development, management and implementation of the policy of planning strategies, programs and projects of local development. This experience is important in many ways and has wide application. It was transformed by the practice of application and corresponds to today's realities and challenges of the global economy. In this paragraph, we want to focus on understanding two important points:

- a deep awareness of the need to use modern approaches to planning the development of territorial communities, dictated by the conditions of globalization, regardless of the level of management entities. These approaches relate to changes in the general characteristics of the global economy as a whole, changes in industry and in the behavior of the main market players – enterprises, changes in labor markets and changes in the behavior of public authorities. Changes in the characteristics of key approaches to planning in modern conditions of globalization are presented in Table 1.;

- understanding and knowledge of the key principles of development, which have been polished by world experience and which are a kind of "instruction" for use in the process of local development planning and development of local development programs. These principles are designed to facilitate the effective implementation of measures and ensure the achievement of goals. They are usually used in the development of plans and determine how the community or municipality should carry out tasks to achieve the goals of local community development, so that activities and measures are consistent and have the maximum effect. Below are the main key principles that should be taken into account when planning community development and implementing any local economic development initiatives.

Table 1

Changing key approaches to planning in the context of globalization

	OLD ECONOMY	GLOBAL ECONOMY
GENERAL CHARACTERISTICS OF THE ECONOMY		
Markets	Stable	Dynamic
Level of competition	National	Global
Organizational form	Hierarchical and bureaucratic	Network and business
Potential territorial mobility of the enterprise	low	High
Competition between territories	low	High
ENTERPRISES and INDUSTRY:		
Organization of production	Mass production	Flexible production
Key factor of production	Capital and physical labor	Innovation, intelligence and knowledge
A key driver of technology	Mechanization	Digitization
A source of competitive advantages	Cost reduction through economies of scale	Innovation, creativity, quality, time to market, costs
The importance of research and innovation	moderate	High
Relations with other firms	"We will do everything ourselves"	Outsourcing, alliances and cooperation
WORKFORCE:		
The main objective of the policy	Full employment	Higher salaries and incomes
Skills	They are closely tied to the position	Broad skills in related professions
Education required	A certain skill	Lifelong learning
Relations between employees and management	Hostility	Cooperation
Nature of employment	Stable	Changeable, depends on the environment and opportunities
PUBLIC AUTHORITY:		
Relations between business and government	Establishing strict requirements	Promotion of innovations, local development, growth of companies
Regulation	Command and control	Flexible, based on market instruments and dialogue

Source: systematized based on [19-29]

The need to apply a systemic comprehensive and integrated approach to local development. In order to be effective, local economic development should not be limited to one dimension, that is, it should not be aimed exclusively at attracting any entrepreneurs and any jobs. Successful local economic development initiatives must be targeted, multi-faceted and aimed at solving a wide range of issues related to ensuring the sustainable development of the community and balancing economic,

social and environmental challenges. Developers of such programs analyze a wide range of problems, opportunities and solutions, taking into account local resources, factor conditions, community capital and the specifics of each community.

Local leadership and perspective. Leadership is a necessary prerequisite for successful activity and the main pillar of strategic planning. Today, more and more specialists are inclined to the opinion that the development of leadership as one of the important components of the local governance process can significantly increase the effectiveness of the authorities by using additional levers when working with the collective, community, stakeholders and direct recipients of services provided by the authorities.

The successful use of leadership as an additional resource makes a significant contribution to the implementation at the local level of the "Good Governance" paradigm, which involves ensuring effective and innovative management, proper participation of citizens in the decision-making process in order to transform communities into places where people want to live and work today and in future. Municipal leadership helps:

- respond to the challenges facing the community and the local self-government body;
- to develop the local self-government body and the community;
- develop and maximize the potential of intelligence, knowledge and energy of local people and staff;
- effectively cooperate with the community, partners and stakeholders;
- to ensure high standards of work in economic, spatial, social development of the community, in providing services to the population. The effectiveness of leadership is ensured by the presence of a common vision of local economic development, which attracts the attention of citizens, reflects their interests, creates a sense of ownership in community members and is realistic in the existing conditions.

Creativity and creativity. Today's competitive global environment puts pressure on communities to develop. Sustainable development and the desire to increase the quality of life require the constant search for new extraordinary solutions. Rapid

technological, political, economic and social changes require creativity in planning changes, finding new ways of economic development (for example, the development of the knowledge economy, the information economy, the economy of impressions, etc.). Nonstandard thinking should become the norm, not the exception. Success requires approaches that are creative and adaptable to the dynamic challenges that communities face.

Creating partnerships, involving the community and establishing cooperation is an important condition for the success of planning, ensuring progress, and implementing effective strategies and programs for local development. Local economic development activities are most successful when they are carried out through the involvement of the community, the partnership of authorities, entrepreneurs, non-profit organizations and the population. Success does not come by itself, but is the result of certain actions. Achieving success requires dedication, qualifications and experience in many areas, significant human and intellectual resources, innovativeness, which are rarely combined in one place or in one structure. Therefore, horizontal cooperation, broad cooperation and the formation of partnerships at the community level, the involvement of active people and interested groups in the work creates synergy and are necessary conditions for the success of plans and measures for the local development of communities.

The need to move from closed local economies to open global systems. In the conditions of globalization of the economy, communities, municipalities, regions and countries as a whole must shift the emphasis in their economic development programs. It is necessary to "think globally, but act locally." For this, it is necessary to concentrate on increasing the competitiveness of communities, for which to develop and support specialized enterprises, qualified workers and innovations. The best approaches to the organization of local economic development involve the application of the principle of leverage to further develop the strengths of the community or region to obtain comparative and competitive advantages.

Comparative advantage means a situation in which a city (an enterprise or several enterprises located in the territory of the city) can produce goods or services at

a lower cost than a competitor from another region. Comparative advantage promotes the specialization of production in order to obtain benefits from trade in the products of this production. Competitive advantage refers to the strategic advantage that an entity has over its competitors in a particular industry in which competition takes place. The presence of a competitive advantage strengthens and improves the position of the community, city, region in its environment (in which competition with other communities and regions takes place).

Local development should be aimed at achieving strategic goals, but at the same time it should demonstrate a certain positive effect in the short term. Any local economic development initiative is, as a rule, long-term and therefore can produce tangible results only after a decade.

In order to maintain faith, action and interest, development officials must regularly evaluate the progress of work and share with the community intermediate achievements on the way to achieving the main strategic goals. The awareness that this work has a positive effect convinces people of the correctness and importance of the work on local economic development planning and promotes the activation of the involvement of interested parties / partners in further work. This is achieved to a large extent thanks to the step-by-step implementation of projects, the implementation of which is much easier to evaluate in a short period of time, and therefore to realize the expected effect in a strategic perspective.

Local development should be a proactive, flexible and adaptive process. In today's global world, a significant challenge for achieving success in local community development is shaping and aligning planning with the dynamism of a rapidly changing environment. The problem concerns the need to simultaneously solve the combination of two opposite things - the need for planning on the one hand, and on the other hand - adaptation to changes, the need to "keep up with the pace of change", manage changes and use them for the benefit of local development. In times of "moving targets" it is critical to be flexible and adaptable, inflexible and conservative approaches are often inappropriate and even harmful. Success is often determined by the extent to which a community or municipality can take advantage of changing circumstances, anticipate

them, and use them to their advantage.

Promptness and focus on actions. The value of planning is not in endless thinking, but in the deliberate selection of real and effective measures, setting all participants in the process to action to accomplish tasks and achieve goals. The success of planning largely depends on the methods and methods of its implementation.

Programs and measures for local development must be transparent and accountable. Transparency and accountability make a tangible contribution to ensuring the effectiveness of local economic development initiatives. This is achieved through a permanent process of involving the community in the joint resolution of issues. When individual citizens and other stakeholders know what is going on, they are more willing to get involved and support the process. The more serious the community is about implementing measures for local economic development, the higher the effectiveness of these measures. Transparency means open discussion of the process of planning local economic development and informing about it to the widest possible audience. Accountability is a logical consequence of transparency.

Therefore, the growth of competitiveness is an important component of activities in the field of local community development planning. The achievement of development plans and all activities in the field of local development include the development of strategies, preparation of programs and projects that ensure the formation of such a business climate and such local conditions that contribute to the maximum attraction of resources and ensure economic growth. One of the main tasks of the community in the field of local development is the need to become attractive for the development of highly productive resources, to attract an investor, and not just any investor, but a strategic investor who will ensure the growth of the territory's competitiveness, bring to the territory a high added value, an innovative type of management, will ensure the development and practical use of intellectual capital.

Local self-government is a means of regulating the process of reproduction in the interests of the population living in this territory. It acts as a necessary condition for ensuring compliance with the interests of residents of decisions made by authorities

and management. The latter should contribute to the sustainable socio-economic development of the territory, the creation of effective social protection of the population and the stabilization of the level of its consumption. As you know, local self-government is a powerful institution, therefore it operates within a certain social environment, which affects the goals, subject of activity, as well as the choice of management methods. Being an independent subject of economic activity, local self-government bodies are forced to take into account and influence the entire set of industrial relations and economic interests on the territory of the community. In their activities, local self-government bodies are governed by the Constitution of Ukraine [18], the Law of Ukraine "On Local Self-Government in Ukraine" [19] and others. According to these legislative acts, local self-government is defined as the right of a territorial community, residents of a village, town and city or their voluntary association into a community, to independently resolve issues of local importance within the limits of the Constitution and laws of Ukraine. The material and financial basis of local self-government is movable and immovable property, revenues of local budgets, other funds, land, natural resources that are owned by territorial communities of villages, towns, cities, districts in cities, as well as objects of their joint ownership, which are under the management of district and regional councils [19].

One of the most important functions of management is the determination of goals and ways of their implementation; management decision-making; monitoring their implementation and providing feedback, etc. Optimizing the activity of such a complex organism as a territorial community is most expedient to do through planning.

The essence of this function is the preparation of various options for management decisions in the form of forecasts, draft programs and plans, substantiation of their optimality, ensuring the possibility of implementation and verification of implementation. There are a large number of types of planning, which are characterized by various features. In order to more effectively plan the future of the territorial community, it is most appropriate to use a strategic plan, since it covers a wide range of issues, provides for the formation of a strategic goal and relevant tasks, allows to determine changes in the external and internal environment, and much more

[20].

Local self-government is entrusted with the responsibility of regulating the population reproduction process and ensuring the solution of all problems that exist now or may arise in the future. The history of the emergence and application of strategic planning has its roots in business structures. It enables various types of organizations to assess their future capabilities, strengths and weaknesses. The use of such a mechanism as strategic planning in relation to state and municipal management is complicated by the different goals of the functioning of these organizations. Business structures work with the goal of obtaining the largest possible amount of profit and winning a larger market share.

Authorities work to meet the needs of citizens and seek funds to provide better services in the future. J. Gordon defines strategic planning as "the process by which the organization tries to predict its future and avoid mistakes." He also emphasizes "if the organization evaluates its future capabilities and anticipates current and prospective weaknesses and strengths, the organization will be able to ensure success and avoid significant problems" [21].

J. Bryson and W. Roing (1988) state that strategic planning "has a focus on achieving the greatest fit between the organization and the environment." Strategic planning is defined as disciplined actions aimed at developing fundamental decisions and actions that shape and manage what the organization (or any other institution) is, what it does, and why it does it (J. Bryson). Another publication by J. Bryson provides such a definition of strategic planning as the process of making fundamental decisions and implementing measures that shape it and determine what the organization is, what it does and why it does it [22].

J. Bryson and W. Roing (1988) establish several key differences between strategic planning and traditional planning. They include the following:

- taking into account wide and diverse circles of interested persons (stakeholders);
- attention to external opportunities and threats, internal strengths and weaknesses;

- attention to existing and potential competitors [22].

Strategic community development planning is a coordinated long-term program for achieving an ambitious but realistic goal set by the community. Strategic planning is coordinated with all major groups and strata of the population. The process of strategic planning of the development of the community is the work of a group composed of representatives of all the main strata of the population, on the definition of:

- a vision of the future image of the territory, as the community itself wants to see it;
- strategic goals, the achievement of which will ensure that the administrative-territorial unit acquires the image defined by the community;
- action plans-measures aimed at achieving these goals.

The main goal of strategic planning is the development of policy directions and the selection of appropriate strategies for implementation in the main areas of activity, such as planning of an administrative-territorial unit, the formation of a budget and development programs.

Through strategic planning, state institutions or local governments can:

- investigate the surrounding environment in which the territorial community exists and manages;
- explore the factors and trends that influence the ways in which they do their work and fulfill their role;
- try to fulfill the orders of voters and fulfill their mission;
- the basis of strategic problems lies in the careful study and consideration of the organizational structure and the combination of price, profit, and management.

What is the difference between a regular plan and a strategic plan? What is new in the strategic planning of the development of a territorial community is that: first, a vision of the desired state of a specific administrative-territorial unit in the future is formulated; secondly, visions are formulated not by local self-government bodies, but directly by people who live in the community; thirdly, the strategic plan itself is not developed by a narrow group of its own and engaged specialists, but by a group made

up of representatives of all strata of the population.

Decisions are made by consensus, taking into account the interests of the majority; fourthly, this plan is neither rigid in terms nor in content. The working group, which works constantly, can change the priorities of the strategic plan in the event that some priorities lose relevance and others appear. It should be emphasized that there are many potential benefits from the strategic planning process, although there are no guarantees that they will be put into practice. These are the following benefits:

- increasing efficiency (since financial resources are used based on strategic goals, and not for the purpose of "patching holes");
- costs and revenues are calculated in advance (increased productivity; improved understanding and improved learning).

Due to the fact that the strategic plan is drawn up taking into account all sections of the population, the understanding between the authorities and the public is growing as to why the funds were spent on certain needs;

- better decision-making process;
- improvement of communications and relations with the public;
- growth of potential support.

Voters who are satisfied with cooperation with local authorities will vote for such public politicians in the next elections. As can be seen from the above, a significant role in strategic planning is given to the involvement of the public in the process of strategic planning of the development of the territorial community. When the government involves the public in such important processes as strategic planning, formation and adoption of the budget, it is a very effective step on the way to the development of social partnership.

The essence of this concept is to establish a constructive interaction between three forces operating in the social arena of the country, region or territorial community – between state organizations, commercial enterprises and non-commercial organizations in reforming and improving the social sphere. These parties have different ideas about the nature of this problem. None of these parties can overcome social injustice and conflicts on their own.

After all, it can be stated that strategic planning allows the territorial community to: identify and analyze the decision-making environment; to position the administrative-territorial unit in the given environment; identify external threats and opportunities for the territorial community; determine the comparative weaknesses and strengths of the territorial community; explain and clearly formulate the mission of the territorial community; provide sufficient information for strategic resource decisions.

For the success of strategic planning, the following are necessary: a convincing logical justification of its use; constant and significant support of community leaders; internal and external stakeholders who see content in strategic planning; a body that functions effectively as a whole; clear understanding of roles and responsibilities; sufficient amount of resources (financial, professional, material); selective use of quasi-rational, intuitive decision-making. The process of developing a strategic plan is quite complex, so it requires the appropriate level of preparation from the executors, the ability to think comprehensively when making decisions. The main stages of strategic planning of territorial community development. Strategic planning of the development of the territorial community, in its essence, is the process of developing and implementing a set of programs and measures aimed at the sustainable development of the city.

First of all, the following characteristics of the strategic planning process and structure should be taken into account:

1. Strategic planning is considered as a continuous process, on the basis of which policies and concrete action plans are formed.
2. Strategic planning is an activity integrated with day-to-day management, administrative management and regulation.
3. Collection and management of information for the purpose of strategic planning will be organized as a permanent (daily) practice on a comprehensive basis.
4. Strategic planning is considered not as a technical process carried out by experts (although it is their work that provides a significant part of the analysis and management), but as a complex participation and consideration of the interests of the subjects of the municipal entity.

According to Y.P. The layer [23] model of the implementation of the strategic planning process consists of three stages. The first conceptual-analytical stage is related to obtaining results that express the conceptual categories of strategic planning - strategic vision, policies, strategies. This is the most difficult stage, due to the high degree of uncertainty and ambiguity. SWOT analysis takes center stage at this stage. The second stage is problem-orientated, during which priority problems that need to be solved are worked out in order to implement the strategy. At the third, project-oriented stage, actions for implementing strategic priorities and solving problems are planned. This stage is characterized by the lowest degree of uncertainty.

The main result of this stage is projects, programs, action plans. According to research results [24-41], the main stages of the strategic planning process can be presented in the form of a scheme.

It should be noted that according to Dmytryk O.V. a comprehensive approach to assessing the condition and development of rural areas includes a number of indicators in the following areas: assessment of rural infrastructure; assessment of human potential; assessment of the effectiveness of agriculture in rural areas; determination of the state of use of the natural resource potential of rural areas; analysis of soil quality and potential yield in case of soil degradation; assessment of the general condition of rural areas according to international standards [42, p. 52].

Thus, summing up the considered issue, we note the following. The main directions of the economic development of the territorial community are reflected in the strategies. Due to the presence of different conditions in administrative-territorial units, priority directions in community strategies and policies are diverse. During the drafting of a strategic plan, development and its implementation are carried out. A mandatory stage of strategic planning is the monitoring and control of the implementation of the plan, for which strategic control indicators are developed and direct strategic control is carried out.

Therefore, the process of strategic planning has a continuous cycle, so it is logical to conduct an analysis of the completed strategic planning measures, an analysis of tactical actions, and on the basis of this, an adjustment of the strategic plan is made.

The social and economic effect for the Illinets community today due to the already implemented measures is as follows:

- the annual volume of polymer-plastic waste emissions for landfill decreased by 876 tons;
- after processing plastic waste, you can get 8,000 m² of paving slabs per year for the amount of UAH 1.5 million, with its cost price of UAH 820,000;
- the cost of arranging sidewalks is reduced due to the in-house production of paving slabs and their long service life compared to concrete slabs;
- the ecological situation within the community is improving;
- 30 additional jobs were created.

As of January 1, 2023, the land fund of the Illinets urban territorial community amounted to 47,007 hectares (Table 1).

Table 1

Land Fund of Illinetska City Territorial Community, ha

Land category	2020	2021	2022	Deviation, +, -
Agricultural lands	23611,79	26097,18	27786	4174,21
Land for residential and public development	1097,62	1159,81	1222	124,38
Forestry lands	7254,55	7322,55	8345	1090,45
Lands of industry, transport, communications, energy, defense and other purposes	454,55	571,51	602	147,45
Lands of the water fund	464,14	503,1	456	-8,14
Recreational lands				
Other lands	230,55	252,55	8596	8365,45
Earth in general	33113,2	35906,7	47007	13893,8

As of January 1, 2023, the land fund of the Illinets urban territorial community totals 47,007 hectares, including the area of settlements - 5,298 hectares, the area of land outside the settlement - 41,709 hectares.

As of January 1, 2023, 2,889 head of cattle are kept in agricultural enterprises. of cattle, which per 100 head. (or by 3.3%) less than last year, including 1466 goals. cows, which is more than last year by 30 heads (2.1%)

Industrial and agricultural production is typical for Illinetska city OTG. Among the industrial enterprises operating in the territory of the community are: LLC

"Lustdorf", one of the leaders of the dairy market in Ukraine and the main budget-generating enterprise in the community. Currently, more than 830 people work here. The enterprise processes an average of 430 tons of milk per day. LLC "Illinets Sugar Plant" has a processing capacity of 2,000 tons of raw sugar per day. The number of employees per season is 420.

The state enterprise "Illinets Forestry" has an area of 17,815 hectares of forest plantations. The number of employees is 120 people. According to the EDRPOU, 432 registered legal entities and 848 individual entrepreneurs are active in the territory of the community.

For 2022, the projected wage fund for full-time employees employed at enterprises, institutions and organizations of the Illinets city-territorial community amounts to UAH 1,028,307,000.

The budget income of the united territorial community (without transfers) per person in 2022 amounted to UAH 4,578. The amount of capital investment per person is UAH 1,520. For the year 2022, the wage fund for full-time employees employed at enterprises, institutions and organizations of the OTG amounts to UAH 789.8 million.

Currently, the Illinets City Territorial Community is implementing the program of socio-economic development of the Illinets City Territorial Community for the period 2022-2024, approved by the decision of the 15th session of the Illinets City Council of the 8th convocation No. 399 dated 07/14/2021.

The implementation of investment projects with the involvement of external sources of financing took place mainly at the expense of regional and state funds for regional development, subventions for the development of the infrastructure of the municipal community and subventions for the socio-economic development of certain territories, the regional ecological fund for environmental protection and with co-financing from the local budget.

During 2016-2020, the city council implemented 126 projects with a total cost of UAH 125 million. In particular, the most important of them were:

In the field of ecology, in 2016, the project "Illintsi - without garbage" was implemented, as a result of which tanks for separate sorting were installed in the city

of Illintsi and nearby villages, an information campaign was conducted among the population, they began to sort garbage, separate plastic bottles and send them for sale to Vinnytsia. The total budget of the project was UAH 200,000, of which only UAH 60,000 were grant funds won as a result of winning the regional project competition.

The next stage was the development of a comprehensive environmental project called SWIDOMI (Solid Waste Integrated Developed Operational Management In Illintsi), which consisted of several directions and provided for an effective solid waste management cycle. Namely, in 2018, a waste sorting complex with a processing capacity of 120 m³ per day was built in the city of Illinka with the funds of the regional environment fund in 2018, with a processing capacity of 120 m³ per day, where solid household waste (MSW) is currently sorted by 10 types.

An apple orchard with an area of 5 hectares was laid next to the complex, where about 5,000 apple seedlings were planted. Within the framework of this project, container sites were built in the city and nearby villages of the community, where 275 tanks for solid waste and 90 grid containers for collecting plastic are located. In addition, the collection of batteries in special containers was introduced in the city of Illinets in 2017, and an agreement was concluded with an entrepreneur from Bila Tserkva, who accepts batteries for disposal. The formation of the ecological culture of the population has also become an integral element of this project. Thus, together with the public organization "DIALOG", a number of environmental actions and information campaigns aimed at increasing the environmental awareness of citizens regarding the correct handling of waste were carried out.

According to the monitoring carried out during 2022, 1,700 tons of MSW were processed, from which more than 1,000 tons of raw materials (glass, paper, cardboard, compressed PET bottle, hard plastic, polyethylene film) were sorted, which were later sent for sale. Based on the analysis, the share of polyethylene film in this sorted mass of MSW was approximately 23%, solid polymers - 15%, PET bottles - 16%, the rest - glass, paper, cardboard, etc.

