

1. Peculiarities of the development of territorial communities under martial law

The purpose of the article is to develop measures to improve the management of territorial communities under martial law.

Peculiarities of state management of territorial communities under martial law require the development of appropriate measures to ensure the safety of local residents and economic development. The article examines the basic norms of territorial community management under martial law, which determined the relevance of the study.

The theoretical and methodological basis of this study are the following methods and techniques: dialectical and abstract-logical; monographic; statistical comparisons, grouping, graphic, etc.

The approaches of scientists to the management of communities in modern conditions have been studied. It has been determined that it is advisable for territorial communities represented by village and town councils to concentrate their activities on attracting investments specifically to the development of agricultural processing enterprises within the territories of their operation in order to ensure food security.

It