Therefore, the next stage of project implementation was the completion of the MSW processing cycle, namely: recycling of polyethylene and solid polymers for the

purpose of producing sand-polymer products. So, on the basis of the waste sorting complex, in October 2019, a line for the production of sand-polymer tiles, roof tiles and sewer manholes was installed and started working.

The socio-economic effect of the activities of the SVIDOMI project is obvious - 100% improvement in the state of the environment, creation of 20 additional jobs, greening of the community at the expense of proceeds from the sale of processed raw materials, reduction of costs for the arrangement of sidewalks thanks to the in-house production of sand-polymer products and their long service life compared to traditional ones.

In the field of ecology, in 2017, the project "Let's give life to the source" was also implemented. Its purpose was to clean the natural reservoir, restore and preserve the ecosystem of the park of the city of Illintsi. The project budget was UAH 292,000, including: from the competition fund - UAH 137,500, from the local budget - UAH 80,000. Upon completion of the project, the residents of the community received a cleared spring of the park, reinforced walls of the reservoir with waterproofing, installed a lock connecting the Sob River with the reservoir, and restored a decorative fountain.

In 2017, the "Solar Tariff" project, with a budget of UAH 62.9 thousand, became a small, but quite developmental project with the aim of ecological education of young people and dissemination of experience in the implementation of energy-saving technologies. A solar panel, which transforms solar energy into current, and an educational information stand on the principle of operation of solar power plants were installed on the roof of the premises of the Illinetskyi NEC "ZOSH I-III degrees-gymnasium No. 2". As a result, according to the results of the project activities, the city of Illintsi became the winner of the All-Ukrainian Competition "SMART CITY 2019" in the nomination "Ecologically responsible city" and for the use of smart technologies to protect the urban ecosystem.

In the field of increasing the level of public safety, in 2016-2017, the "Attention children!" projects were implemented, costing UAH 138.8 thousand, as a result of which a system of pedestrian traffic light regulation (2 traffic and 2 pedestrian traffic

lights) was installed, thereby creating safe conditions for road traffic and guarantees of children's safety at the pedestrian crossing on Nezalezhnosti Street near ZOSH No. 1.

Another project "Illintsi - a safe city" was designed to create comfortable conditions for the safe living of residents and guests of Illintsi by preventing crimes in the city by installing specialized video surveillance. As a result, 13 video cameras were installed for 150,000 people in the most crowded places of the city, which prevented the commission of various offenses by 100%.

Developing the technical infrastructure, in 2017 the "European Square" project was implemented on the territory of the community, with a total cost of UAH 1,197,000, the result of which was the complete reconstruction of the city's central square. This project took second place in the framework of the all-Ukrainian annual competition "Leipzig Award for Integrated Urban Development-2017".

A number of projects with a total budget of UAH 15,649,000 were implemented from 2017 to 2019 at the expense of subvention funds for community infrastructure development. Among them are capital repairs of the road surface of 11 streets, the construction of external water supply networks in the Morozivka microdistrict, capital repairs of the water pumping station of KP "Illintsivodokanal", the purchase of a garden sprayer, a mounted tiller for YMZ, MTZ tractors, and communal brushes for KP "Dobrobut".

For the development of the sports base in 2017-2018, funds were raised and a project was implemented for the construction of a mini-football field with an artificial surface on the basis of the stadium of the Ilynetsk educational complex "General Education School of I-III Levels-Gymnasium No. 2", with an estimated cost of project in the amount of UAH 1,450,921 thousand (50% - UAH 725,461 thousand from the budget program KPKV 2751320, 50% - UAH 725,460 thousand local budget) and the project "Construction of running tracks with an artificial surface on the basis of the Children's and Youth Sports Stadium schools of the Illinets City Council, Illintsi Street 37, Evropeyska, estimated cost - UAH 1,498,507,000

In 2019, thanks to the victory in the 16th regional competition for the development of territorial communities, sports equipment for street workouts was

purchased and installed at 3 playgrounds in the city of Illinets, the villages of Krasnenke and Hrinivka, with a total budget of UAH 268,000.

In the field of education, in order to ensure the energy efficiency of the Ilynetsky educational and educational complex "General Education School of I-III Levels-Gymnasium No. 2" and to create proper conditions for the development of a new educational space in accordance with the requirements of the concept of the New Ukrainian School, in 2019 a major renovation was carried out (replacement of the covering roof, insulation of the facade, drainage and improvement of the territory) of the school. This project won the RFRD project competition and was financed by the state for 4 million hryvnias.

Contributing to the development of education, culture and tourism, thanks to the victory in the 15th regional competition for the development of territorial communities in 2018, two projects were implemented: "Illinetska astroblema" and "Tepla mediateka - a creative center of the rural community".

On the territory of the community near the village of Luhova, Yakubivsky District, the Illinetsky meteorite crater is located, included in the list of historical values "Pearls of Podillya" and declared an object of the nature reserve fund of local importance, as a geological monument of nature, with an approximate area of 17.2 hectares.

As part of the "Illinetsky Astroblema" project, a set of measures was implemented to preserve the geological natural monument and create a tourist attraction "Illinetsky Crater, in particular: with a budget of 270,000 UAH, 2 information stands and 6 road signposts were purchased and installed in Ukrainian and English, the entrance to the crater territory is equipped with stone fragments of meteorite origin, 2 observation decks with stairs and handrails, an excursion pavilion and a 70-meter long wooden ladder, a toilet is built, and souvenir products are made.

In order to develop astrotourism in 2020, a telescope with a camera and presentation equipment (banner, magnetic stand and table) were purchased at a total cost of UAH 84.3 thousand. In the future, we plan to develop a comprehensive tourist product capable of meeting the needs of modern tourists and turning the "Illinets

Crater" into the largest tourist attraction of Vinnytsia.

The goal of the project "Warm media library - a creative center of the rural community" was to transform the old library into a modern, warm and cozy media library - an information and cultural center of the Pavlov Starostyn district of the community. The total budget of the project was 250 thousand hryvnias. These funds were used to renovate and insulate the premises, purchase new furniture, computer equipment, a plasma TV, connect to the Internet, purchase new publications and interactive games.

The updated media library currently provides the possibility of free access to the Internet, information search, recording of received materials on remote storage media, printing on a printer, computer translation of text, scanning, copying, payment of utility services, etc. Especially for children and residents of the Home for the Elderly, the media library opens up a space for communication; offers virtual tours of world museums; conducting various library events, such as discussing a book, film, article, etc. In general, the project became a pilot from the point of view of implementation in other village libraries of the community, and in 2019 such modern media libraries appeared in the villages of Vasylivka and Pariivka.

In 2020, at the expense of infrastructure development subvention (5,857,000 UAH), major repairs of 3 roads were carried out and the construction of a new water main on the street continued. Morozivska At the expense of the local budget, the sports complex of the Children's and Youth Sports School was renovated at a cost of UAH 1.2 million. Another 2 million hryvnias were spent on the energy modernization of communal facilities - replacement of boilers in the villages of Zhadany, Tyagun, Pariiyvka, Soroka, secondary school No. 3 of the city of Illintsi.

The reconstruction of Shevchenko Square cost the city UAH 1.5 million, and the most problematic sections of the connection between the villages of Soroka – Zhadany, Zhadany – Kantelina, Parkhomivka – Soroka, Pavlivka – Slobidka were repaired with the help of the state subsidy for road repair. The total cost is UAH 5.9 million, including UAH 900,000 from the local budget.

In 2019, investments in community utilities amounted to UAH 3.5 million. With

these funds, the public transport fleet was updated and street cleaning equipment was purchased. In addition, transport vehicles were purchased for the amount of UAH 800,000 and, accordingly, passenger transport routes to all rural settlements of the community were opened.

Branding: At the beginning of 2019, in order to determine the parameters of the identity of the city of Illintsi, a sociological internet survey of citizens was conducted, and subsequently the community brand (logo) in Ukrainian and English was developed and approved (Decision 51 of the 8th convocation of the meeting No. 1050 of 08/09/2019), which accordingly, it was registered and protected by copyright (Certificate No. 97616 dated 05/20/2020).

This brand was created with the aim of forming a positive image of the community, creating a favorable climate for external investors and local business, including tourism, and increasing the recognition of the community in domestic and foreign markets.

In order to provide citizens with convenient access to the use of the basic tools of electronic democracy and to establish a better relationship between citizens and authorities in solving socially important problems, the implementation of the project "Electronic governance for the accountability of authorities and community participation in the Illinets community" began in April 2020 with the support of the International of the charitable organization "Eastern Europe Foundation" and the Swiss Agency for Development and Cooperation in Ukraine in partnership with the Ministry of Digital Transformation of Ukraine. The project will continue until 2023 in the following areas:

- automation of the work of the local self-government body in the field of decision-making and provision of public services;
- improving the qualifications of employees of the local self-government body in matters of e-governance;
- training of employees of the local self-government body, representatives of public organizations, businesses and the media on issues of electronic democracy;
- promoting the development of civil society and the introduction of electronic

democracy tools;

- carrying out activities related to the development of democracy and involving the community in the processes of making important decisions.

The subject of the cooperation of the parties is the connection of the Illinets City Council to the e-DEM platform (the Unified Platform of Local Electronic Democracy), which combines the following services:

"Local electronic petitions" service, which gives Ukrainians the opportunity to influence the development of their communities by applying to the relevant local authorities with e-petitions. These petitions are considered according to the special procedure established by the Law, provided that the text of the petition is supported by a certain number of residents.

The "Public Budget" service, which provides an opportunity for residents to propose their local development projects and/or influence the distribution of a certain share of local budget funds by voting for certain projects.

The "Electronic Consultations with the Public" service, which provides local authorities with the opportunity to attract residents' proposals on issues of urban and community development, organize discussions of draft documents before their consideration and approval, conduct local surveys in various forms in order to study the opinion of the active part of urban residents.

Another area of work within the project was the creation of community health center and improvement of service provision. For this purpose, by order of the City Council No. 73/03-04 dated 23.07.2020, a remote place for the work of specialists of the executive committee of the Illinets City Council was created in the form of a mobile office to ensure the reception of applications and documents from persons with limited mobility, persons with disabilities, the elderly, persons undergoing inpatient treatment, and as needed in the villages of the Illinets urban territorial community.

In 2020, thanks to the victory in the 17th regional competition for the development of territorial communities, 2 projects were implemented: "Astrotourism in the Illinets Crater". A set of measures for the development of astronomical tourism and the creation of the tourist object "Illinetsky Crater" was carried out, namely: optical

equipment in the form of a telescope and a mirror camera for astrofilming was purchased. Purchased presentation equipment for events. The cost of the project is 84,264 thousand UAH, the regional budget - 66,000 UAH, the city budget - 18,264 thousand UAH.

As part of the project "Sports equipment – for schools of the Illinetsk urban territorial community", sports equipment was purchased and handed over to 6 secondary schools of the Illinetsk urban territorial community. The cost of the project amounted to UAH 146,917.7 thousand, in including: regional budget – 136,917.7 thousand UAH, city budget – 10.0 thousand UAH.

In 2021, thanks to the victory in the regional competition of the Vinnytsia Regional Council "Comfortable communities", the project "Modern field – for young football players!" will be implemented. with a total cost of UAH 1,521.56 thousand.

Strategic development goals are defined as expected achievements based on the results of the implementation of a complex of interrelated tasks and measures aimed at solving the most important issues of the development of the Illinets community and solving problems and are presented in Appendix A.

Based on the results of the socio-economic analysis, SWOT/TOWS analysis and conclusions, the members of the working group chose a dynamic type of sustainable development strategy, which involves the formation of competitive advantages of the community by minimizing the impact on the development of weak sides with the help of opportunities that arise in our country today and in the world. At the same time, the community should make maximum use of its strengths.

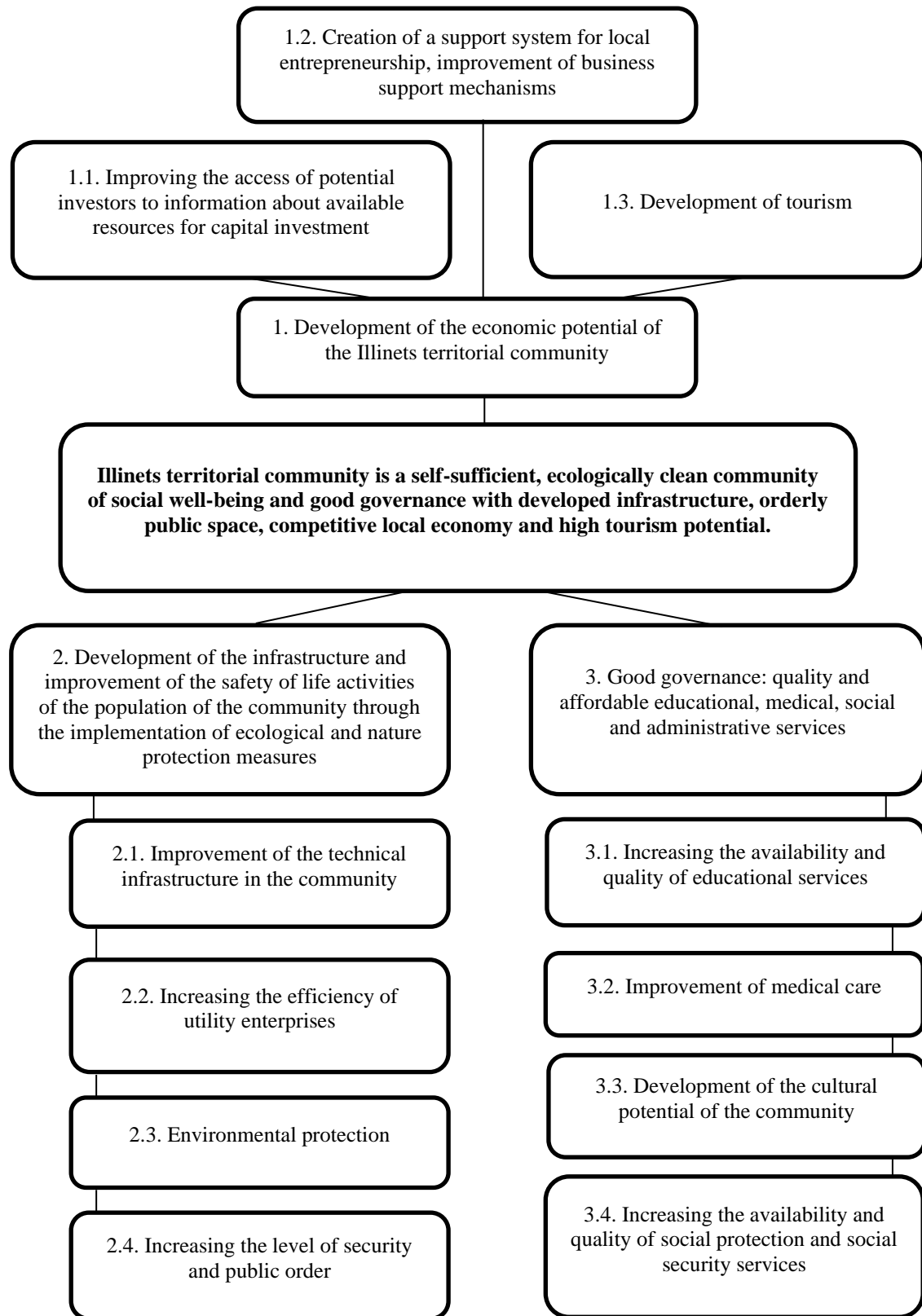


Fig. 2. Strategic vision, strategic and operational goals of the development of the Illinets territorial community for 2022-2024.

On the basis of the conducted research, Figure 2 presents the strategic vision, strategic and operational goals of the development of Illinetska TG for 2022-2024,

which are formed into the Program of Socio-Economic Development of Illinetska Urban Territorial Community for the period 2022-2024.

It should be noted that the development strategy of the united territorial community is a strategic planning document that defines long-term (5-7 years) strategic and operational goals and objectives for the sustainable economic and social development of the united territorial community and is developed taking into account the legislation of Ukraine in the field of state management of the development of territorial communities.

The plan (program) of the socio-economic development of the united territorial community (hereinafter – the plan) is a document developed, as a rule, for the implementation of the local strategy and ensures its implementation, specifying tasks and measures within the framework of the goals of the local strategy, responsible executors and deadlines implementation of measures, estimated amounts of funding, sources of funding and indicators (indicators) for assessing the effectiveness of measures

To achieve the strategic vision, operational goals were defined for each strategic goal. The development and achievement of goals forms the basis for managing community development. Strategic goals answer the question of what needs to be done to achieve the vision of community development: Operational goals are detailed in tasks. The tasks answer the question of how the community will try to achieve its development goals.

Based on the vision of the management of the Illinets City Council of the TG, a course has been taken to develop the city of Illinets as an open, dynamic, elegant, comfortable for life, attractive for investors and tourism, a city with effective management, which demonstrates sustainable development and has its own unique face. And the Illinets urban territorial community is on course to become a self-sufficient, ecologically clean community of social well-being and good governance with developed infrastructure, orderly public space, competitive local economy and high tourism potential.

The existence of a strategic plan for the development of the territorial community

is vital. The larger the management object, the more difficult it is to carry out the management process over it.

To successfully implement a strategic plan, it is not enough to simply follow its main provisions. It is important to attract investments in the development of the region's economy due to the presence of plans for the future. For this purpose, it is proposed to use the elements of regional marketing, that is, advertising of the developed strategic plan for the development of the territorial community. The cost estimate for the implementation of the strategic plan for the development of the territorial community includes an article for the publication of the brochure "Strategic Plan for the Development of the Territorial Community", the publication of an information bulletin on the implementation of the main provisions and indicators of the strategic plan is proposed.

In our opinion, before developing a strategic plan, it is necessary to enlist the support of the local chairman, to develop a justification for the allocation of funds from the local budget, which will be directed to finance the process of developing and implementing the strategic plan. It is advisable to develop and approve the composition of the Strategic Committee, the Working Group.

There is a need to conduct training with the main participants of the process on general issues of the activities of local self-government bodies, the local economy system, the system of financing local self-government bodies, and the main trends in the development of the modern economy and the world process.

Representatives of the territorial community, namely: representatives of enterprises, institutions, organizations of various forms of ownership, individual independent experts, etc., should be involved at all stages of strategic planning.

In the process of drawing up a strategic plan, it is suggested to constantly ask the opinion of the population on various issues. This can be done most effectively through mass media, such as local newspapers, television, Internet resources (in particular, the chat of the local council website).

The work also proposes to carry out an annual evaluation of the results of the implementation of the strategic plan according to the indicators specified in the table.

3.1. For each component, the evaluated components are fixed. Each component is assigned a “weight” that reflects the relative importance of this component for evaluating component performance. The sum of "weight" is equal to one. The maximum score for each component is 5 points. The weighted sum of the component scores gives the component score. The assessment is carried out by an expert based on the study of the parameters, at the same time assigning an assessment to each element on a five-point scale. Assessments are made on the basis of statistical data, tests, recording the course of the process and the results of strategic planning, media materials, interviews with local specialists, participants and observers of the strategic planning process, questionnaires of specialists during the group interview-discussion (Table 3).

Evaluation of the results of the strategic planning process, according to the data in the table. 3, should be carried out by external experts-consultants for the territorial community with a visit to the administrative-territorial unit, assessment by external experts-consultants without visiting the territory with the support of a local independent expert, as well as by local specialists participating in strategic planning (self-assessment).

Annually, after the approval of the strategic plan, it is proposed to hold meetings of the working group, at which the implementation of the strategic plan for the development of the territorial community is evaluated, the goals and tasks that have already been fulfilled and new ones are defined. An additional forecast year is added to the revised strategic plan, ensuring continuity in the strategic planning process and responding to changes in the internal and external environment.

It is proposed to start the development and implementation of a new strategic plan, taking into account the following main points. The strategic plan will be formed for five years, i.e. to correspond to the term of election of local self-government bodies (foreign practice: correspondence of the term of strategic plan development to the term of election of elective local self-government bodies) with the addition of one more forecast year to each reporting year.

Table 3

The proposed assessment of the results of the process of strategic planning of
the Illinets territorial community and its implementation

Indicator	Weight indicator
1. Community development	0,15
1.1. Formation of society	0,075
- increase in the number of public associations and non-profit organizations	
- growth of active public associations and non-profit organizations	
1.2. Community consolidation around a strategic plan	0,075
- the number of mentions of the strategic plan and its projects in the local mass media per month on average	
- the number of positive assessments of the role of the strategic plan for the development of the territorial community	
2. Development of economic potential	0,20
2.1. Economic development of the region	0,12
- increase in the volume of production of products, works, and services	
- increase in the share of GDP of the territorial community in the GDP of the oblast (region)	
- increase in the volume of products produced for export	
- increase in the volume of investments	
- increase in tax revenues to the budget	
- reduction of unemployment	
2.2. Small business development	0,08
- increase in the number of small business enterprises	
- the number of newly registered small business enterprises	
- increase in the share of products produced by small business enterprises	
3. Improving the quality of life	0,25
3.1. Incomes of the population	0,075
- increase in real monetary income of the population	
- the dynamics of the index of the material well-being of the population (the ratio of average per capita income and subsistence minimum)	
- the dynamics of the share of the poor population (the share of the population with incomes below the subsistence minimum)	
3.2. Health	0,05
- life expectancy at birth	
- level of general morbidity	
- supply of doctors to the population (doctors per 10,000 inhabitants)	
3.3. Residential and communal sphere	0,05
- availability of housing (per inhabitant)	
- provision of housing stock with communal services, in percentages by type of services	
3.4. Education of the population	0,0375
- growth of the specific weight of the population with higher education	
3.5. Security	0,0375
- reduction of crime rate (number of registered crimes per 10,000 inhabitants)	
4. Achieving stated goals (assessed using the indicators provided for in the strategic plan)	0,30
5. Implementation of planned activities of public associations and non-profit organizations	0,10

Specialists from various fields of activity, politicians, entrepreneurs, representatives of city enterprises, and independent experts are actively involved in the

development process at all stages. The work is organized by the executive committee of the local council, the project manager for the implementation of the strategic plan acts as the coordinator. A working group is formed, public meetings are held, the strategic plan is discussed through the local press and the Internet, the official website of the executive committee of the city council. First, the Mission and Vision of the administrative-territorial unit are formulated, on the basis of which the main problems that prevent achievement are determined. Strategy and programs are being developed. The strategic plan is submitted for review and approval by the local council session. Annually evaluate the implementation of the strategic plan according to the proposed methodology.

Strategic directions for the future development of rural areas due to the efficiency of production in small economic forms is inextricably linked with the possibilities of more complete use of available natural, material, financial and labor resources based on the transition to an innovative economic model. This direction of economic practice in local territories creates conditions for proportional, balanced and competitive development of agrarian provision of the population's needs in food products and services.

Kaletnik G.M. dedicated to the study of the problem of managing the development of rural areas. [44, 49], Yemchyk T.V. [44], Berezyuk S.V. [45], Mazur K.V. [46], Hontaruk Y.V. [47], Honcharuk I.V. [48] however, practical recommendations for the formation of a community development strategy should be unique for each territory.

The strategic goals and priorities of the rural population employment strategy in Illinetska TG can be included in the content of consolidated guidelines (Table 3.2).

The proposed goals can be presented in the form of a scheme for the implementation of the employment strategy until 2027, that is, a proposed scheme for its implementation.

Research by Honcharuk I.V. testify that in the future it is expedient to consider the possibilities of implementing technologies for processing waste into biogas, focused on the internal needs of the enterprise through the implementation of the

experience of the leading countries of the world, which will make it possible to obtain not only biofertilizers, but also energy resources [48, p. 12].

Table 4

Strategic goals and priorities of employment of the rural population

Strategic goal 1. Competitiveness of the labor force of rural areas on the labor market	Operational goal 1.1. Unconditional improvement of the demographic situation of the rural population in the region;
	Operational goal 1.2. Ensuring the return of agricultural personnel to rural areas;
	Operational goal 1.3. Improving the quality of life of the population in rural areas;
	Operational goal 1.4. Increasing jobs in infrastructure facilities not related to agricultural production.
Strategic goal 2. Ensuring employment in the production sphere of certain local territories	Operational goal 2.1. Preservation of existing and creation of new jobs in the agricultural sector of the region;
	Operational goal 2.2. Increasing employment of the rural population in the industrial sector of the region's economy;
Strategic goal 3. Productive employment of the rural population in the non-production sphere	Operational goal 3.1. Restoration of social infrastructure as a source of jobs in rural areas;
	Operational goal 3.2. Expansion of employment due to the development of the service sector;
	Operational goal 3.3. Ensuring employment in the field of rural tourism;
	Operational goal 3.4. Placement of innovatively oriented productions for the processing of agricultural products.
Strategic goal 4.	Operational goal 4.1. Development of small and medium-sized enterprises in the countryside;
	Operational goal 4.2. Support of folk crafts;
	Operational goal 4.3. Development of "green" tourism;
	Operational goal 4.4. Stimulation of the development of OSH as a form of self-employment in the countryside.
Strategic goal 5. Quality of jobs in rural areas	Operational goal 5.1. Increasing the level of wages in the countryside;
	Operational goal 5.2. Environmental friendliness of workplaces in rural areas;
	Operational goal 5.3. Implementation of modern forms of labor organization in the countryside.

Source: author's development

It is expedient to create industries focused on the production of alternative energy sources. Moreover, this project has already been started and in the future can create jobs both at KP "Dobrobut" and at agricultural enterprises that will use the products of solid waste processing – biohumus, vermibiota.

According to Hontaruk Y.V. an information model of the interaction of waste

processing enterprises focused on the production of biogas is necessary, which should include interaction on the basis of public-private partnership of research institutions and relevant enterprises focused on the production of biofuel. The appropriate model should include the following measures for the production and promotion of biogas to the energy market:

- public-private financing of scientific research in scientific institutions in accordance with the needs of the enterprise (design of biogas plants, production at solid waste landfills);

- training of employees who will be involved in the production of biogas at the landfill in the scientific institution;

- conclusion of contracts with enterprises focused on the production of equipment developed by scientific institutions for the production of biogas at solid waste landfills;

- compensation of interest by the state budget for the purchase of equipment for the production of biogas to communal enterprises;

- establishment of the biomethane market in Ukraine;

- transfer of by-products from biogas production (digestate) for use as organic fertilizer for agricultural crops;

- establishment of cooperation with buyers of biogas (industrial enterprises - biogas) [46, p. 69].

The already existing solid waste processing project based on the "Dobrobut" KP can provide both additional jobs and income to the community budget.

Today, the problem of accumulation of solid household waste must be solved by minimizing its generation, ensuring the maximum use of this waste, and the problem of disposal of hazardous waste - with the help of improving technological processes and building high-tech complexes for their processing.

Research by Honcharuk I.V. testify that, despite a number of adopted strategies and program documents on environmental protection in Ukraine, the field of waste management was not properly reflected in them, although such waste harms human health and the environment [48, p. 30].

At the same time, any economic activity, especially in densely populated areas, can cause the emergence and spread of ecological and natural-anthropogenic threats and dangers. That is why it is mandatory to observe a number of principles, namely: prevention, rationality, compliance with the norms of international environmental legislation, etc. Today, enterprises are a potential source of pollution in the territory of Ukraine and neighboring countries. There are not enough own funds and reserves to ensure prevention measures (as evidenced by the underfunding of the leading state targeted Programs for the Prevention of Risks and Dangers of Emergency Situations (hereinafter referred to as emergency situations). The organizational and economic potential of international institutions (currently unavailable to Ukraine) is concentrated in EU structural funds, in particular, the Cohesion Fund, which, with the help of appropriate mechanisms, provides investments to overcome territorial disparities, including ecological ones [49, p. 19].

According to I.H. Kyrylenk, today agricultural enterprises generate a significant amount of waste of organic origin, which can be turned into a valuable secondary product, in particular, into bioenergy products. The choice of the optimal way of using waste depends on many factors, among which are the company's needs for certain products (fertilizers, energy resources, etc.). Promising waste disposal technologies are now energy technologies, including: direct burning of crop production waste to obtain energy, production of fuel pellets and briquettes from plant organic matter, anaerobic fermentation, etc. [50, p. 79].

Tokarchuk D.M. believes that the result of the implementation of the strategy of effective waste management of enterprises can be achieved by improving technological processes at enterprises, introducing new types of products (biofuels), improving the management of innovative potential of enterprises; implementation of the latest management information systems, in particular automated ones; implementation of new methods of organizing interrelationships between institutions, in particular integration within production; introduction of new personnel management tools; implementation of global quality control and certification systems [51, 52, p. 159].

Waste that cannot be recycled in the EU is sent to waste-to-energy incinerators.

Currently, 28% of solid household waste in the European Union is disposed of in furnaces, producing electricity and providing heat. These technologies are especially widespread in Scandinavian countries, where almost 60% of garbage is burned. Sweden, where the relevant industry has developed the most, is forced to import up to 1.5 million tons of garbage annually due to a lack of raw materials [53].

Unfortunately, the system of sorting, processing and disposal of solid waste is not sufficiently developed in Ukraine. However, there are effective communities that, in modern conditions, show an example of the formation of a complex of measures in the sphere of ensuring the processing and disposal of household waste, for example, the Illinets territorial community.

The social and economic effect for the Illinets community today, thanks to the already implemented measures, is considered above.

The morphology of solid waste that was sorted at Dobrobut KP is represented mainly by organic waste - 28% (leaves, wood chips, organic household waste, etc.), 18% - unclaimed organic waste that cannot be sold and can be burned for ensuring the heating supply of the enterprise and, in the future, for heating the petting zoo in the winter. During 2020, KP "Dobrobut" sorted 20,500 m³ of solid waste, of which 40% was sold, 14% was sent for processing, and 46% was sent to a landfill.

About 14% of solid waste is used as a component for the production of paving slabs. The cost price of 1 m² is 40 hryvnias, compared to the cost of analogues of concrete tiles over 200 hryvnias/m². On the company's own technological line, appropriate production is carried out with the addition of 30% plastic to the cement-concrete mixture. This technology makes it possible to produce tiles resistant to the action of chemical reagents, which are used for the improvement of Illinetska TG.

Cardboard - 35% of the total sales, polyethylene film - 17%, glass - 17% and tetrapack - 15% form the basis of sales for processing of MSW sorted by KP "Dobrobut".

The development of the material and technical base of the waste sorting complex of KP "Dobrobut" due to the purchase of equipment for incineration of solid waste, as well as the costs of maintaining a garden and a petting zoo, cause an increase in costs

for such a structural unit of the enterprise. However, the local authorities focus on the environmental component of the activity of the respective complex. Creation of the image of an ecologically clean city and its unique visiting card (contact zoo and garden), which corresponds to the main goal of this project - to ensure environmentally safe development of the community.

The local government supports the work of Dobrobut KP by involving the company's personnel and capital assets in the improvement of the city of Illintsi (maintenance of roads of local importance, cleaning of territories, etc.). In order to improve the company's financial results, it is planned to process the organic waste available at the landfill into biohumus and biomass. Today, one of the most advanced technologies for composting is the use of vermibiota. The most common species are *Dendrobena*, *Staratel* and California Worm.

Dendrobaena veneta is a European or Belgian night crawler that is quite a large earthworm, has a high degree of survival at low temperatures, and has potential for use in vermiculture. The full life cycle is 100-150 days. The period of puberty lasts up to 65 days. The productivity of cocoons is on average 0.28 pieces/day, but there is also a drawback – their viability is very low and is 20%.

California worm (*Eisenia foetida*). The first industrial breeding of worms was recorded in 1859 in the USA. The California red worm hybrid has a dark red color. From 1 ton of processed organic matter, the California worm produces up to 600 kg of biohumus, and 400 kg is converted into the biomass of its body. Such worms are widely used as feed for chickens and other poultry, fish, and animals.

The Seeker Worm is popular among organic gardeners. If we compare the California worm and the Seeker, the latter is more resistant to our climate. The Seeker worm is omnivorous, reproduces quickly - each worm produces up to 1,500 of its kind in 1 year [54, p. 5-6].

Based on the results of research by V.S. Zhuravlya, it is advisable to introduce the technology of vermicomposting in farms of various forms of ownership. This technology will contribute to increasing the efficiency of processing organic raw materials of various types, as well as waste of organic origin using vermibiota. The

technology of vermicomposting will make it possible to obtain a valuable organic fertilizer – biohumus with an optimal agrochemical composition, and the simultaneous use of vermibiota will make it possible to shorten the composting period by almost 2 times [54, p. 6].

Also Crane V.S. the costs of producing biohumus using vermibiota in a container method were experimentally calculated. The production cost of 1 ton of biohumus in this case will be UAH 2,783/t. The methodology proposed by the author was used to carry out similar calculations for KP "Dobrobut".

However, it should be noted that the production of biohumus at the landfill of KP "Dobrobut" will be less expensive compared to the technology developed by V.S. Zhuravl, because organic matter does not need to be purchased from other organizations. Transportation of organic waste is included in the cost of sorting solid waste as well as their load, which will significantly reduce the cost of 1 ton of biohumus to UAH 2,280/t.

The planned volume of organic waste for processing is taken at the current level for 2022 and is 5740 m³ (3444 tons). According to the researches of Zhuravlya V.S. in the composting process, 60% of organic waste is converted into biohumus, and 40% into vermibiota biomass, which can be realized. The output of biohumus is planned at the level of 2,066.4 tons, and biomass – 1,377.6 tons. The market value of 1 ton of biohumus is UAH 3,000/t, and biomass (worms) is UAH 15,000/t.

For the sale of all the produced biohumus and 50% of the grown vermibiota (another 50% is planned to be left to speed up composting), the sales revenue is planned at the level of UAH 10.5 million, with a production cost of UAH 7.85 million (Table 5).

The implementation of such a scenario will make it possible to:

- to provide agricultural producers of Illinetska TG with organic fertilizer at moderate prices;
- partially provide feed in the form of vermibiota to fish farming and poultry processing enterprises of Vinnytsia region;
- to increase the yield of agricultural crops due to fertilization with biohumus;

- to increase the level of employment of the population through the involvement of additional workers at KP "Dobrobut";
- to transform the researched enterprise from a subsidized one to a profitable one;
- to create a fodder base for certain types of animals kept in a contact zoo (quails, geese, wild ducks, wild pigs, etc.);
- increase revenue to the local budget by UAH 2.65 million annually.

Table 5

Planned indicators of the economic efficiency of production of biohumus and vermibiota at KP "Dobrobut"

Indicator	Value
Costs for processing 1 ton of organic waste, hryvnias	2280
Volume of organic waste, m ³	5740
The volume of organic waste, i.e	3444
Output of vermibiota biomass, i.e	1377,6
Sale price of 1 ton of biohumus, UAH/t	3000
Sale price of 1 ton of vermibiota biomass, UAH/t	15000
Output of biohumus, i.e	2066,4
Planned volume of sale of biohumus, i.e	700
Revenue from the sale of biohumus, UAH million	6,2
Revenue from the sale of worm biomass, million hryvnias	10,5
Cost of production, million hryvnias	7,85
Profit, UAH million	2,65

Source: [43, p. 19]

The implementation of these measures requires the purchase of vermibiota brood stock and the conclusion of contracts for the sale of finished products to agricultural enterprises and poultry farms of the Vinnytsia region.

In the future, it is expedient to consider the possibilities of implementing technologies for the processing of waste into biogas, oriented to the internal needs of the enterprise through the implementation of the experience of the leading countries of the world, which will make it possible to obtain not only biofertilizers, but also energy resources.

According to Kaletnik G.M. the positive aspects of the introduction of biogas technologies include both economic, ecological and social aspects: disposal of livestock and crop production waste, manure disinfection, production of ecologically clean organic fertilizers, energy supply of rural areas, employment of the population,

development of animal husbandry, savings on village gasification [39 , with. 17].

The implementation of the developed measures will enable the Illinets community to develop dynamically, to become an open, modern, comfortable for life, attractive for investors community with effective management, which demonstrates sustainable development and has its own unique face.

The main areas of effective solid waste management to ensure the social and ecological development of Illinetska TG should be related to:

- further development of the system of environmental education of the community population in the field of solid waste sorting;
- creation of additional jobs;
- involvement of new suppliers of household waste from neighboring territorial communities for optimization and full use of waste sorting facilities;
- the use of waste in vermiculture, which will contribute to the ecologically safe development of Illinetska TG and will become a unique business card of the enterprise;
- increasing the production of paving slabs to reduce costs for the improvement of rural areas;
- introduction of composting technology through the use of vermibiota for the production of biohumus and biomass at the organic household waste landfill with further sale of biomass to local enterprises;
- conclusion of long-term contracts with potential consumers of vermibiota;
- channeling the future income of KP "Dobrobut" to social and ecological projects in Illinetska TG.

The work presents theoretical and methodological generalizations and a new solution to the scientific task of strategic planning of the socio-economic development of territorial communities, and the following conclusions are drawn.

1. Territorial community is a complex socio-economic territorial system, with many constituent elements, multi-functionality and polystructure, multiplicity of their interaction, as well as the meaning and patterns of functioning and formation of various structural chains. Therefore, it, as a complex dynamic system, is characterized by the presence of a large number of elements that perform various functions, the complexity

of the structure, complex relationships between the parameters and elements of the system, the unregulated influence of the external environment, etc. Local self-government is a means of regulating the process of reproduction in the interests of the population living in this territory.

The strategic plan for the development of the territorial community is an agreed long-term program for achieving an ambitious but realistic goal set by the community. Strategic planning allows you to identify and analyze the environment for decision-making, position the territorial community in this environment, identify external threats and opportunities, identify weaknesses and strengths, explain and clearly formulate the mission of the territorial community, determine the main strategic goals of activity and tasks (ways) to implement the main activity goals.

4. One of the main tasks of the community in the field of local development is the need to become attractive for the development of highly productive resources, to attract an investor, and not just any investor, but a strategic investor who will ensure the growth of the territory's competitiveness, bring to the territory high added value, innovative type of management, will ensure the development and practical use of intellectual capital. The process of strategic planning has a continuous cycle, so it is logical to carry out an analysis of the completed strategic planning measures, an analysis of tactical actions, and on the basis of this, an adjustment of the strategic plan is made.

5. Industrial and agricultural production is characteristic of Illinetska city OTG. Among the industrial enterprises operating in the territory of the community are: LLC "Lustdorf", one of the leaders of the dairy market in Ukraine and the main budget-generating enterprise in the community. Currently, more than 830 people work here. The enterprise processes an average of 430 tons of milk per day. LLC "Illinets Sugar Plant" has a processing capacity of 2,000 tons of raw sugar per day. The number of employees per season is 420. The state enterprise "Illinets Forestry" has an area of 17,815 hectares of forest plantations. The number of employees is 120 people. According to the EDRPOU, 432 registered legal entities and 848 individual entrepreneurs are active in the territory of the community. In 2020-2022, budget funds

from the budget of the Illinets city-territorial community were primarily directed to the financing of the social and cultural sphere. This is 59.3% of all expenditures in 2020 and 68.9% of all expenditures in 2022

6. Based on the vision of the leadership of the Illinets City Council of the TG, a course has been taken to develop the city of Illinets as an open, dynamic, elegant, comfortable for life, attractive for investors and tourism, a city with effective management that demonstrates sustainable development and has its own unique face. And the Illinets urban territorial community is on course to become a self-sufficient, ecologically clean community of social well-being and good governance with developed infrastructure, orderly public space, competitive local economy and high tourism potential.

7. In order to obtain a more objective assessment of the effectiveness of the strategic plan, it is proposed to carry it out: first, by an expert consultant external to the city with a visit to the city; secondly, by an expert consultant external to the city without visiting the city with the support of a local independent expert; thirdly, by local specialists participating in strategic planning (self-assessment).

8. The main directions of ensuring social and ecological development of Ilynetsk TG should be related to:

- further development of the system of environmental education of the community population in the field of solid waste sorting;
- creation of additional jobs in rural areas;
- attraction of investors to socially oriented projects (Illinets crater, etc.);
- involvement of new suppliers of household waste from neighboring territorial communities for optimization and full use of waste sorting facilities;
- the use of waste in vermiculture, which will contribute to the ecologically safe development of Illinetska TG and will become a unique business card of the enterprise;
- increasing the production of paving slabs to reduce costs for the improvement of rural areas;
- introduction of composting technology through the use of vermibiota for the production of biohumus and biomass at the organic household waste landfill with

subsequent sale to local enterprises;

- conclusion of long-term contracts with potential consumers of vermibiota;
- channeling the future income of KP "Dobrobut" to social and ecological projects in Illinetska TG.

The implementation of such measures will enable Illinets TG to become a self-sufficient, ecologically clean community of social well-being and good governance with developed infrastructure, orderly public space and a competitive local economy.

3. State regulation of social and economic development of local self-government bodies

The process of globalization of the world economy introduces new patterns and changes the levels of responsibility for local development. The globalization of the world economy is leading to an increased role of communities in the economic development of local territories and the country. Our society already realizes that Ukraine's development depends on the ability and interest of communities to engage in local development. The completion of decentralization and self-government reforms, and the practical implementation of the principle of omnipresence of local self-government will impose a different level of responsibility for development on community leaders. Territorial communities must transform from an object of governance to a subject of governance and ensure their own capacity.

Territorial communities are responsible for planning, economic growth, and the well-being of the population. Therefore, local authorities must understand the peculiarities of modern development, have the necessary information, skills and experience to ensure that communities are more competitive among other regions of Ukraine.

The issues of development and interaction between regions are extremely relevant for Ukraine, as the lack of a sound policy of regional development of the state can lead to growing imbalances and exacerbation of economic, political and social problems. Establishing effective, sustainable socio-economic development of the region is a key part of the policy system. The analysis of recent studies and publications, as well as the multifaceted nature of regional processes, necessitates targeted activities of state and local authorities in all areas of socio-economic processes. The experience of state-building shows that the course of socially oriented economic transformation will have a chance of success when all regions are actively involved in its implementation.

Practice shows that there is no single unified approach to managing economic processes in a country as geographically diverse as Ukraine, and the depth of central intervention in regional processes in a country as geographically diverse as Ukraine,

and the depth of central intervention in regional processes should have its reasonable limits. At the same time, it is recognized that the modern strategy of market transformations is to strengthen the real influence of regions on economic processes.

Identification of the problems of strategic priorities of regional development of Ukraine is considered in the works: O.Iu. Amosova, O.V Bezuhloho, O.S. Konotoptseva, V.V. Mamonova, O.V. Olshanskoho and others.

However, existing studies are mainly devoted to economic, theoretical and applied problems of regional development. At the same time, scholars pay little attention to the problems of state regulation of the development of territorial and administrative units.

The study of the socio-economic and environmental status of Ukraine's regions and forecasting of the dynamics of their development in comparison with the regions of the European Union indicates an insufficient level of efficiency and effectiveness of regulatory measures, limited resources for their implementation, and underdeveloped territorial and production infrastructure, which leads to the conclusion that it is necessary to improve the existing and develop new scientific principles of state regulation of socio-economic processes in local self-government bodies.

The main tasks and measures to regulate socio-economic development indicators must be included in Ukraine's regulatory documents and adjusted annually in line with transformational changes in the country's economy. Such changes should be made using foreign experience and standards of developed countries of the European Union, aligning standards with the living standards and wages of other countries that have achieved results.

What role do local governments play in the economic development of a region? Regional approaches to the management of economic processes are becoming increasingly relevant and are increasingly being addressed by scholars and representatives of public authorities and local governments. The task of creating effective mechanisms of territorial management systems should solve the problems of balancing the interests of state and regional economic policy and ensure appropriate state regulation of economic development.

The main task of regional economic policy is to develop and implement a rational model of regional development.

In general, regional economic policy is characterized by a certain set of goals, objectives, and mechanisms that ultimately determine its strategy and tactics. It is based on taking into account a wide range of national, political, and social factors, which makes it possible to effectively influence regional development. In determining the priority areas of regional economic policy, demographic, environmental, industrial and other problems are taken into account, the solution of which contributes to the overall economic recovery of the regions.

The Cabinet of Ministers of Ukraine has developed and submitted to the Verkhovna Rada of Ukraine a draft Law of Ukraine "On the Concept of State Regional Policy," according to which this policy is a system of organizational, legal and economic measures implemented by the state in the field of regional development of the country in accordance with its current and strategic goals. Their main focus is on ensuring the rational use of natural resources in the regions, normalizing the life of the population, achieving environmental safety and improving the territorial structure of the economy.

Regional economic policy is an integral part of the national economic policy. It is based on the priority development of national-state, ethnic-territorial, regional self-government and self-sufficiency of regional interests. The implementation of this policy should ensure the unity of national, regional and local interests. The concept of regional economic policy emerged in the 1960s, when the Councils of National Economy (Sovnarkhoz) were established in the former USSR. In order to prevent the spread of national independence, in 1964 they were reformed into a centralized sectoral structure for the development of the national economy. 85-90% of all branches of the national economy were subordinated to the ministries of the union and union-republican designation. Currently, the state regional economic policy is increasingly focused on the integrated development of regions, which includes a set of state decisions coordinated with the state strategy.

Regional economic policy covers the entire system of relations between the state and the regions, on the one hand, and the regions, on the other. The development and

economic growth of regions will change the economic potential of the state. The state regional economic policy should be formed in such a way as to ensure the territorial integrity of the state and create equal conditions for the functioning of regional production complexes.

The optimal management process should ensure an ever-increasing standard of living for the population through the efficient use of local resources.

The process of managing the socio-economic development of a region is a special type of activity carried out by central authorities, local state executive bodies and local self-government bodies.

Central government authorities are responsible for implementing regional economic development strategies and their compliance with the strategic development of the state as a whole in order to ensure the most efficient use of the region's potential on the one hand and national needs on the other. In addition, the central government is tasked with regulating relations between regions and ensuring the implementation of national programs involving several regions.

Local executive authorities play three key roles in the economic development of a region. First, they take the initiative in shaping regional economic policy and developing a regional development strategy. In this role, they analyze the current state of the region's economic development and determine the impact on the region's future economic prospects. Secondly, in administering the developed specific programs and projects for the development of the region, developing specific measures to achieve the set goals, and controlling the implementation of these measures to achieve the planned result. Thirdly, in creating a favorable environment for mobilizing all economic development resources and their most efficient use.

Local governments are the main initiators of economic development programs by attracting national and local funds, applying the regulatory function and, on this basis, achieving economic development in the region.

The local government plays a crucial role, being responsible for:

- development of infrastructure in the region;

- creation of a favorable climate for entrepreneurship development, identification of all components that stimulate the formation, development and expansion of enterprises of different sizes and forms of ownership, elimination of reasons that hinder business development;

- efficient use of municipal property and rational use of local budget funds as the financial basis of local self-government;

- effective management of the public sector of the economy located in the region;

- providing information to businesses and local communities about the economic opportunities in the region, changes in the regulatory functions of state and local governments, new resource opportunities, etc.

Although local economic development is based on the use of local comparative advantages and local resources, it is an integral part of the state's economic development and has both internal and external aspects.

The internal aspect is to identify the mutual influence of the development of the region and the state as a whole, to establish the directions of relations and indicators that could quantify this mutual influence. The state government influences local economic development by formulating fiscal and economic policies that determine the structure of the economy of both the region and the state; creating economic development programs and providing their financing; creating national financial, legal and physical infrastructure. The central government creates the economic and political environment. In other words, it establishes the boundaries of regulation and the necessary service infrastructure that form the overall national business climate, which determines the level of economic development in a region and helps or hinders the growth of the number of business structures.

The most commonly used scientifically based and comprehensive approach among researchers is to distinguish four main models of local government organization: the Anglo-Saxon, continental, Iberian and Soviet models. The main criterion for typologization is the functional relationship and division of competence between central (state) and local governments. The Anglo-Saxon model (Great Britain, Australia, Canada, the United States, etc.) provides for the election of representative

bodies in all administrative and territorial units for a term of no more than three years. In small administrative-territorial entities, this body consists of 3-5 people, in large ones - up to 50 people. Local representative bodies formally act as autonomous bodies within the limits of their powers, and there is no direct subordination of lower-level bodies to higher-level ones. In addition to the representative body, the population directly elects some officials. In cities, mayors are elected by representative bodies or directly by the population. In the former case, the activities of this official are strictly controlled by the representative body, while in the latter case, he or she is vested with a much wider range of powers. The Anglo-Saxon model is characterized by the absence of authorized representatives of the central government on the ground. Theoretically, it is not difficult to distinguish between the functions of the state and local self-government in this case: the state government and its subordinate state authorities act to fulfill mostly national, political tasks (defense, foreign relations, national financial resources, setting national priorities), while day-to-day, routine administrative functions (education, health care, social assistance and protection, public order, road maintenance, housing and communal services) are performed by local authorities. There is a certain isolation of political processes at the national and local levels. In addition, the government is not able to directly control local communities, as the latter act as fully autonomous collectives, acting in some cases as equal entities with the state. Control over the activities of local self-government bodies is exercised mainly indirectly: through central ministries and the judiciary. This model of local self-government has both positive and negative aspects. On the one hand, local affairs are fully transferred to the jurisdiction of the population of administrative-territorial units and their elected bodies and officials. On the other hand, it ensures maximum decentralization in the state governance, which complicates the coherence of decisions at different levels of the governance system and reduces its efficiency, creating grounds for various kinds of abuse. Elections held too often dramatically reduce the political activity of citizens. For example, in the United States, no more than a quarter of voters usually participate in local elections. Within the Anglo-Saxon model, various forms of coordination and control of local government activities are increasingly being used and

strengthened. These include periodic inspections of the state of local affairs by representatives of central executive authorities, financial control over the use of transfers of national funds by local governments, and strengthening of legislative regulation of organizational and legal aspects of the activities of local governments and officials. Thus, the Anglo-Saxon model of local self-government is evolving towards a model of simple decentralization with increased state control over those areas of public life that were traditionally considered to be the subject of independent local self-government. The second - the continental model - is represented in France, Italy, Finland and some other countries. It is based on the combination of, on the one hand, the election of all representative and executive bodies at the primary level of self-government (in communities, communes) and, on the other hand, the appointment of authorized representatives of state power (commissioners, prefects, etc.) at the regional level from the "center". These persons are responsible for exercising control over the observance of the law by local self-government bodies of a lower administrative-territorial level, authorizing decisions of municipal representative bodies, and performing other functions of a national nature.

Thus, although administrative, organizational and financial autonomy of local self-government exists, it is significantly limited and controlled by the state authorities. This model ensures greater centralization of the management system. However, in recent years, one can observe a softening of administrative control by the state. For example, in France, the 1982 law "On the Rights and Freedoms of Communities, Departments and Regions" laid the legal basis for municipal reform, which was designed to solve the problem of a more organic combination of powers of central government and local governments. The most important provision of the law is the abolition of administrative control, which deprived local representative bodies of the possibility of free initiative in resolving issues of local importance. Governmental control has been retained, but now it concerns decisions already made by local governments and their compliance with acts of higher state authorities. If such decisions are found to be inconsistent with legislative acts, the issue is considered in

administrative proceedings. In the financial sector, control was also eased and transferred to a specially created regional accounting chamber.

No territorial community can take care of another, except for clearly defined issues: the region - over the department and commune in the field of education and culture; the department - over the commune in social issues, health care, school transportation, agricultural equipment. In contrast to countries with the Anglo-Saxon model of local self-government, in countries with the continental model, local governments can participate in the exercise of power at the national level. For example, in France, municipalities participate in the elections of the Senate, the upper house of parliament, as their delegates represent the majority of the respective electoral colleges. Another model can be conditionally called the Iberian model, as it is widespread in Spain, Portugal and many Spanish-speaking Latin American countries. Here, at all levels of the administrative-territorial structure of the state, there are elected representative bodies and chief local government officials who head executive bodies (alcaldes, regidors, mayors, prefects, etc.). This model does not envisage the introduction of positions of specially appointed authorized representatives of central government bodies, but such an elected official is approved by the government as a representative of the state in an administrative-territorial unit with the right to control the activities of the representative body. In developed democratic countries, the differences between these models are not fundamental. We can even talk about a certain convergence between them - they are based on many similar principles, and the basis of local governance is recognized as representative bodies formed by the population as a result of free and democratic elections.

The so-called "Soviet" model is characterized by fundamental differences from these models of local self-government. Today, it is no longer so much of practical as scientific and theoretical interest. This model operated primarily in the Soviet Union and other countries of the "world system of socialism", as well as in some states oriented to the Soviet perspective. Nowadays, it is preserved to a greater or lesser extent in some countries (Vietnam, China, North Korea, Cuba). The "Soviet" model is based on the principle of full power of representative bodies on the respective territory. It is

characterized by the hierarchical subordination of its constituent units - all other bodies are considered to be derived from and subordinate to the councils. Local representative bodies are considered to be public authorities, while their executive bodies are considered to be local public administration bodies. The latter, as a rule, have a double subordination - to a higher government body and to the respective representative body. In general, both representative and executive bodies are considered to be an integral part of the entire system of state bodies, whose main task is to implement acts of central authorities and ensure the performance of basic state functions throughout the country. They periodically report to higher authorities on their activities. In general, international practice demonstrates a significant variety of organizational systems of local self-government. Taking into account the specifics of individual countries, we can distinguish five basic systems. They differ in terms of the systemic and structural organization of local self-government, the procedure for forming bodies, the appointment of local self-government officials, the principles of relations in the management process, and accountability and control.

In order to be competitive, companies have to switch to new technologies, which entails layoffs, possibly even the closure of some business units, with negative consequences for the local economy.

For territorial communities, globalization and integration will lead to increased competition between them for financial assistance and attractiveness for foreign investors to do business in the region. Attracting investments to the region should use the advantages they have (e.g., specialization, quality of labor, labor costs). Almost all territorial communities should try to solve a number of problems that hinder regional socio-economic development. These most pressing problems include: low per capita income, which reduces demand for local goods and services and makes it impossible for businesses to invest; economic problems in agriculture and related sectors; poorly developed transportation routes, telecommunications, and energy infrastructure; weak economic management; poorly developed local infrastructure; insufficient number of jobs or their remoteness from the district center; and high unemployment.

Thus, competition between territorial communities includes important factors of regional life. Conditions for regional socio-economic development differ from one another and create certain advantages for business development.

These conditions include:

- the level of education of the region's population;
- qualification of the labor force;
- transportation infrastructure;
- level of telecommunications;
- scientific and technical base;
- availability and development of the service system;
- cultural traditions;
- state of the environment;
- recreational resources.

Changing regional economic policy is one of the prerequisites for ensuring sustainable economic growth in the country. The rational formulation of such a policy will improve the economic and social situation of territorial communities. In the future, the central government should have less influence on the formation of regional economic policy, the creation of development programs and their financing. Local economic development will focus on the guiding role of local leaders in this process. Local leaders are the main strategists in choosing the economic policy of the region, and they have the final say in choosing specific socio-economic development programs. In addition, they are the leaders of the local community, and their authority and influence are crucial in shaping the region's development strategy. The implementation of many projects depends on their ability to cooperate with other leaders and with the local community.

The ultimate goal of managing the socio-economic development of a region is to develop and implement programs for the economic development of the region, which provide for an increase in the living standards of the region's population, efficient use of natural resources, production, and labor potential of the territory, and optimal territorial division of labor.

If we look at the country's economy as a whole as a system, the region is its component, a subsystem that has a variety of direct and feedback links, both with the system as a whole and between its constituent elements.

The governance structure of the region is formed in such a way that higher-level bodies perform only those functions that cannot be performed by lower-level bodies. Regional governance structures should be flexible and adapt quickly to changing conditions.

The implementation of key management decisions and the fulfillment of socio-economic development programs of both the state and the region is carried out through the implementation of an effective regulatory policy, which includes both market regulation of economic relations and state regulatory policy.

One of the characteristic features of a region is a territory with all the natural geographical, historical, demographic, political and administrative features that form the characteristics of an ethnic community of people, determine the level of their well-being, which in turn depends on the system as a whole and on the interaction of its components - economic and social subsystems. This interaction is expressed in the presence on a given territory of a wide variety of enterprises and industries that cover the spheres of production, distribution, exchange and consumption of material and spiritual goods.

State and local governments, by establishing legislative and regulatory support for economic processes in the region, formulate regional regulatory policy to promote stable economic development in the region.

The main objective of the regional regulatory policy is to achieve the best possible economic development while ensuring the most efficient use of resources and environmental protection.

The system of general indicators characterizing regional economic development should include the following: indicators characterizing the level of population income; volumetric indicators of production growth; unemployment rate in the region; dynamics of labor productivity growth in the region; and the level of environmental pollution.

The system of general indicators can be supplemented by partial indicators that characterize the economic situation in the development of specific sectors of the production complex, a certain type of enterprise (e.g., small and medium-sized businesses, services, etc.).

In fact, the economy is the basis for the development of both countries and local communities. The main goals of economic development are the quantitative growth of population and wealth, the emergence of qualitatively new goods, values, phenomena and processes.

In the classical sense, economic development is understood as a transition from one state of the economy to another, when in the new period not only the production of goods and services that have already been produced increases, but also the production of new goods and services using new technologies takes place compared to the past. Therefore, the dominant direction of planning is to focus primarily on planning local economic development. The economy is almost always the most important, key area of all strategic decisions, but local development is more than just local economic development.

In the international territorial division of labor, some countries (economically developed) specialize in the production of finished goods, while others (developing countries) specialize in the extraction and supply of raw materials. The economic and social inequality of the world's countries is growing, subsoil is being depleted, and environmental problems are getting worse. The same is happening to Ukraine's regions, some of which are socially and economically developed, while others are lagging behind in development and opportunities, due to specific circumstances and reasons. Attention should be focused on powerful industries that can meet the needs of the domestic market and supply surpluses to foreign, and possibly international, markets.

Quite often, people do not pay attention to the environmental component of the strategic development of a local authority, which requires significant and balanced decisions, minimizing the impact on the environment and the population. The environmental component requires no less effort and money to implement development programs than social welfare.

The strategic development vision focuses on the main areas that are general enough to be pursued by the rayon administration, as well as specific enough to implement economic, social and environmental projects. The ultimate goal arising from the strategic development vision is to create high standards of living, employment opportunities and well-being, namely:

Economic component:

1. Increased production; increased productivity; creation of new jobs; competitive advantages in terms of ensuring the growth of living standards.
2. The implementation of the economic component will ensure the growth of household incomes.

Social component:

1. Improvement of living conditions; support for socially vulnerable groups; growth of social guarantees; development of public, social, communal, transport and information infrastructure.
2. Implementation of the social component will ensure the well-being and quality of life for all community residents.

Environmental component:

1. The planned actions of the local authorities are aimed at increasing the budget in the direction of environmental health, health protection and environmental preservation.
2. The implementation of the environmental component will ensure the preservation of non-renewable resources, nature and the vital functions of the environment.

Thus, in the current conditions of socio-economic development, state regulation of administrative-territorial formations is becoming a key link in the management influence. As a result, the existing problems of regulating the development of regions, caused by complex interrelated natural spatial, economic, political and social contradictions, significant heterogeneity of the country's territories, require urgent solutions.

At the same time, the implementation of state regulation of territorial development in Ukraine faces many difficulties. One of the obstacles to the state regulation of territorial development is the lack of a unified statutory procedure for "selecting" regional problems for decision-making at the state level. The main obstacles to ensuring effective state regulation of regional development in Ukraine include: lack of a systematic approach to regional policy, uncertainty of strategic prospects for regional development; insufficient use of existing state regulation instruments aimed at stimulating regional development, including depressed areas; low institutional and financial capacity of local authorities to address issues of local importance; lack of effective and efficient measures to.

It is necessary to strengthen the use of regional potential for socio-economic development of the territory with the regulation of public authorities, which will take place in the following areas:

1. improving the efficiency of the system of management of socio-economic potential in the regions;
2. finding the optimal balance between local and regional state interests;
3. improving methods of forming local and regional markets and their infrastructure in the context of ensuring the competitiveness of the national economy;
4. formation of investment policy taking into account the specifics of particular regions;
5. formation of an effective system of property management of various forms of property of different forms of ownership;
6. intensification and improvement of the efficiency of the use of local resources.

At the current stage of socio-economic development of Ukraine, the functioning of the mechanisms for implementing regional policy should be based on:

1. regulation of budgetary relations;
2. formation of a stable revenue structure of budgets of all levels; clear delineation of powers between the center and regions, as well as and between the state and local governments;

3. development of small and medium-sized businesses, organization of market infrastructure, etc;
4. creation of effective mechanisms for the functioning of the regional economy;
5. promoting the development of local infrastructure, subject to the availability of resources;
6. creation of new jobs for young people, preservation of rural and preservation of the rural population;
7. conducting an information and education program on the prospects and directions of development of territorial communities;
8. involvement of the population of the amalgamated communities in solving urgent problems of the area;
9. protection of the most vulnerable social groups.

4. Prospects of implementation of abroad experience of cooperation of territorial communities in Ukraine

The formation and development of territorial communities in the conditions of decentralization of power in Ukraine are closely related to the formation of local self-government bodies. This process is very important for our country and its citizens. The more economically developed individual territorial communities are, the stronger the state will become.

Effective self-government and self-government are the basis of a democratic system in any developed country in the world. In 2014, the Cabinet of Ministers of Ukraine adopted the Concept of Reforming Local Self-Government and Territorial Organization of Power in Ukraine, which identified the main ways to solve the problems of the local self-government system. However, most of these problems still remain unsolved. There is no unambiguous definition by scientists of the concepts of local administration and local self-government, and there is no clear understanding of their relationship. During the development of the system of local administration and self-government in Ukraine, foreign experience is widely used. But the question of choosing the optimal model of local government and self-government for Ukraine still remains open.

In the work of city and village councils in the country, advanced European experience in labor organization is already being introduced today. In order to provide citizens with convenient access to the use of the basic tools of e-democracy and to establish a better relationship between citizens and the authorities in solving socially important problems in Ukraine, the implementation of the project "Electronic governance for the accountability of authorities and community participation in the Illinets community" (EGAP) of the Vinnytsia region has begun support of the International Charity Organization "Eastern Europe Foundation" and the Swiss Agency for Development and Cooperation in Ukraine in partnership with the Ministry of Digital Transformation of Ukraine.

The project will continue until the end of 2023 in the following areas:

- automation of the work of the local self-government body in the field of decision-making and provision of public services;
- improving the qualifications of employees of the local self-government body in matters of e-governance;
- training of employees of local self-government bodies, representatives of public organizations, business and media on issues of electronic democracy, etc. (Fig. 1).

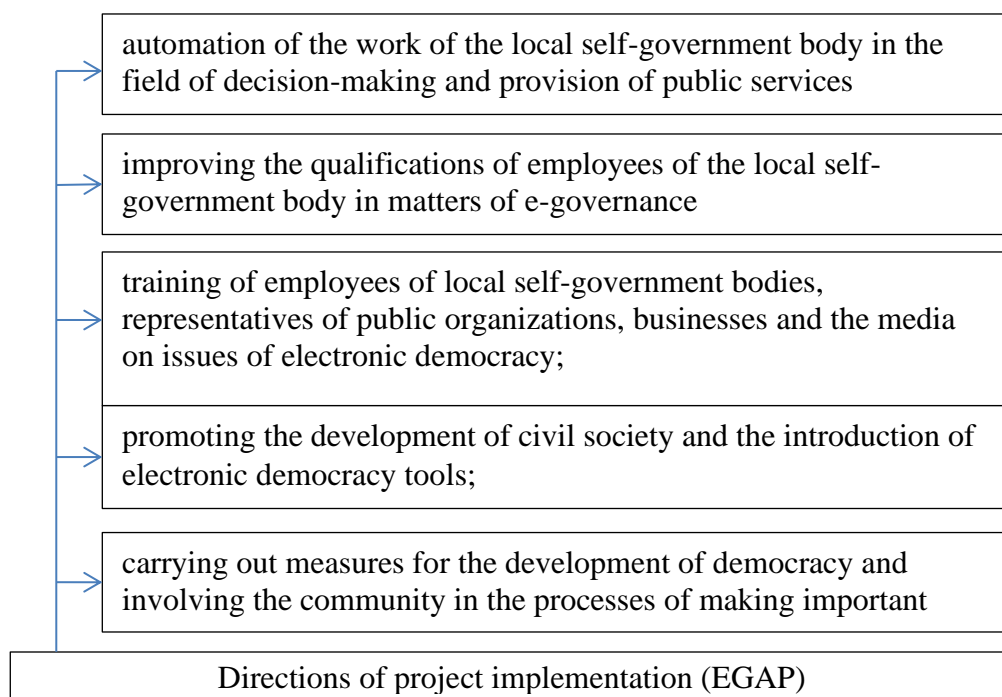


Fig. 1. Directions of implementation of the project "Electronic governance for government accountability and community participation" (EGAP)

The subject of cooperation between the parties is the connection of councils to the e-DEM platform (the Unified Platform of Local Electronic Democracy), which combines a number of services: "Local electronic petitions", "Local electronic petitions", "Electronic consultations with the public" (table 1).

Table 1

Services of the e-DEM platform
(The only platform of local e-democracy)

Service name	Possibilities
"Local electronic petitions"	enables Ukrainians to influence the development of their communities through e-petitions to the relevant local authorities. These petitions are considered according to the special procedure established by the Law, provided that the text of the petition is supported by a certain number of residents
"Local electronic petitions"	provides an opportunity for residents to propose their local development projects and/or influence the distribution of a certain share of local budget funds by voting for certain projects
"Electronic consultations with the public"	provides local authorities with the opportunity to attract proposals from residents on issues of development of cities and communities, organize discussions of draft documents before their consideration and approval, conduct local surveys in various forms in order to study the opinion of the active part of city residents

In addition, one of the tasks within the framework of the project Single platform of local e-democracy was to improve the provision of administrative services.

For this purpose, by order in the territorial communities of Ukraine, a remote place for the work of specialists of the executive committee of the councils is created in the form of a mobile mobile office to ensure the reception of applications and documents from persons with limited mobility, persons with disabilities, the elderly, persons who are on inpatient treatment, and as needed in the villages of territorial communities.

They also approve the regulations for the remote workplace using the portable hardware complex "mobile case", which is purchased by councils as part of the project implementation.

"Mobile office" is a set of modern portable equipment, which allows in the format of a remote workplace to carry out full-fledged reception of documents for receiving administrative services at the place of residence of citizens.

With the help of a mobile case that accommodates a laptop, scanner, terminal

and other technical equipment, the administrator can perform all necessary operations to provide services regardless of location: at home, in a hospital or in another place where a person with disabilities is. A new service was introduced for people with disabilities at home. But, in addition to people with disabilities, this service can also be used by the elderly. The "mobile office" will also come in handy for creating remote workplaces for administrators.

In order to optimize the work of local self-government bodies in Ukraine, it is also important to adopt the foreign experience of cooperation of territorial communities, which is successfully practiced in European and other countries of the world.

The cooperation of territorial communities is a new form of local and regional development policy, which has been spreading in Ukraine in recent years, and has been successfully practiced for a long time abroad.

Intermunicipal cooperation involves the cooperation of communities on a contractual basis in order to solve existing problems. The end result of such cooperation should be the improvement of the quality of life of communities. Cities, towns, and villages have a number of problems that are difficult to solve independently. These problems concern not one community, but several. For example, cleaning water bodies, ensuring high-quality water supply and drainage, maintenance of fire protection, waste processing, etc. It is easier to deal with this if you cooperate properly - combine material resources and efforts with neighboring communities that are also interested in this. Therefore, communities can choose cooperation mostly for two reasons - economic and personnel.

Cooperation has quite a large potential, the use of which can be useful for ensuring the sustainable development of territorial communities, regardless of whether the communities are large or small.

The experience of many countries shows that territorial communities are usually never completely sufficient, regardless of their area and population. This means that cooperation is a relevant and innovative form of activity for the vast majority of communities.

Cooperation can contribute not only to the successful resolution of the consequences of irrational implementation of self-governing functions and inefficient use of resources available to territorial communities, but also to the imperfect organization of territorial power.

One of the options for cooperation between communities is rural-urban partnership (urbanization), which in the modern sense, according to the definition of the Organization for Economic Cooperation and Development, is a system that operates where rural and urban areas coexist and are connected by one or more functional links (for example, communications, value chains, demographics, natural resources, etc.).

The main idea in the organization of such cooperation is the involvement in cooperation of functional territories, administrative units or their parts, connected by economic, social, ecological, infrastructural points of interaction, interests or participation in cooperative, logistic and other chains.

That is, the factor of improving the well-being and increasing the functionality of the territories in the course of organizing cooperation between them is important, which corresponds to the provisions of the modern European policy of rapprochement (Cohesion policy).

The development of cooperation between urban and rural areas in the EU countries is one of the types of inter-territorial, inter-municipal cooperation and is actively stimulated at the local, regional, national and transnational levels, as it contributes to the reduction of disparities in the socio-economic development of territorial communities, especially in the "center-periphery" section. which is one of the tasks of the European regional convergence policy for 2021-2027.

The main documents determining the relevance and necessity of cooperation between territorial communities on a European scale are:

- Regional Development and Cohesion Policy 2021-2027;
- Regional Development and Cohesion Policy beyond 2020, as well as the modernized directions of the Convergence Policy, determined for the long term for the European budget for 2021-2027;

- "Europe 2030: local leaders speak out";
- Resolution of the UN Conference on Housing and Sustainable Urban Development (Table 2).

Table 2

The basis of normative legal acts determining the relevance and necessity of cooperation between territorial communities in the EU

№	Name of the document	Basic content
1	Regulations of the EU policy on regional development and convergence (Regional Development and Cohesion Policy 2021-2027) [69]	in which, among the five key priorities, it is envisaged to ensure the establishment of closer, reliable and mutually beneficial relations between the participants within the EU and in Europe as a whole. But the other five directions (Smarter Europe, More social Europe, Europe closer to citizens, Greener and carbon-free Europe) are closely related to inter-municipal and urban development, and are important for implementation in both urban and in rural communities.
2	Provisions of the EU regional policy on convergence and improvement of the level of development of territories (Regional Development and Cohesion Policy beyond 2020), as well as modernized directions of the Convergence Policy, determined for the long term for the European budget for 2021-2027 [70]	It is assumed that investments in regional development will be focused on 65-85% on ensuring the priorities of Smarter Europe and Greener, carbon free Europe in a territorial section, in accordance with the state of development of the target regions. That is, the cooperation policy of territorial units, including urban and rural ones, will be supported by EU programs in the sectoral dimension.
3	Presented by the Council of European Municipalities and Regions (The Council of European Municipalities and Regions (CEMR)), the interests of European local and regional authorities and their representatives in more than 40 countries "Europe 2030: local leaders speak out" [71]	The document states that in Europe in 2030, spatial planning will be implemented on a large scale. It is also necessary to transform the urban and rural dichotomy into relations and a form of cooperation between rural and urban territories. Large cities and urban centers will play a predominant "regional" role;
4	Resolution of the UN Conference on Housing and Sustainable Urban Development (UN Conference on Housing and Sustainable Urban Development 17–20 October 2016 – Quito, Ecuador) [72]	This global summit reflected the trends in urban development over the past 20 years and how these patterns affect human development, well-being and governance systems around the world.

The need for active cooperation between urban and rural territorial communities in the EU is justified by the following facts:

- about 80% of the rural population live near cities;
- urban and rural regions use different and often complementary assets, and

better integration between these areas is important for socio-economic indicators;

- potential linkages include demographic, labor, community service and environmental aspects;

- local self-government bodies themselves cannot manage these relationships, developing both urban and rural populations;

- governance should be improved in such a way as to help manage the integration of urban and rural communities, and to influence the prosperity of places and people;

- rural-urban partnerships can improve the effectiveness of managing relations between villages and cities;

- rural and urban partnerships are an effective way of responding to the need to regulate these interactions and promote economic development and well-being;

- urban and rural areas are interdependent due to various types of connections that often cross traditional administrative boundaries;

- an effective rural-urban partnership can help achieve economic development goals for both;

- strengthening of connections facilitates access to workplaces, infrastructure facilities and various types of services;

- rural-urban partnerships help regions improve the production of public goods, achieve economies of scale through the provision of public services and help develop new economic opportunities;

- • attracting the private sector, which plays a crucial role in strengthening the connection with the regional economy, remains a difficult task;

- cooperation can be difficult when there is a large difference in size, resources and capacity between urban and rural areas;

- other factors impeding effective partnerships include regulatory and political barriers, lack of trust and policy fragmentation;

- governments can encourage the integration of urban and rural policies by working on a joint national agenda;

- national governments should encourage better integration between policy

sectors such as agricultural and regional development policies.

The main provisions of the global urban policy, which is very actively developing in the EU countries, were defined in the report of the United Nations Economic Cooperation Organization (Governing rural-urban partnerships: lessons from the field) back in 2013. The tools (forms) of the organization of cooperation are determined by legislative, regulatory, program documents and agreements in the field of inter-municipal cooperation, are characterized by specific differences inherent in individual EU countries, but include a relatively ordered list of forms and methods, which is prescribed in the "Guide to the tools of inter-municipal cooperation cooperation" (Toolkit Manual Inter-municipal Cooperation) [73], issued by the Council of Europe together with UNDP and the Local Government and Public Service Reform Initiative. This list includes six main types of legislative frameworks for establishing inter-municipal, including rurbanistic cooperation, which include the creation of an informal organization, a contract form of interaction, the organization of public law (non-profit public organization, association), etc. (Fig. 2)

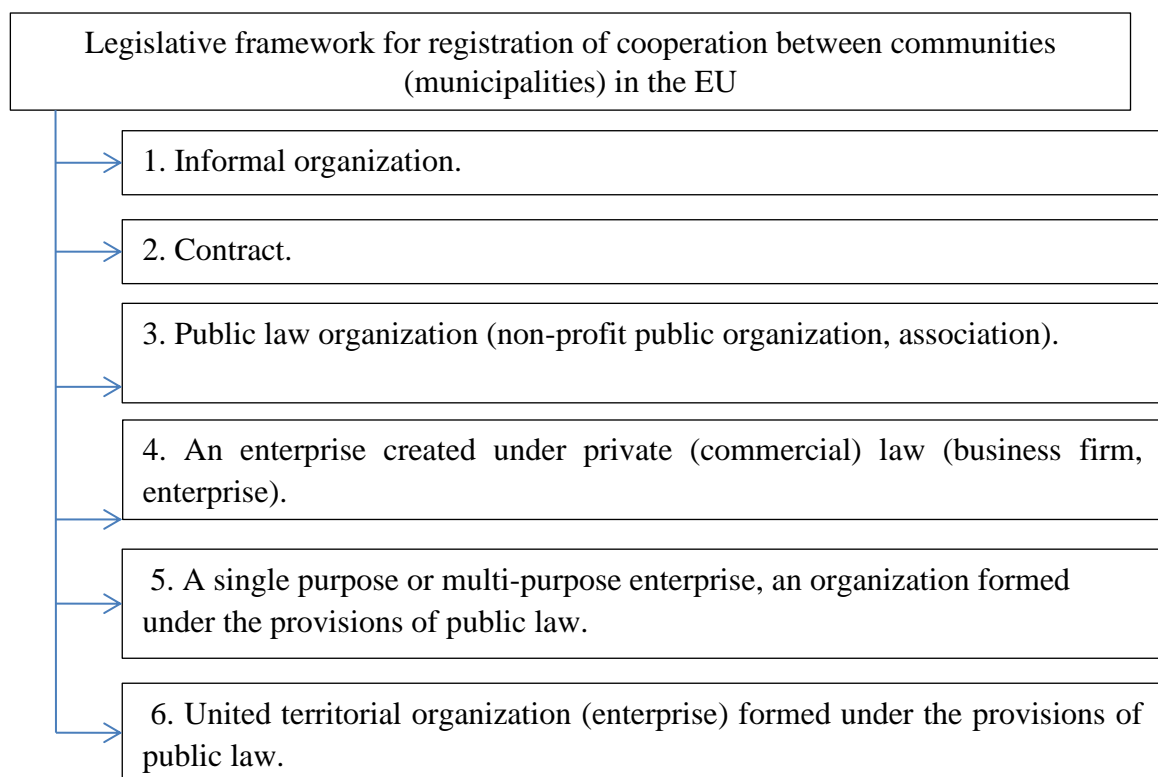


Fig. 2 The main types of legislative frameworks for registration of cooperation between communities (municipalities) in the EU

The given list of forms of municipal cooperation is actually reflected among the types of inter-municipal cooperation measures allowed for implementation in different EU countries. However, formally, this list may be different, according to how the legislation of a certain country defines such forms of cooperation.

In particular, the internal legislation of Slovenia fully corresponds to the vision of the Council of Europe regarding the list of the specified forms of inter-municipal cooperation.

In Albania, which is a European country but is not a member of the EU, but implements the provisions of the policy of the Council of Europe regarding the organization of inter-municipal cooperation, a fairly consolidated list of forms and methods of organizing community cooperation is provided, namely:

- determination of one municipality responsible for the performance of the functions assigned to it - the performance of certain tasks necessary for all parties of cooperation are entrusted to one of the municipalities involved, which has the best functional capacity to carry out such activities, and together with the duties of the municipality, the corresponding financial resources either in the form of periodic transfers from the budgets of other municipalities, or by changing the order of distribution of part of the budget tax revenues from communities receiving services in favor of the communities providing services;

- delegation of functions to a regional body (council). The council itself, which includes representatives from all municipalities that will cooperate, but it does not perform executive functions, it only makes and approves decisions. Appropriate committees are created for executive functions;

- creation of an intermunicipal association as a managing body, on the basis of voluntary participation, as a rule, in the form of a separate entity (non-profit, public organization, utility company, company based on the principles of private law).

In general, the legislation of Albania is considered loyal in the field of inter-municipal cooperation, since almost all services can be delegated from the association to one entity, and together with this, such an entity is also given certain powers and rights to participate in the distribution of budget revenues.

Some well-known researchers in the field of inter-municipal cooperation bring the whole set of ways, methods and forms of cooperation under the following consolidated classification of four components:

- informal (informal);
- weakly formalized;
- cooperation through the formation of functional enterprises (IMC in functional 'enterprises');
- cooperation as a model of integrated territorial cooperation (IMC as a model of integrated territorial cooperation) [74].

Actually, urbanization, which is becoming more and more popular, consists in the organization of cooperation between urban and rural areas on the basis of mutually beneficial cooperation, the distribution of powers, the use of existing advantages in order to bring rural areas closer to the sources of concentration of innovations, social and financial capital, investments, to objects social and transport infrastructure inherent in urban settlements, along with more active involvement of resources, which are rich in rural areas, in the processes of social production.

The concept of urban development of territories is widespread in many countries of the world (India, Canada and most European countries) and is expressed either simply in the form of urban rural settlements (Fig. 3) or in the form of complex approaches to the organization of cooperation between urban and rural areas.



Fig. 3 Trinity Hills urban settlement with developed infrastructure and a university campus in the countryside near Calgary, Canada

The second option is the most interesting for Ukraine, and the rich European experience of organizing inter-municipal, urban development can be very useful.

It is in the EU countries, probably due to the existing experience of active inter-municipal cooperation, that the institutional framework for the effective application of contractual instruments for the implementation of spatial development in such dimensions as: city-city, region-region, city-village, village-village, etc. has been most successfully built.

Foreign practices of organizing urban-type settlements in rural areas may not be as important as examples of the successful use of tools of inter-municipal cooperation, as a result of which it was possible to build urbanized settlements in villages, create urban innovation clusters with different sectoral orientations (high technologies, IT, robotics, agricultural production, organic farming, etc.).

Very active rurbanist processes are taking place in India [75], which is a consequence of population migration to small and medium-sized cities, and large villages acquire the characteristics of urban-type settlements, which is caused by structural changes in the country's economic priorities: from agricultural production to the service sector.

In this case, we can talk about the objective processes of population migration and lifestyle changes, which are not a tool for stimulating socio-economic development, but a consequence, unlike the European policy of regional development. Regulatory policy measures to improve the well-being of urban, rural and mixed-type communities by the Government of India are being taken, but they are largely counter-intuitive to emerging challenges. Thus, "Housing for all by 2022" was adopted for the development of rurbanist settlements with a special focus on providing housing for the population in economically weaker parts of urban settlements. At the same time, the European policy in the field of urbanization is complex, aimed at improving the quality of life, focused on preventing future and solving existing challenges, and involves stimulating the convergence of elements of territorial development (cohesion policy), including through the use of such tools as integrated investments in development of territories (Integrated Territorial Investments (ITIs)).

In Sweden, Denmark, Finland, the Netherlands, the United Kingdom of Great Britain, Poland, Germany, urban associations brought positive results, although simple inter-municipal cooperation in these countries was also effective, but France has a very rich experience in organizing the cooperation of small communities-communes .

In Spain, Barcelona, Madrid and La Coruña are among the most cited cases of successful management in Europe where inter-municipal cooperation is organized. Relevant and interesting from the point of view of possibilities for implementation on the territory of Ukraine are the best practices of the territorial development of communities, which are characterized not only by the construction of urban-type settlements, but also by certain functional possibilities (the creation of a mini farm of organic farming in Greater Paris, practices of the development of functional territories in the communities of Poland) (Fig. 4).

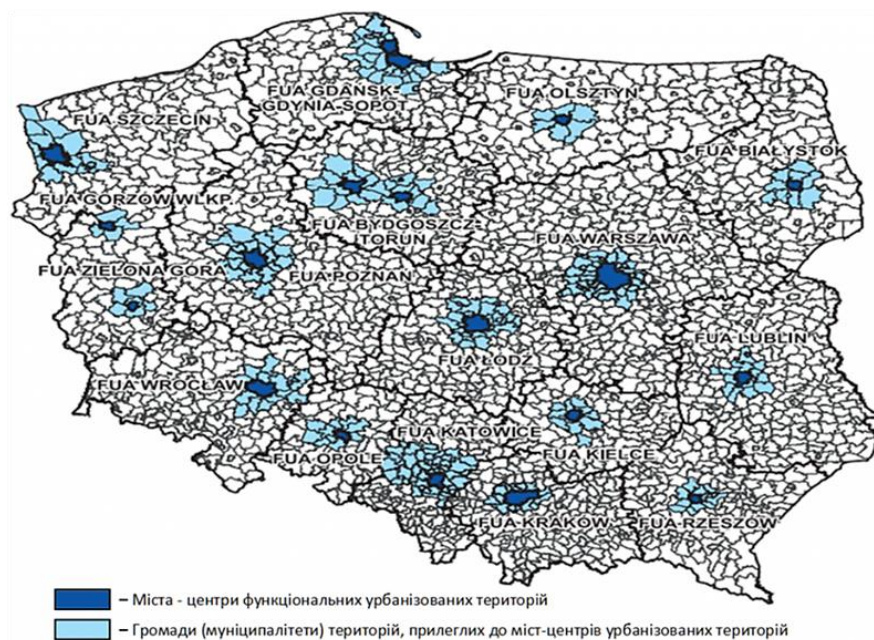


Fig. 4 Location diagram of functional urbanized areas where the integrated territorial investment tool is used in Poland

For the implementation of the European policy of integrated territorial investment (Integrated Territorial Investments), functional urbanized territories are allocated, in the development of which, in fact, investments will be made.

The implementation of the policy of rapprochement and integrated investment is

carried out in Poland together with the use of instruments of inter-municipal cooperation in the form of concluded agreements between communities or through the formation of associations.

In any case, for the implementation of the modern European policy of rapprochement and development of rural-urban cooperation, common points of interaction, common chains of value and values are necessary, which will allow considering the interacting territories as a complete system - a functional territorial unit.

The boundaries of the functional territory do not coincide with the administrative ones, but are determined by the actual extent of interrelationships (economic, demographic, social, ecological, etc.), which will allow considering the conditional association of territorial units as a whole system.

The relevance of the use of contractual forms in the organization of cooperation between urban and rural communities in Ukraine is determined by the possibility of improving the level of the capacity of small communities to provide certain administrative services, improving the state of their infrastructure and ensuring an increase in the level of well-being of the population.

The necessary management skills of the team that will implement the cooperation of territorial communities (STG):

- analytical resource of the team – the ability to identify problems in a timely manner,
- give them a proper assessment and determine the method and sources of provision
- solutions, turning them into specific tasks in the STG plane;
- managerial maturity – the ability of community leaders to quickly make managerial decisions, conduct constructive dialogue, negotiations and reach joint agreements;
- readiness for responsibility – the ability of community leaders to bear
- social or political responsibility for the results of decision-making
- increased complexity;

- crisis management skills – the ability to identify shortcomings and promptly respond to them, to make appropriate adjustments in situations where the implementation of the STG deviates from the expected or planned parameters;

- political flexibility – the ability to establish a dialogue with representatives of various political forces, to develop a clear system of conducting public discussions, if necessary, taking into account online formats.

Practical recommendations for debugging in Illinets territorial community of systematic work on implementation of cooperation mechanisms of the TG:

1) In order to ensure the human resources potential in the community for the establishment of the STG, it is recommended to determine in each field of activity (for example, education, medicine, social protection, etc.) one or more officials - specialists responsible for this direction, to add a lawyer, a financier to this group and profile deputies of the city mayor, at the request of individual elders and deputies of the relevant local council and provide them with timely training and advanced training on this topic.

2) The training of the relevant personnel of the territorial community can be provided in partnership with the relevant regional training centers for civil servants and local self-government officials, international technical assistance projects.

In addition to traditional educational activities (trainings, seminars) in online and offline forms, it is advisable to use, if possible, the organization of educational visits to exchange experience in communities where the tools of the STG have been implemented as the most effective way to get acquainted with the experience of their practical implementation. At the same time, it is important to be both a participant in such trips and a host party (in this case, you can get useful tips and recommendations from the guests regarding your own experience of the STG).

3) One of the forms of organization of work in the local self-government body in this direction can be the creation of a permanent working group on issues of cooperation of territorial communities by order of the village,

of the village, city mayor (this can also be done by another already active working group on issues of community development). Local self-government officials

from various fields, lawyers, financiers, economists can be included in the working group, and profile deputies can be designated as co-chairs (one of them will always be able to attend working group meetings). Tasks for the group include training, analytical and preparatory work on establishing cooperation in one or another field, its support and monitoring. Involvement in the work of such a group of officials from various spheres of activity of the local self-government body will make it possible to systematically provide and support the entire process of STG, to improve certain tools when establishing cooperation in the relevant field.

The initial steps of the village or city mayor to establish the STG:

- on the basis of a detailed analysis, it is necessary to clearly identify the existing ones
- problems of the territorial community in one or another field;
- determine the list of issues that need to be solved as a priority on the basis of cooperation between communities;
- identify a wide range of potential partners from among communities with similar or similar problems;
- choose the optimal form of cooperation and determine the necessary tools to achieve its goal;
- establish internal and external communication with representatives
- territorial communities - potential partners for cooperation;
- to ensure the principle of legal succession with regard to the achievements of potential partners in one or another field, it is recommended to sign a preliminary memorandum or protocol of intent with
an indicative action plan or road map with steps to establish cooperation; also the expediency of using STG tools for
ensuring the development of the community should be prescribed in its Development Strategy
territorial community.

It is necessary to take into account that this first preparatory stage for the establishment of inter-municipal cooperation is not regulated by law, and the further

success of the organization of cooperation between communities as a whole depends on its organization and systematicity in the work of representatives of the local self-government body. In the future, the community will go through all the stages of establishing cooperation in accordance with the Law of Ukraine "On Cooperation of Territorial Communities". It is important to remember that the preparation of the STG is a constant process with the coverage of new areas, the search for opportunities to solve complex and resource-intensive problems.

The issue of potential cooperation requires balanced approaches, study of the economic situation and consideration of other factors that influence the choice of real partners, the involvement of external financial assistance or expert support. Some recommendations regarding the choice of forms of cooperation of territorial communities are presented in fig. 5.

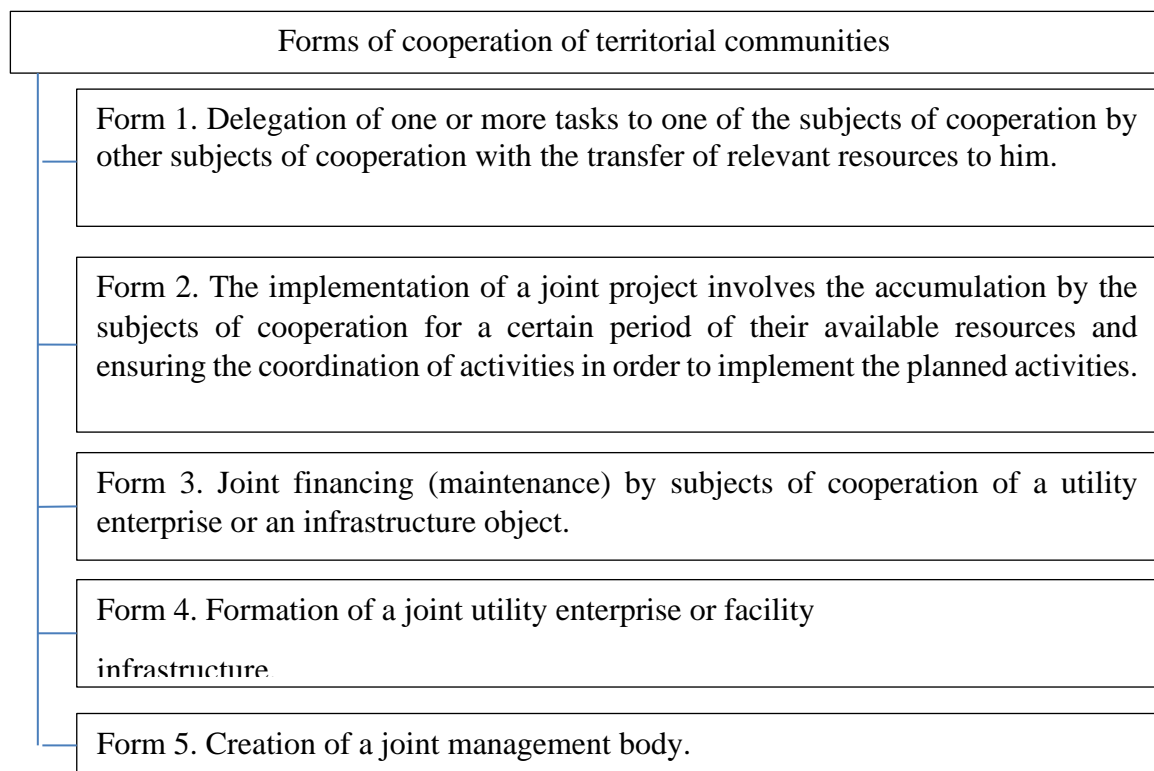


Fig. 5 Forms of cooperation of territorial communities in Ukraine

Form 1. Delegation of one of the subjects of cooperation to others subjects of cooperation in the performance of one or more tasks with by transferring the relevant resources to him. Delegation must be understood temporary transfer to one subject of

cooperation by other subjects cooperation of own authority to perform during the agreed period with the transfer of resources. When choosing this form, it is necessary to determine whether the relevant territorial community - a potential partner for cooperation has the ability to solve your joint task or whether your community is ready to perform joint tasks for other territorial communities, as well as analyze the potential benefits of all territorial communities - possible partners for cooperation (economy funds, reducing the cost of the service due to an increase in the number of its recipients, improving the quality of this or that service due to its automation, increasing budget revenues due to additional jobs and personal income tax, etc.).

Form 2. The implementation of a joint project involves the accumulation by the subjects of cooperation for a certain period of their available resources and ensuring the coordination of activities in order to implement the planned measures. This form is appropriate in conditions of limited time for the planned implementation, due to the need to carry out preparatory work for future long-term cooperation, as well as in cases when the future forms of the STG have not yet been determined at the initial stage and when a large number of partners are involved (including not only from the number of TG).

Form 3. Joint financing (maintenance) by subjects of cooperation of a utility enterprise or an infrastructure object. With this form, the subjects of cooperation participate in co-financing a certain enterprise, institution or organization of communal property under the conditions specified in the contract. When choosing this form, it is necessary to familiarize yourself with the charter or other founding documents, directions of its activity and results for the previous period, clearly calculate the benefits for the community from cooperation. Co-financing must be carried out in accordance with the requirements of the Budget Code of Ukraine.

Form 4. Formation of a joint utility enterprise or facility infrastructure. Joint utility enterprises (institutions or organizations) are created for the purpose of implementing joint infrastructure projects and performing functions of common interest. To implement cooperation, it is necessary to: determine the circle of interested parties partners to join forces in a certain field; determine the optimal location location

of the enterprise; take into account the possibility of a larger contribution of one of partners due to the prospect of receiving personal income tax or other tax revenues, the willingness of partners to "give up" their powers.

Form 5. Creation of a joint management body: The need for the formation of a joint management body arises in the event of financial inability to create it only for the needs of one community or for the purpose of saving money. To do this, it will be necessary to take into account the needs of all partners in this particular body, calculate the contributions of the parties in accordance with approved standards or norms, find out the availability of the necessary personnel, premises, etc.

As of November 2021, 761 agreements among communities have already been concluded in Ukraine. Contracts were concluded both between two communities, and more - depending on the size of the community, existing problem and needs. The distribution by forms of municipal cooperation looks as follows (Fig. 6).

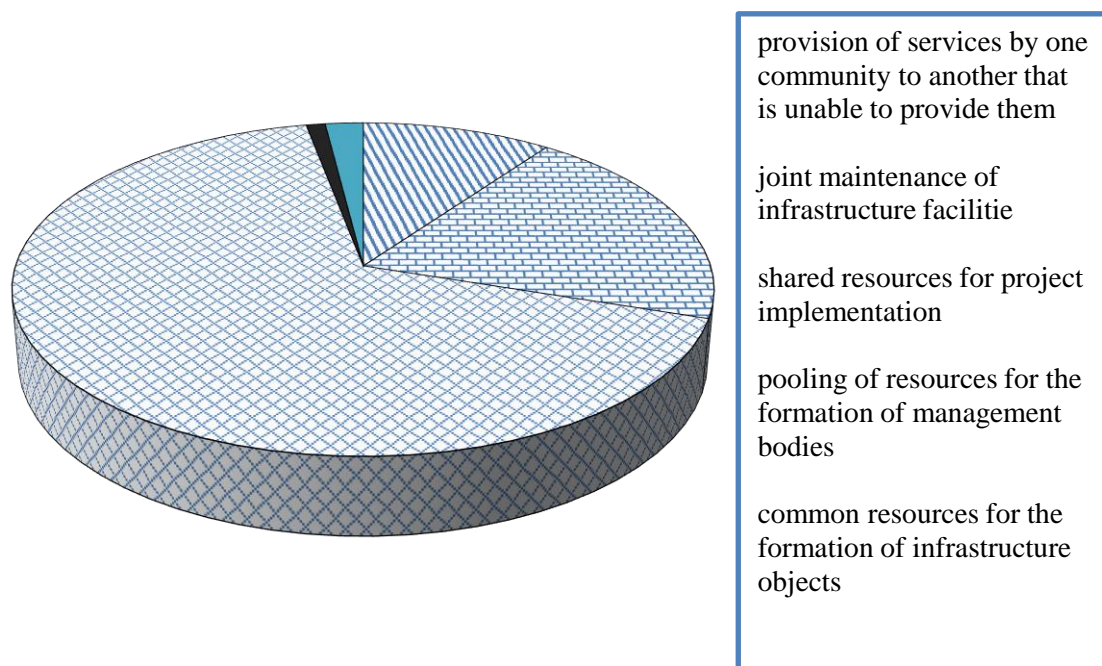


Fig. 6 Distribution of forms of intermunicipal cooperation in Ukraine (number of contracts/%), 2021

Next, we will consider possible errors in the process of setting up the STG and ways to overcome them (Table 3)

Table 3

Possible mistakes in the process of establishing cooperation between territorial communities and recommended ways to avoid them

Errors are possible	Recommended ways to avoid or correction
1	2
Underestimation of opportunities and advantages of cooperation	Get to know in detail the best practices in the chosen field, conduct a thorough analysis of the possible results of cooperation for all communities participating in cooperation
Lack of established teamwork of specialists	Formalize the work on the establishment of the STG through the functioning of a permanent working group with a clear planning of tasks, deadlines for their implementation, and the distribution of functions among its members
At the preliminary stage of preparation, the problem of one community (initiator of cooperation) is artificially spread to other communities in order to justify the sphere of cooperation, the absence of tangential problems in partner communities, which ultimately leads to the rejection of such cooperation	Carry out the preparatory stage qualitatively establishment of cooperation, to determine common problems for all communities, or different problems that have a common way of them solution. Do not push back in any case exclusively from their own needs or problems community
Complication of the public process discussion and delay in receipt conclusions on feasibility cooperation on the part of partner communities due to an insufficiently substantiated description of the planned activities	At the stage of preparing a proposal regarding clearly prescribe the initiation of cooperation the purpose and task of cooperation, proper to justify the planned measures. (a legal justification must be conducted in accordance with the legislation in the chosen field and authorities of local government, technical justification of the choice of equipment or service provider based on technical characteristics, comparative data, experience work, clearly justify the choice of place for object under construction (repaired, being converted), confirmation determination of the list of certain repair construction works (defective certificate, design estimate documentation); is also advisable conduct financial and economic analysis planned activities and their possible ones results).
External or internal risks slow down or make the cooperation process impossible	When preparing a cooperation agreement it is necessary to analyze the possible general ones risks for all partners, as well as specific

Continuation of table 3

	the situation in one or another community, which may negatively affect the implementation of the project as a whole, discuss possible ways to overcome them.
Making legal mistakes in the text of the contract	It is necessary to strictly comply with the legislation in the chosen field and when preparing the contract, not to copy the already registered contract on STG without taking into account the specifics of the corresponding territorial community, since even there may be errors or changes in the legislation not taken into account in the already registered contract on STG.
It is impossible to solve quickly the problem of making changes to the signed cooperation agreement	Try to write in the contract about STG all necessary conditions and actions in sufficient detail, consider that making changes to already of the registered contract takes place according to general rules that are provided for cooperation agreements, with passing all stages in accordance with the Law of Ukraine "On cooperation of territorial communities".
The cooperation agreement must be signed and registered, but it is possible not to execute it	A contract on STG was concluded and registered must be clearly performed, because the course is his implementation is monitored by the Ministry of Regions, a the relevant local council is obliged to periodically (annually) report on implementation cooperation, if there is an agreement with STG, which is not implemented, it should be terminated

The process of establishing successful cooperation between territorial communities is possible if there is a systematic approach to this work in each of them, a clear awareness of the existence of problems and a developed common vision of ways to solve them.

At the same time, it is important to be ready to cooperate based on the principles of honesty and transparency of relations in the presence of mutual trust.

The foreign experience of investment cooperation between municipalities in different countries, which we will consider in detail below, also deserves special attention.

Investment cooperation of territorial communities, especially the management bodies of administrative-territorial units, within the framework of which the

community's right to local self-government is realized, is a rather complex mechanism for managing territorial development. The main difficulties lie in the fact that local self-government entities are public authorities, and therefore it is quite difficult to imagine their direct participation in the investment process. They most often act as a coordinator or regulator of investment flows, as well as administrators of involved investments in order to guarantee the maximum usefulness of their use. Intermunicipal investment cooperation (hereinafter - MMIS) has not acquired any established forms or models. The traditions of MMIS implementation in most countries are so unique that it is impossible even to unify, classify or combine various organizational, legal, institutional, financial and other elements of its implementation in a certain way in order to find the most optimal or effective forms.

The logical conclusion from this is that choosing the best MMIS model does not make sense, but it is necessary to analyze the very mechanisms of MMIS implementation in different countries in order to find the most acceptable and optimal ways of introducing such cooperation in Ukraine.

According to T. G. Barabash, "such a type of activity as inter-municipal cooperation is not new, but is quite actively used in European countries. Cooperation of territorial communities is a promising area of activity of small public associations and can be used to solve many problems of their life activities, as well as to improve the quality of services" [76, p. 48]. However, its use quite often carries only organizational forms and an administrative purpose, which consists in increasing the management potential of municipal administration bodies in the process of regional development.

O. Grindey believes that "the use of mechanisms of inter-municipal cooperation is due to the following factors: the insufficiency of municipal entities' own resources to solve the problems of social and economic development, the development and implementation of joint investment projects, the integration of the production and economic activities of organizations operating on the territory of municipal bodies; the need to provide high-quality public services to the population" [77, p. 55]. The nature of these factors lies in the fact that in most foreign countries the system of

administrative organization (and therefore, municipal management) has developed over a long historical period and is a reflection of cultural, socio-economic and other features of the state. Most of the foreign countries introduced and implemented administrative reforms only relatively recently. But even today, the diversification of municipalities according to the size of the territory and the number of the population is significant, and therefore it is quite logical that small municipalities are less capable and financially independent. Because of this, the state stimulated their unification or cooperation depending on the level of integration of the territories.

M. Pukhtynsky notes that "most countries introduced the reform of the local self-government system precisely in order to balance and optimize their own administrative divisions. However, in this way, only indirect results were achieved regarding the comparison of administrative-territorial units according to the number of the population and the approximate area of the territory" [78, p. 282-283]. Instead, the main goal - equalization of development opportunities of territorial communities - was not achieved. But such an effect could not be achieved due to the fact that there are objective and established disproportions in the economic potential and industrial and production development of the territories.

A number of scientists in their studies come to the conclusion that the reform of the administrative-territorial system is a necessity due to the constant development of the socio-economic and public-political environment of the state. And especially such reforming is necessary in the context of the limited financial resources of the state and the growing needs of territorial communities to solve their own problems [79, 80]. The given points of view of scientists are absolutely logical and correct, since the development of the community is a constant process that requires a constant increase in material, resource and administrative support. Therefore, it is quite logical to argue that the administrative-territorial division, established even in Soviet times, cannot meet the modern challenges and requirements of sustainable development, as well as the growing needs of territorial communities.

One way or another, but every state has an unbalanced system of placement of productive forces, which is due to many factors. And this aspect of the problem of the

capacity of municipalities could not be solved by changing the administrative borders of the latter. But the resolution of the disproportionality of territorial development was supposed to be implemented precisely at the expense of the MMIS mechanism.

So, for example, in France, the need for MMIS is explained by the large number of communes. In addition to being numerous, French communes are also usually small in size with a small number of inhabitants. As a result, these structures, primarily small rural communes, are unable to independently solve such issues as waste management, drinking water supply, and construction of large facilities. Thanks to the MMIS, the communes have the opportunity to form a community, which makes it possible to exercise some powers together, reducing the number of management levels." As scientists note, the main emphasis in MMIS in France was made on the administrative and organizational and legal provision of the very possibility of managing the investment development of territories by local self-government bodies. Thus, the researchers note that "the basis of MMIS in France can be considered the so-called administrative associations, that is, the association of several municipalities through the signing and ratification by the representative bodies of local self-government of a joint agreement on activities in a specific direction. This form of cooperation was called an intermunicipal syndicate" [81, p. 92].

In fact, such a mechanism as an agreement signed by local self-government bodies is really effective and efficient from the point of view of the predetermined order of attraction, distribution and realization of investments. However, attention should be paid to the fact that the process of such signing and ratification can be significantly delayed, as it involves mandatory coordination by various public bodies of local authorities at the local territorial level.

The analysis of the experience of MMIS functioning in France, conducted by V. D. Poltavets, deserves special attention. According to the scientist, "the French experience of inter-municipal cooperation is most vividly revealed through the functioning mechanism of inter-communal syndicates and communal "communities". "Inter-municipal syndicates are associative forms of inter-municipal cooperation that enable communes that are members of the association to jointly manage the provision

of services or implement measures."

Therefore, communes can freely decide whether they will unite to work in one or several spheres [82, p. 215]. Compared to intercommunal syndicates, public-law structures of intermunicipal cooperation with their own tax regime or "communities" are much more developed and integrated forms of intermunicipal cooperation [83]. Consequently, the legislator in France enables communes to independently choose certain forms of cooperation in the field of investment relations, but within the limits of the possibilities defined at the legislative level. So, for example, requirements are established for the forms and mechanisms of the functioning of associations of communes, in particular, this concerns investment management mechanisms. The French legislator limits the investment activity of municipal governments to purely stimulating functions: reducing the tax burden; selection of special tax regimes; tax benefits, etc.

Thus, the French experience proves that the most optimal form of cooperation is communities of communes, integrated according to the territorial principle and with extended powers in the sphere of stimulation and encouragement of investment activity. Municipalities do not manage and distribute investments, but create such a level of governmental support for the implementation of investment projects that ensures the maximum return on investment and the effect for the investor.

Although there is a remark about the French experience expressed by many scientists, for example, P. Zhuk and V. Kravtsiv [84, p. 110-111], regarding the fact that, despite its recognized effectiveness, the system of administrative-territorial division of France should not be copied and transferred to the conditions of Ukraine. Instead, there is a need to study the mechanisms and nature of building a system of administrative organization in France, in order to then adapt them to the conditions of public-political and organizational-legal provision of local self-government in Ukraine.

The experience of Germany is interesting. It should be noted that most federal states have special legislation in the field of inter-municipal cooperation. At the same time, at the level of federal lands, there is a Regulation on communities, which enshrines the right of communities to carry out their own economic activities by

creating or accepting (into management) business entities only in the case when the relevant services are not provided or cannot be provided in the future as effectively by enterprises of other forms of ownership. That is, the actual impossibility for municipalities to act as investors is enshrined at the legislative level. The fact is that investment activity is considered as a certain activity in the field of financial services, which is implemented by relevant entities with the assistance of authorities. That is, in Germany, local self-government bodies act as coordinators and stimulators of investments in the economy of a single community or several communities.

In Germany, two forms of intermunicipal cooperation are distinguished: "political" and "economic". Thus, economic forms include, in particular, the right of local self-government bodies to form inter-municipal associations and to establish business associations, as well as other inter-municipal organizations for the purpose of pooling financial funds or attracting additional funds in the form of investments. Instead, political cooperation was marked purely by the representation of the interests of territorial communities in relations with state authorities at the federal and regional levels.

In our opinion, it is precisely in this combination - political and economic inter-municipal cooperation - that the most effective mechanism for the implementation of MMIS is laid. Thus, at the level of political cooperation, intermunicipal bodies actually act as lobbyists for the interests of the community, including in the area of investments, and therefore are able to influence the central authorities in order to adopt such draft laws that would protect and expand the investment capacity of individual associations communities

As for the very mechanism of MMIS implementation in Germany, based on the results of research by scientists [85, 86], conditionally it can be depicted as follows (Fig. 7). In fact, this is the primary basis for the implementation of MMIS in most foreign countries.

STRATEGIC IMPERATIVES FOR THE DEVELOPMENT OF LOCAL SELF-GOVERNMENT
IN THE CONDITIONS OF EUROPEAN INTEGRATION PROCESSES IN UKRAINE

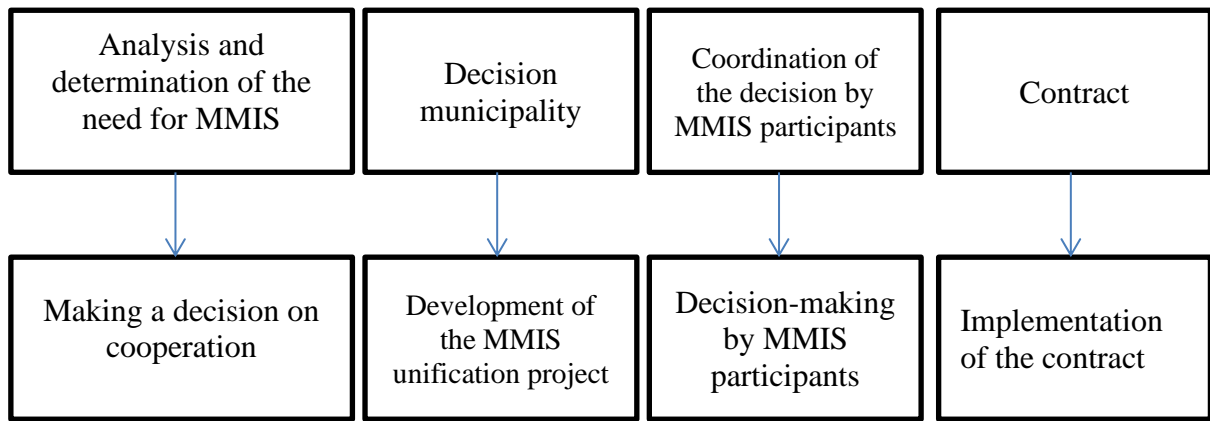


Fig. 7. Mechanism of MMIS implementation in Germany

The experience of MMIS in Italy also confirms the correctness of the stated thesis, since the vast majority of MMIS is implemented in the form of local self-government associations, which is a separate independent institutional creation. Thus, "the association is a public legal body that has all the operational capabilities to perform the functions delegated by municipalities, including within the limits of investment cooperation. The status, statutory provisions and procedure of functioning of the Association are determined exclusively by local self-government bodies that are part of it" [87, p. 212]. But, unlike in Germany or France, this form of MMIS is formalized not by a contract, but by decisions adopted by different municipalities, which are identical and consolidate the will of the community [83, 88]. The experience of Italy clearly indicates the absence of a mandatory need for contractual formalization of relations. Thus, making a decision to grant the Association a certain range of powers, various municipalities in practice implement the principle of delegation and deconcentration, which is completely within the limits of the nature of the local self-government paradigm.

The practice of MMIS in Hungary, the Czech Republic and Slovakia deserves special attention. In particular, in these countries, some small municipalities create "joint offices" for the provision of administrative services, including in the field of investment activities, since municipalities on their own are deprived of the right to act as investors. Such offices are an example of the accumulation of funds raised for the purpose of their further use [89, p. 8]. In this context, the practice of submitting

necessary investment applications from "joint bureaus" draws attention. In addition, such applications are submitted to the bank, in particular to the World Bank, for participation in grant programs, etc. Thus, "joint offices" attract organizational donors to participate in individual investment projects in the community.

A somewhat similar experience of the MMIS organization exists in Spain and is called a syndicate. Syndicates are inter-municipal associations with the status of a legal entity, which have their own budgets, but do not have the right to set their own taxes. The work of the syndicate is managed by a committee consisting of representatives of the communes that are part of it and the head of the syndicate. Separately, mixed syndicates are distinguished, which can include not only municipalities, but also departments (territorial units of state administration), public organizations [87, p. 225]. At the same time, such syndicates can act as independent investors due to the presence of their own off-budget fund. The regulation of their investment activity is carried out separately on the basis defined in the legislation, but the practical implementation of MMIS is carried out according to local regulations. P.V. Zhuk also notes in his works about increasing the financial capacity of territorial communities, but the scientist emphasizes the state's guarantees to local self-government bodies regarding their economic and financial independence, including cooperation and collaboration. In particular, in the works of the scientist, it is noted that "strengthening the economic base and ensuring the financial and managerial independence of administrative-territorial units can be achieved, among other things, by changing inter-budgetary relations, drastically increasing the share of local budget revenues in the consolidated state budget, forming a state the fund for supporting local budgets and guaranteeing the minimum level of budget support for all territorial communities" [90, p. 22].

Summarizing the above, it is advisable to list the comparative characteristics of the forms of MMIS implementation in the table. 4.

Table 4

Foreign experience of MMIS implementation in various forms

MMIS form	Main characteristics	Scope and mechanism of activity
Intermunicipal unions (Finland)	Independent financial and administrative bodies	Accumulation and attraction of investments in the social sector (financing of hospitals, sanatoriums, educational institutions, etc.)
Syndicates (Spain, France)	Intermunicipal associations with the status of a legal entity and their own budget	Any issues of investment activity. Attracting investments and their distribution takes place both by targeted method and actually through the association's budget
Communities (France)	Created with the aim of intensifying the economic development of municipalities - members of the community through the development and implementation of a joint investment project	At the community level, the interests of municipalities in the field of economic and territorial cooperation and the distribution of investment flows take place
Regional development agency (Germany)	Intermunicipal management body in the form of a non-profit organization	Coordination of investment projects without accumulation of investment resources, but with broad administrative capabilities for stimulation and operational protection of investments
Credit association (Denmark)	Special institutional formation in the form of a non-commercial organization with the authority to accumulate investment resources	Investment in projects is carried out at the expense of accumulated funds coming from the budgets of various municipalities

Source: created by the author based on [83, 85, 88, 91]

Thus, the most effective form of MMIS implementation is the creation of special organizations, institutions, which are empowered in the field of accumulation and distribution of investment resources. Yes, the experience of Denmark, where special credit associations are scurrying, is considered successful. In fact, the credit association functions at the expense of contributions from individual municipalities, which have the right to receive a loan from it on preferential terms. All other recipients of investment resources do so at an increased interest rate. In this way, the maximum level of guarantees of the rights of those municipalities that are members of the association will be achieved, since in this way a certain insurance of their risks takes place. But with regard to the introduction into the domestic practice of MMIS of the functioning of credit associations, which are formed at the expense of budget contributions from

territorial communities, it should be noted here that there are not even prerequisites for legislative regulation for this today. This means the need for the constant evolution of the legislation and the search by the Government, territorial communities, and institutions of civil society for ways to improve and increase the effectiveness of MMIS.

Summarizing the above, it should be noted that one of the options for cooperation between communities that we offer is rural-urban partnership (urbanization), which in the modern sense, according to the definition of the Organization for Economic Cooperation and Development, is a system that operates where rural and urban territories coexist and are connected to each other by one or more functional links (for example, communications, value chains, demographics, natural resources, etc.).

Six main types of legislative frameworks for registration of inter-municipal, including rural-urban cooperation, including the creation of an informal organization, a contract, a form of interaction, organization of public law (non-profit public organization, association) etc. have been identified.

The concept of rural-urbanization type of territorial development is widespread in most European countries, India, and Canada and is expressed in the form of: 1) urban rural settlements, 2) complex approaches to the organization of cooperation between urban and rural areas. We consider the second option to be the most interesting for Ukraine, and the rich European experience of organizing inter-municipal, urban development can be very useful.

In order to implement the cooperation of territorial communities, the necessary management skills of the team have been identified for the Illinets City Council: the analytical resource of the team, managerial maturity, readiness for responsibility, crisis management skills, political flexibility.

Practical recommendations for debugging have been developed territorial communities of Ukraine of systematic work on implementation of cooperation mechanisms of the TG:

- 1) provision of personnel potential - to identify one or more officials - specialists

responsible for this direction in each field of activity, to include a lawyer, a financier and specialized deputy mayors in this group;

2) training of relevant personnel;

3) creation of a permanent working group on cooperation of territorial communities.

Possible errors in the process of establishing cooperation between territorial communities are also highlighted and recommended ways to avoid them are developed. Analyzing the foreign experience in the field of implementation of intermunicipal investment cooperation and the possibility of its implementation in Ukraine, it is worth paying attention to the following aspects.

MMIS is not a sufficiently widespread practice and direction of cooperation between territorial communities and their governing bodies. The legislation of most of the analyzed countries does not establish clear norms that would regulate or regulate MMIS as much as the practice of territorial management and development of territories requires.

A large number of forms, models and ways of implementing MMIS, despite even a certain rarity of their use, testify to the most important characteristic feature of MMIS itself. It is about the specificity and uniqueness of the problem solved in this way, the character of the community and the territory within which MMIS is implemented, as well as local traditions and cultural features of the region, which are reflected in the very nature of cooperation. That is, MMIS cannot be considered as a standard solution to the problems of regional or territorial development. The activation of this type of cooperation comes from the conflicting needs of several communities in solving the problems of their own development and meeting the needs of the population of such communities in the conditions of limited resource provision of municipal authorities. The economic potential of the territories most often turns into an object of investment, while the municipal authorities themselves develop such a mechanism for attracting investments that will make it possible to implement them as effectively as possible in this particular territory.

The most effective from the point of view of the domestic practice of organizing

local self-government and financial flows should be considered such forms of MMIS as: the creation of a separate inter-municipal institution (body) authorized to manage or regulate the implementation of investment processes, and the administration of investment processes by concluding an administrative contract, while not only between community authorities, but also by joining such a contract with the investment entity itself. This form of cooperation and interaction at the level of direct contact between authorities and a subject of private law interested in investing is more acceptable from the point of view of protecting the rights and interests of all parties to such relations.

5. Territorial communities in the conditions of martial law in Ukraine: administrative and legal support and peculiarities of its functioning

The socio-economic development of territorial communities has always been and will be highlighted from the entire set of state interests as an actual and main direction, since, being a part of a single state, it contributes to its history, internal political, economic, cultural life, and the achievement of certain results in the international arena.

On February 24, 2022, the history of Ukrainian state-building radically changed its course, in connection with the full-scale military aggression of the Russian Federation against Ukraine, which caused an appropriate reaction from public authorities and the head of the Ukrainian state in particular. The President, on the basis of the offer of the National Security and Defense Council and in accordance with Ukrainian legislation, signed Decree No. 64/2022 « On the introduction of martial law in Ukraine» from 5:30 on February 24, 2022. The introduction of martial law in Ukraine changed the functioning and development of social relations in all spheres of social life. Ordinary citizens as well as representatives of the public administration, all people were mobilized to counter the enemy. At the same time, a special responsibility under such conditions was assigned to state and local self-government bodies representing the interests of corresponding territorial communities. According to part 2 of Article 9 of the Law of Ukraine « On the Legal Regime of Martial Law» , local governments still carry out the powers granted to them by the Constitution of Ukraine, this and other laws of Ukraine. The military command, together with the Ministry of Internal Affairs of Ukraine, other executive authorities , local governments must provide the measures and powers required by the Law of Ukraine « On the Legal Regime of Martial Law» to ensure the defense of Ukraine, the protection of the safety of the population and the interests of the country [94].

Despite the state of war, most of the reforms taking place in Ukraine, anyway continued their development in the direction of European integration. This applies to the territorial reform and the reform of local self-government as well. Its main content is the decentralization of power and the formation of united territorial communities as

the main subjects of local self-government, as well as the creation of prerequisites for their self-sufficient and economically efficient development.

State of research on this problem. The regulatory and legal framework for the study of local communities under martial law is: The Constitution of Ukraine, The Laws of Ukraine «On Local Self-Government» , «On the voluntary association of territorial communities», «On the legal regime of martial law», «On national resistance» , «On Cooperation of Local Communities» and government documents: The concept of reforming local self-government and territorial organization of government in Ukraine; Methodology of forming capable local communities, etc. [95].

The constitutional provision about the fact that the nation is the source of state power envisages two forms of its implementation - directly and through public (state and self-governing) authorities. According to Article 140 of the Constitution of Ukraine, local self-government is the right of a territorial community to independently resolve issues of local importance within the limits of the Constitution and laws of Ukraine [94]. In the territories where martial law has been introduced, to ensure the operation of the Constitution and laws of Ukraine, to ensure, together with the military command, the introduction and implementation of measures of the legal regime of martial law, defense, civil protection, public safety and order, protection of the rights, freedoms and legitimate interests of citizens by the President of Ukraine temporary state authorities - military administrations - can be formed. Military administrations of settlements are formed in one or more settlements (villages, settlements, cities) in which village, township, city councils and/or their executive bodies do not carry out the powers assigned to them by the Constitution and laws of Ukraine, including as a result of actual self-dissolution or self-removal from the performance of their authorities, or their actual non-performance, or termination of their authorities in accordance with the law [99].

A « local community» is a set of residents united by permanent residence within a certain village, town or city, which are independent administrative-territorial units or a voluntary association of residents of several villages that have a single administrative center. It is worth mentioning that in the Western political and legal science and

practice, more attention is paid not to the definition of the concept of « local community» itself, but to the analysis of the essence of territorial collectives, communes, self-organized communities and other local communities.

Today, the concept and content of the category « local community» are studied by many sciences and educational disciplines. In particular, certain characteristics of a local community are defined in philosophy, sociology, political science, economics, jurisprudence, geography, etc. Because of this, we believe that it is important to apply a comprehensive approach when examining the concept and content of the category « local community» .

A group of scientists led by J. Barnes considered the category « sodality» or « community» in the following aspects:

- the first is to reflect the legitimacy of the community as a historically formed community with a common culture, customs and traditions, past;

- the second - the existence of this community as a system of relations between its members (family relations, coexistence in a common space, belonging to a certain social group, etc.);

- the third - functioning of the community as a collective consumer of various social and economic benefits;

- fourth - the necessity for community development in order to ensure the provision of public services, the participation of local institutions of civil society in the livelihood of the population and production processes;

- fifth - the existence of the community as a representative of the local population in political processes and as a direct subject of the management process [98, p. 165].

In the opinion of Professor M. Baimuratov, in addition to the above-mentioned features of the territorial community, such things as joint communal ownership of the community, as well as the formation of a joint local budget through the payment of local taxes and fees, are also important. Among the definitions of the term « local community» , attention should be paid to the following.

O.V. Batanov points out that the territorial community is the primary subject of local self-government, which is formed from individuals (citizens of Ukraine, foreign

citizens, stateless persons, refugees, forced migrants) who permanently live and work on the territory of the village (or voluntary object uniting into a common community of several villages), settlements or cities, directly or through the municipal structures formed by them, resolve issues of local importance, have common communal property, own real estate in a certain territory, pay communal taxes and are connected by individual territorial ties of a systemic nature .

M.P. Orzikh pays attention to the fact that the local community is the primary subject of local self-government that has its own interests, which includes citizens of Ukraine, foreigners, stateless people who permanently live and work in this territory, own real estate, pay local taxes and gathering.

M.O. Baimuratov believes that a territorial community is a set of individuals who permanently live in the relevant territory and are connected to each other by territorial and personal ties of a systemic nature [100].

In our opinion, a territorial community is a naturally formed community of people who live, work or own immovable and movable property in the relevant territory within one or more settlements that have a single administrative center, and which is characterized by a system of stable connections and the ability to ensure common interests in matters of personal livelihood, administrative, socio-economic and cultural development, elects its own representatives for self-government and is the owner of public property.

After the analysis of the works of researchers of the legal status of territorial communities, we can highlight such main features as [98]:

- 1) common territory of existence (territorial feature), this is the space within which residents of the local community can resolve issues of local importance;
- 2) the existence of the population living in the defined territory (integrative feature);
- 3) existence of collective consciousness and common interests of local residents (intellectual characteristic);
- 4) common communal property, which the territorial community can use and dispose of in its own interests (property feature).

An interesting approach to the characterization of territorial communities is expressed by O.V. Yevdokimov. In the scientist's opinion to properties of the territorial community belong: territorial, social-psychological, historical-cultural, political, economic, natural and organizational-functional [97]. In particular, the territorial sign indicates that the territorial community is formed in a certain territory. Its members are individuals who live in this territory, or work, or have certain real estate. The socio-psychological one is due to the fact that the territorial community exists when each member of the community recognizes himself as a part of it, as well as the awareness of common interests. The historical and cultural feature indicates that the community exists and develops over time, therefore, when choosing the direction of its development, it is necessary to take into account the historical aspects of the evolution of the community, its cultural and customary features, which are characterized by the impact on the psychological climate in the community, and on endogenous relationships ties inherent in the community [95].

The political sign is determined by the awareness of the territorial community by the subject of legal relations and the representative of the local community in the political arena. The economic sign integrates the community as the owner of public property located on its territory, and its members, in accordance with the law, are tax payers to the local budget. The natural feature is determined by the fact that the territorial community is formed and operates on the basis of self-organization, social and economic activity and the need for continuous development. The organizational and functional feature of a territorial community means that it is a system with the organization of political and social networks, which functions primarily based on democratic principles of development and with the participation of its members in solving issues of their livelihood.

The authority of local communities derive primarily from the Constitution of Ukraine and the Laws of Ukraine « On Local Self-Government» , « On Voluntary Association of Local Communities» . In particular, the analysis of Articles 140–143 of the Basic Law shows that most issues of local importance are not resolved by territorial communities directly, but through local self-government bodies created by them.

Thus, the range of issues that are directly or indirectly resolved by the territorial community includes: [100].

- elections of the village, settlement head or mayor, who will later head the executive body of the council and preside over meetings of the executive committee and the council;

- elections of elders and council members, who represent and protect the interests of all residents of the respective community;

- communal property management;

- approval of socio-economic and cultural development programs and ensuring control over their implementation;

- approval of local budgets of relevant administrative and territorial units and control over their implementation;

- determination of local taxes and fees within the limits of the law;

- organization of local referendums and implementation of their results;

- creation, reorganization and liquidation of communal enterprises, organizations and institutions that are in communal ownership, as well as ensuring control over their activities;

- solving other issues of local importance, which are assigned by law to their competence [93].

Municipal and territorial reforms were initiated in Ukraine in order to ensure the implementation of the aforementioned powers by local communities. In particular, on April 1, 2014, the Concept of Reforming Local Self-Government and Territorial Organization of Power in Ukraine was approved.

Its main objectives were [96]:

- creation of prerequisites for the provision of high-quality and accessible administrative services;

- ensuring a rational distribution of powers between local self-government bodies and local executive bodies;

- establishment of optimal boundaries of the territorial basis for the functioning of local self-government bodies and executive authorities in order to form the

conditions of accessibility and quality of public services provided by these structures;

- ensuring the creation of appropriate financial, resource and organizational prerequisites for local self-government bodies to implement their own and delegated powers. The fulfillment of these tasks was impossible without the creation of a new system of territorial organization, the basis of which is united territorial communities (UTC).

By carrying out statistical studies, scientists have proven that only those communities with a population of more than 3,000 people have the possibility of effective socio-economic development, because in this case, the possibility of increasing per capita income, as well as the corresponding development of the community and the territory in which it is located, is created.

On February 5, 2015, the Law of Ukraine « On Voluntary Unification of Local Communities» was adopted, according to which neighboring city, settlement or village councils can unite into one community with a single center of local self-government. The conditions for such an association are [92]:

- the absence of another local community with an existing representative body of local self-government as part of the united one;
- indivisibility of the territory of the united territorial community; the borders of the united territorial community are determined by the outer limits of the jurisdiction of the councils of the united local communities;
- the location of a unified territorial community within the boundaries of one region, territory or Autonomous Republic of Crimea;
- taking into account, when making a decision to unify communities, historical, cultural, ethnic and other factors of the evolution of these communities, which have a direct impact on the socio-economic development of the united local community;
- non-deterioration of the quality and availability of administrative services provided in the united local community [97].

Nowadays, Ukraine has completed the formation of a three-level system of administrative organization, consisting of regions (27 of them (regions, the Autonomous Republic of Crimea, the cities of Kyiv and Sevastopol), districts (de jure

in Ukraine 140 districts, because 14 districts in the Autonomous Republic of Crimea will be liquidated only after de-occupation, 10 new districts will be created in their place. At the same time, about 1/6 of the districts are located in the temporarily occupied territory of Luhansk, Donetsk, Kherson, Zaporizhzhya, Dnipro and Kharkiv regions.

Before the reform, there were 490 districts in Ukraine, on June 12, 2021, in accordance with Law No. 562-IX, the government determined the administrative centers and territories of territorial communities on the basis of previously united communities and pre-approved prospective plans. In general 1,470 communities were approved, which fully covered the territories of 24 regions. Before the reform, there were 11.5 thousand communities [96].

The Ministry of Reintegration has updated the list of territorial communities that are located in areas of hostilities, surrounded or under temporary occupation. On August 17, there were already 323 such communities in nine regions of Ukraine. These are the local communities of: Donetsk (66), Kharkiv (56), Dnipropetrovsk (9), Luhansk (37), Zaporizhia (54), Kherson (49), Mykolaiv (26), Sumy (21), Chernihiv (5) regions. At the same time, it is worth noting that in September 2022, almost 90% of the Kharkiv region was deoccupied.

The primary task of local authorities in the mentioned territories is to ensure the livelihood of communities, because people should receive all the necessary assistance and at least the most necessary services. Since the local self-government bodies in the de-occupied territories may not have the majority of votes to make decisions important for the life of the communities, the only rational step to restore the effectiveness of the United Local Community is the creation of military administrations. The creation of military administrations is the most effective way to establish all the necessary processes, restore services and ensure the safety of people in liberated communities. According to Article 4 of the Law of Ukraine « On Martial Law» , military administrations of settlements are formed from servicemen of military formations formed in accordance with the laws of Ukraine, members of the rank and file of law enforcement agencies, civil protection services, who are seconded to them in

accordance with the procedure established by law to carry out tasks in the interests of the defense of the state and its security, while remaining in military service, service in law enforcement agencies, civil defense bodies and units without exclusion from personnel lists, as well as employees who have entered into an employment contract with regional military administrations (in the case of their formation) or with the General Staff of the Armed Forces of Ukraine (if a regional military administration has not been established in the relevant region) [93].

Therefore, during the period of martial law, military administrations exercise the powers of local self-government bodies in united local communities. The country provides support to such communities in informational, educational, organizational, methodological and financial forms [97].

Summing up, it should be noted that a united territorial community is a community that has the real ability to provide its residents with the help of local self-government bodies (and in the conditions of martial law, military administrations) a high-quality level of social and administrative services. In particular, education and culture, health care and social security, housing and communal services and improvement of the settlement, taking into account the new mechanism of financial and economic support, which causes the accumulation and rational use of these resources at the local level.

Taking into account that military operations are being conducted in Ukraine and in order to ensure the provision of necessary assistance to the citizens of Ukraine, social services are proposed to be provided in an emergency-crisis manner (if it is impossible to apply the general order of organization and provision of social services). The decision to provide or refuse to provide social services in an emergency (crisis) is made immediately, no later than one day after receiving the relevant application, appeal, or notification. Emergency (crisis) social services are provided for free. In the case of the stabilization of the military situation in Ukraine, in order to increase the effectiveness of municipal reform, it is necessary to ensure: the development and adoption of a perspective plan for the unification of territorial communities with full inclusion of geographical, economic, cultural, ethnic, recreational and other specificities of

communities; dissemination of adequate explanatory information about the expediency and advantages of the process of unification of territorial communities; organization of training seminars for employees of local self-government bodies and representatives of the public on various aspects of the reform. The perspective of future research should include the study and analysis of the experience of the process of uniting territorial communities in Ukraine.

REFERENCES

1. Dyakonenko O.I. The impact of financial decentralization on the development of rural settlements in Ukraine. *Demography and social economy*. 2018. № 3 (34). P. 161-174.
2. Yurchenko K.G. The impact of financial decentralization on the socio-economic development of regions. Analytical note. 2016. URL: https://niss.gov.ua/sites/default/files/2016-12/fin_decent-80fc9.pdf
3. Mital O.G. The impact of decentralization processes on the economic development of regions. *Academic notes of TNU named after V.I. Vernadskyi. Series: Economics and management*. 2017. Vol. 28 (67). № 1. P. 86-89.
4. Umanets T. V. Stimulation of socio-economic development of the regions of Ukraine on the basis of financial decentralization. *Economic Herald of Donbass*. 2019. № 3(57). P. 83-88.
5. Legka K. O. Financial decentralization as the basis of regional development. 2022. URL: http://ekmair.ukma.edu.ua/bitstream/handle/123456789/23407/Lehka_Mahisterska_r_obota.pdf?sequence=1&isAllowed=y
6. Fiscal decentralization and regional financial efficiency in Ukraine: theoretical and applied problems of development. 2022. URL: <https://knute.edu.ua/file/NjY4NQ==/f705371257511f97b956b2dd6bfee76c.pdf>
7. Horbatyuk M. Decentralization reform in Ukraine: implementation problems in the conditions of social crisis. *Political studies*. 2021. № 1. P. 22-40.
8. Decentralization reform. 2022. URL: <https://www.kmu.gov.ua/diyalnist/reformi/efektivne-vryaduvannya/reforma-decentralizaciyi>
9. Honcharuk I.V., Tomashuk I.V. State regulation of the development of the resource potential of rural areas: general aspects. *Economics, finance, management: topical issues of science and practice*. 2018. № 4 (32). P. 19-30.
10. Tomashuk I.V. Reforming local self-government as a basis for the development

of rural areas. Problems of the systemic approach in economics. 2019. Issue 1(69).
Often 2. P. 53-60.

11. Honcharuk I.V., Tomashuk I.V. Resource potential of rural areas: state and
directions of strengthening: monograph. Vinnytsia: Tvorii LLC, 2022. 334 p.

12. Tomashuk I. V. New approaches to the development of rural areas of Ukraine in
conditions of decentralization and changes in state regional policy. Efficient economy.
2020. № 1. URL: <http://www.economy.nayka.com.ua/?op=1&z=7613>

13. Analysis of the implementation of local budgets for 2022. URL:
<https://decentralization.gov.ua/news/16105>

14. Kaletnik G.M., Pryshlyak N.V. State financial support of agricultural producers.
Economy of agro-industrial complex. 2010. № 8. P. 52-55.

15. Kravtsiva V. S., Storonyanska I. Z. Territorial communities in conditions of
decentralization: risks and mechanisms of development: monograph. Lviv: State
University "Institute of Regional Studies named after M. I. Dolishnyi National
Academy of Sciences of Ukraine. Series "Problems of regional development". 2020.
531 p.

16. Wozniak G. Financial decentralization and sustainable endogenous growth of
regions: formalization of the directions of influence. The world of finance. 2019. №
2(59). P. 49-59.

17. Why is the decentralization of political power in Ukraine a task of European
integration? European portal. 2022. URL: <https://eu-ua.kmu.gov.ua/analitika/chomu-decentralizaciya-politychnoyi-vlady-v-ukrayini-ye-zavdanniam-yevropeyskoyi>

18. Konstytutsiia Ukrainy pryiniata na piatii sesii Verkhovnoi Rady Ukrainy 28
chervnia 1996 roku. URL: <https://zakon.rada.gov.ua/laws/main/254%D0%BA/96-%D0%B2%D1%80#Text/>.

19. Pro derzhavne prohnozuvannia ta rozroblennia prohram ekonomichnoho i
sotsialnoho rozvytku Ukrainy: Zakon Ukrainy vid 26 bereznia 2000 roku №1602- III.
URL: <https://zakon.rada.gov.Ua/laws/show/1602-14#Text/>.

20. Pidlisna O.A. Stan ta perspektyvy rozvytku rehioniv Ukrainy: metody otsinky
efektyvnosti terytorialnykh utvoren. Rehionalna ekonomika. 2017. № 1. S. 104-116.

21. Gordon G. L. 1993. Strategic planning for local government. Washington, DC: ICMA. 176 p.
22. Bryson J. M., Roering W. 1988. Applying private sector planning in the public sector (eds.). Strategic planning: threats and opportunities for planners. Washington, DC: Planners Press (ARA). Journal of the American Planning Association. Volume 53, Issue 1. Pages 9-22.
23. Sharov Yu.P. Stratehichne planuvannia v munitsypalnomu menedzhmenti: kontseptualni aspekty: monohrafiia. Kyiv: Vyd-vo UADU, 2021. 302 s.
24. Mark Seasons, PhD Management of Strategic Planning. URL: www.citystrategy.leontief.ru/world/sizon.htm/.
25. Bezuhlyi D., Sharov Yu. Ukrupnennia hromad i mozhlyvosti proektnoho pidkhodu dlia zabezpechennia yikh spivrobotnytstva ta rozvytku: zb. materialiv III naukovo-praktychnoho seminaru Novitni informatsiino-komunikatsiini tekhnolohii v modernizatsii publicznego upravlinnia: zarubizhnyi i vitchyzniani dosvid : 30 bereznia 2015 r. URL: <http://itis@vidr.dp.ua/>.
26. Berdanova O., Vakulenko V. Stratehichne planuvannia mistsevoho rozvytku. Praktychnyi posibnyk; Shveitsarsko-ukrainskyi proekt «Pidtrymka detsentralizatsii v Ukraini -OEBRU». Kyiv: TOV «Sofyia-A». 2012. 88 s.
27. Bieliankyi P. Rehionalna polityka zbalansovanoho sotsialno- ekonomichnoho rozvytku. Ekonomika Ukrainy. 2015. № 1. S. 96-106.
28. Bila S.O. Stratehii rozvytku rehioniv: shliakhy zabezpechennia diievosti. Zbirnyk materialiv «kruhloho stolu». K.: NISD, 2021. 88 s
29. Boiko A. Planuvannia rehionalnoho rozvytku v Ukraini. Visnyk Kyivskoho natsionalnoho torhovelno-ekonomichnoho universytetu. 2017. № 1. S. 19-35.
30. Voronin A. Oriientyr – interesy naseleattia. Munitsypalna vlada. 2008. № 6. S. 4-8.
31. Slinievskyi V.Iu. Teoretychni zasady rozvytku sotsialno-ekonomichnoho potentsialu rehionu. Visnyk Sumskoho natsionalnoho ahrarnoho universytetu. Ser. «Ekonomika i menedzhment». 2016. № 1(67). S. 140-145.
32. Nadannia administratyvnykh posluh v Ukraini: pohliad z rehioniv: nauk, vyd. /

uporiad. M. Koriavets. Chernihiv: Poliskyi fond mizhnarodnykh ta rehionalnykh doslidzhen, 2015. 118 s.

33. Olenkovska L.P. Orhanizatsiino-upravlinske zabezpechennia intehratsiinykh protsesiv u mistsevomu samovriaduvanni: avtoref. dys. ... kand. nauk derzh. upr.: 25.00.04. Dnipropetrovsk : DRIDU NADU, 2013. 20 s.

34. Pidlisna O.A. Stan ta perspektyvy rozvytku rehioniv Ukrainy: metody otsinky efektyvnosti terytorialnykh utvoren. Rehionalna ekonomika. 2017. № 1. S. 104-116.

35. Popadynets H.M. Rol stratehichnogo planuvannia v ekonomichnomu rozvytku rehionu. Terytorialnyi rozvytok ta rehionalna ekonomika. 2017 Vypusk 6 (128). S. 16-19. URL: [http://ird.gov.ua/sep/sep20176\(128\)/sep20176-\(128\)016_PopadynetsN.pdf/](http://ird.gov.ua/sep/sep20176(128)/sep20176-(128)016_PopadynetsN.pdf/).

36. Poriadok rozroblennia rehionalnykh stratehii rozvytku i planiv zakhodiv z yikh realizatsii, a takozh provedennia monitorynhu ta otsinky rezultatyvnosti realizatsii zaznachenykh rehionalnykh stratehii i planiv zakhodiv: Postanova Kabinetu Ministriv Ukrainy vid 11.11.2015 r. № 932. URL: <http://zakon2.rada.gov.ua/laws-/show/932-2015-%D0%BF/>.

37. Pro derzhavne prohnozuvannia ta rozroblennia prohram ekonomichnogo i sotsialnogo rozvytku Ukrainy: Zakon Ukrainy vid 26 bereznia 2000 roku №1602- III. URL: <https://zakon.rada.gov.Ua/laws/show/1602-14#Text/>

38. Sukhinin D.V. Intehratsiia pidkhodiv otsiniuvannia, monitorynhu ta kontroliu v systemakh upravlinnia yakistiu na rivni mistsevoho samovriaduvannia. Publichne administruvannia: teoriia ta praktyka, 2013. Vyp. 1(9). URL: [http://dridu.dp.ua/zbimik/2013-01\(9\)/13sdvrms.pdf/](http://dridu.dp.ua/zbimik/2013-01(9)/13sdvrms.pdf/).

39. Tkachuk A.F. Estoniia: mistseve samovriaduvannia. Robochi zapysky. Kyiv: IKTs «Lehalnyi status», 2014. 48 s.

40. Fedulova L.I. Orhanizatsiini mekhanizmy formuvannia rezultatyvnoi rehionalnoi innovatsiinoi systemy. Stratehichni priorytety. 2009. № 4. S. 157-165.

41. Chuzhykov V. I. Hlobalna rehionalistyka: istoriia ta suchasna metodolohiia: monohrafiia. Kyiv: KNEU, 2008. 272 s.

42. Furman I.V., Dmytryk O.V. Formuvannia stratehichnykh napriamiv rozvytku

- silskykh terytorii. Tavriiskyi naukovi visnyk. Serii: Ekonomika. 2022. Vypusk 13. S. 46-53. DOI: <https://doi.org/10.32782/2708-0366/2022.13.5>
43. Honcharuk I.V., Furman I.V., Dmytryk O.V. Kompleksna pererobka tverdykh pobutovykh vidkhodiv yak shliakh vyrishennia ekolohichnykh problem Illinetskoï terytorialnoi hromady. Ekonomika, finansy, menedzhment: aktualni pytannia nauky i praktyky. 2022. № 1 (59). S. 7–20. <https://doi.org/10.37128/2411-4413-2022-1-1>
44. Kaletnik G.M., Yemchuk T.V. Derzhavne rehuliuвання sotsialno-ekonomichnoho rozvytku silskykh terytorii v Ukraini. Ekonomika, finansy, menedzhment: aktualni pytannia nauky i praktyky. 2020. № 2 (52). S. 7-22
45. Bereziuk S.V. Suchasnyi stan ta osoblyvosti formuvannia sotsialnykh standartiv v Ukraini. Ekonomika, finansy, menedzhment: aktualni pytannia nauky i praktyky. 2021. № 4 (58). S. 67-82.
46. Mazur K.V., Hontaruk Ya.V. Perspektyvy vyrobnytstva biohazu z vidkhodiv pidprijemstv ta domohospodarstv na polihonakh tverdykh pobutovykh vidkhodiv. Skhidna Yevropa: ekonomika, biznes ta upravlinnia. 2022. Vypusk 2 (35). P. 63-71.
47. Hontaruk Ya.V. Perspektyvy rozvytku enerhozabezpechuiuchykh kooperatyviv na seli. Ekonomika APK. 2019. № 11. S. 105-114.
48. Honcharuk I.V., Vovk V.Iu. Poniatiinyi aparat katehorii silskohospodarski vidkhody, yikh klasyfikatsiia ta perspektyvy podalshoho vykorystannia dlia vyrobnytstva bioenerhii. Ekonomika, finansy, menedzhment: aktualni pytannia nauky i praktyky. 2020. № 3 (53). P. 23-38. DOI: 10.37128/2411-4413-2020-3-2.
49. Kaletnik H.M., Lutkovska S.M. Struktura finansuvannia ta monitorynhu zakhodiv zabezpechennia ekolohichnoi bezpeky. Ahrosvit. 2020. № 9. S. 10-19. DOI: 10.32702/2306-6792.2020.9.10.
50. Kyrylenko I.H., Tokarchuk D.M. Efektyvna orhanizatsiia vykorystannia vidkhodiv ahrarnykh pidprijemstv u formuvanni enerhetychnoi ta ekolohichnoi bezpeky. Ekonomika, finansy, menedzhment: aktualni pytannia nauky i praktyky. 2020. № 2 (52). S. 66-83. DOI: 10.37128/2411-4413-2020-2-9.
51. Tokarchuk D.M., Palamarenko Ya.V. Kontseptualni polozhennia stratehii povodzhennia z vidkhodamy ahrarnykh pidprijemstv na makro- i mikrorivni.

- Efektivna ekonomika. 2021. № 11. URL: <http://www.economy.nayka.com.ua/?op=1&z=9585>. DOI: 10.32702/2307-2105-2021.11.111. (data zvernennia: 16.01.2022).
52. Berezyuk S., Tokarchuk D., Pryshliak N. Economic and environmental benefits of using waste potential as available secondary and energy resource. *Journal of Environmental Management and Tourism*. 2019. Vol. X, № 1 (33). P. 149-160. DOI: [https://doi.org/10.14505/jemt.10.1\(33\).15](https://doi.org/10.14505/jemt.10.1(33).15).
53. Iak Yevrosoiuz boretsia zi smittiam. URL: <https://ua.interfax.com.ua/news/blog/778998.html>.
54. Zhuravel S.V., Polishchuk V.O., Kudliak O.I., Kuchma M.L., Muzychuk O.V., Yaremchuk N.V. Tekhnolohichni osoblyvosti zastosuvannia riznykh vydiv vermybioty ta yikh vplyv na protses kompostuvannia. *Sciences of Europe*. 2021. № 80-2 (80). S. 3-6. DOI: 10.24412/3162-2364-2021-80-2-3-6.
55. Zhuravel S.V., Kravchuk M.M., Klymenko T.V., Polishchuk V.O. Vyroshchuvannia cherviaktiv promyslovoho spriamuvannia konteinernym sposobom v umovakh Zhytomyrskoho Polissia. *Naukovi horyzonty*. 2020. № 5 (90). S. 22-28. DOI: 10.33249/2663-2144-2020-90-5-22-28.
56. Kaletnik G.M., Zdyrko N.H., Fabiianska V.Iu. Biohaz v domohospodarstvakh – zaporuka enerhonezalezhnosti silskykh terytorii Ukrainy. *Ekonomika, finansy, menedzhment: aktualni pytannia nauky i praktyky*. 2018. № 8 (36). P. 7-22.
57. Abramova I. O. Analysis of the socio-economic development of Ukraine's regions in terms of crisis. *Economic analysis*. 2014. T. 15. № 1. C. 6-15.
58. Bereziuk S.V. Social and Consumer Standards and Guarantees in Ukraine: Current Structural and Dynamic Characteristics. 2017. №4. C. 223-228.
59. Borodina O. Social innovations in the system of rural development: conceptual approaches. *Economy of Ukraine*. 2010. № 9. S. 68-77.
60. Dubishchev V. P. Methodological principles of research of social potential of the region. *Economic Bulletin of Zaporizhzhya State Engineering Academy*. 2011. Issue 1. pp. 56-62.
61. The European Fund for the Improvement of Living and Working Conditions.

URL: <http://www.eurofound.europa.eu/areas/qualityoflife/eurlife/index.php>.

62. Kaletnik G.M. Organizational and Pedagogical Conditions for the Implementation of Specialized Training in Higher Education. Scientific notes of VNAU. Series: Social and humanitarian sciences. Vinnytsia. 2013. Issue 2. S. 5-16.
63. Kurmaiev P.Iu. Study of foreign experience in managing socio-economic development at the regional level. URL: http://www.buv.gov.ua/kpr/2009_25/kurmaev.him.
64. Kutsenko V. Social sphere: reality and contours of the future (issues of theory and practice). Monograph. Nizhny. "Aspect-Polygraph". 2008, 818 s.
65. Mazur V.A., Hermaniuk N.V., Dmytruk R.V. Peculiarities of the personnel policy of agricultural enterprises in modern conditions. Economics. Finance. Management: topical issues of science and practice. 2018. №1. С. 7-20.
66. Osypenko M.V. Social infrastructure as a factor of human capital reproduction. Scientific papers of the Research Institute. 2016. № 3 (76). S. 149-158.
67. Samborska O.Iu. Human capital as a factor of economic growth. Economics of the agro-industrial complex. 2019. № 6. S. 64-72.
68. Shevchuk H. State regulation is an important factor in improving the efficiency of functioning of the fruit and vegetable market. Scientific and practical principles of development of territorial communities in the conditions of decentralization of power: Collective monograph. Baldynyuk V., etc. International Science Group. Boston : Primedia eLaunch. 2022. P. 149–168.
69. Regional Development and Cohesion Policy 2021-2027. URL: http://ec.europa.eu/regional_policy/en/newsroom/news/2018/06/06-08-2018-regional-development-and-cohesion-policy-2021-2027 (дата звернення: 11.10.2022 р.).
70. New Cohesion Policy. URL: http://ec.europa.eu/regional_policy/en/2021_2027/ (дата звернення: 05.10.2022 р.).
71. The Council of European Municipalities and Regions (CEMR) «Europe 2030: local leaders speak out». URL: http://ccre.org/img/uploads/piecesjointe/filename/Europe_2030_Synthesis_EN.pdf

(дата звернення: 11.10.2022 р.).

72. OECD, Habitat III and a New Urban Agenda. URL: <http://www.oecd.org/gov/habitat-3-and-a-new-urban-agenda.htm> (дата звернення: 11.10.2022 р.).
73. Toolkit Manual Inter-municipal Cooperation. URL: <https://rm.coe.int/imc-intermunicipal-co-operation/1680746ec3> (дата звернення: 11.10.2022 р.)
74. Hulst J., van Montfort A. Local Government and Public Service Reform Initiativ. 2011. 131 p.
75. Pranav Kolhea N., Kumar D., Rurban K. Centres: The New Dimension of Urbanis. Procedia Technology. 2016. Vol. 24. P. 1699-1705
76. Barabash T.H. Finansovi peredumovy obiednannia ta spivrobotnytstva terytorialnykh hromad v Ukraini. Naukovi pratsi NDFI. 2014. Vyp. 2. S. 44-52.
77. Hryndei O.I. Mizhmunitsypalne spivrobotnytstvo - innovatsiina forma mistsevoho rozvytku. Naukovi pratsi Chornomorskoho derzhavnogo universytetu imeni Petra Mohyly kompleksu «Kyievo-Mohylianska akademiiia». Serii: Derzhavne upravlinnia. 2015. T. 263. Vyp. 252. S. 54-58.
78. Problemy detsentralizatsii: natsionalnyi ta mizhnarodnyi dosvid: zb. materialiv ta dop. / nauk. red. M. O. Pukhtyn-skyi. Kyiv : Atika-N, 2006. 744 s.
79. Kravtsiv V.S., Zhuk P.V. Reforma administratyvno-terytorialnoho ustroiu: rezultaty, problemy, podalshi dii. Stra–tehichna panorama. 2016. № 4. S. 104-113.
80. Kravtsiv V.S., Storonianska I.Z., Zhuk P.V. Reformuvan–nia terytorialnoi osnovy mistsevoho samovriaduvannia v konteksti yoho finansovoi spromozhnosti. Ekonomika Ukrainy. 2017. № 1. S. 41-51.
81. Rozvytok mizhmunitsypalnoho spivrobotnytstva: vitchyzniani ta zarubizhnyi dosvid / V. Tolkovanov, R. Hertsoh, A. Huk ta in. Kyiv, 2011. 249 s.
82. Poltavets V.D. Mizhmunitsypalne spivrobotnytstvo u Frantsii. Dosvid ta uroky. Derzhavne upravlinnia: teoriia ta praktyka. 2013. № 2. S. 214-218.
83. Hertzog R. Inter-municipal Cooperation in France: A Continuous Reform, New Trends // Inter-Municipal Cooperation in Europe. Governance and Public Management / F. Teles, P. Swia-niewicz (eds). Palgrave Macmillan, Cham, 2018. DOI <https://doi.org/>

org/10.1007/978-3-319-62819-6_7

84. Zhuk P.V., Kravtsiv V.S. Reforma administratyvno-terytorialnoho ustroiu: rezultaty, problemy, podalshi dii. Stratehichna panorama. 2016. № 4. S. 104-113.
85. Spivrobitnytstvo terytorialnykh hromad (mizhmunitsy-palne spivrobitnytstvo - MMS): navch.-prakt. posib. / za zah. red. V.V. Tolkovanova, T.V. Zhuravlia. Kyiv, 2016. 154 s.
86. Franzke, Jochen. «Traditions, Problems and Challenges of Inter-municipal Cooperation in the German Federal State of Brandenburg». Inter-Municipal Cooperation in Europe. Palgrave Macmillan, Cham, 2018. P. 189-207. DOI https://doi.org/10.1007/978-3-319-62819-6_10
87. Mizhmunitsypalne spivrobitnytstvo: navch. posib. / uklad.: V. Vakulenko, O. Ihnatenko, H. Borshch, O. Kurt, F. Tedik, T. Zhuravel. Kyiv: Feniks, 2012. 392 s.
88. Lysek J., Saradín P. Mapping the Success: Inter-municipal Cooperation in Two Czech Micro-regions. Inter-Municipal Cooperation in Europe. Palgrave Macmillan, Cham, 2018. P. 315-326. DOI https://doi.org/10.1007/978-3-319-62819-6_18.
89. Demchyshen V., Tolkovanov V. Pro deiaki aspekty rozvytku mizhmunitsypalnoho spivrobitnytstva yak innovatsiinoho instrumentu v realizatsii derzhavnoi rehionalnoi polityky v Ukraini. Viche. 2010. № 24. S. 6-9.
90. Zhuk P.V. Aktualni zavdannia ta shliakhy reformuvannia administratyvno-terytorialnoho ustroiu v Ukraini. Sotsialno-ekonomichni problemy suchasnoho periodu Ukrainy. 2015. Vyp. 1 (111). S. 20-25.
91. Bel G., Warner M. Inter-municipal cooperation and costs: Expectations and evidence. Public Admin. 2015. No. 93. P. 52-67. doi: 10.1111/padm.12104 <http://onlinelibrary.wiley.com/doi/10.1111/padm.12104/full>.
92. Pro vvedennia voiennoho stanu v Ukraini: Ukaz Prezydenta Ukrainy vid 24.02.2022 roku № 64/2022. [On the introduction of martial law in Ukraine: Decree of the President of Ukraine dated February 24, 2022 No. 64/2022.] Available at: <https://www.president.gov.ua/documents/642022-41397.2>. (in Ukrainian)
93. Informatsiia shchodo stanu vykonannia mistsevykh biudzhativ za sichen-hruden 2018 roku / Ministerstvo finansiv Ukrainy. – 2018. [Information on the state of

implementation of local budgets for January-December 2018 / Ministry of Finance of Ukraine. - 2018.] Available at: <http://www.minfin.gov.ua/news/view/vikonannja-dohodivmiscvih-bjudzhetiv-za-n-2015-rik?category=bjudzhet&subcategory=local-budg> (in Ukrainian)

94. Kaletnik G.M., Mazur A.H. (2016). Naukovo-teoretychni aspekty formuvannia ta rozvytku liudskoho kapitalu v silskykh terytoriiakh. [Scientific and theoretical aspects of the formation and development of human capital in rural areas]. *Ekonomika, finansy, menedzhment*, 10 (14), 7-25. (in Ukrainian)

95. Kolesnyk T.V. (2020). Osoblyvosti upravlinnia biudzhетom obiednanykh terytorialnykh hromad ta yikh spetsyfichni zavdannia v suchasnykh umovakh. [Peculiarities of budget management of united territorial communities and their specific tasks in modern conditions]. *The scientific heritage*, 49, Part. 5, 46-55. (in Ukrainian)

96. Kolesnyk T.V. (2020). Osnovni tendentsii marketynhovykh doslidzhen v ahrarnii sferi rynkovoї transformatsii. [The main trends of marketing research in the agrarian sphere of market transformation]. *Slovak international scientific journal*, 43. Part. 2, 28-37. (in Ukrainian)

97. Kolesnyk T.V. (2020). Perspektyvy rozvytku mekhanizmiv uchasti terytorialnoi hromady v systemi upravlinnia na mistsevomu rivni. [Prospects for the development of mechanisms for the participation of the territorial community in the management system at the local level]. *Norwegian Journal of development of the International Science*, 45. Vol. 3, 36-45. (in Ukrainian)

98. Kolesnyk T.V. (2020). Instytutsiini stymuly pidvyschennia efektyvnosti derzhavnoho sektoru pry detsentralizatsii. [Institutional incentives for increasing the efficiency of the public sector during decentralization]. *Ekonomika, finansy, menedzhment: aktualni pytannia nauky i praktyky*, 1 (51), 69-86. (in Ukrainian)

99. Pro dobrovilne obiednannia terytorialnykh hromad : Zakon Ukrainy vid 14.05.2021 r. № 157-VIII / Verkhovna Rada Ukrainy. [On voluntary unification of territorial communities: Law of Ukraine dated 05/14/2021 No. 157-VIII / Verkhovna Rada of Ukraine] Available at: <https://zakon.rada.gov.ua/laws/show/157-19#Text>. (in

Ukrainian)

100. Pronko L.M. (2016). Stanovlennia i rozvytok mistsevoi vlady v Ukraini. [Formation and development of local government in Ukraine]. Ekonomika. Finansy. Menedzhment: aktualni pytannia nauky i praktyky, 3, 88-97. (in Ukrainian)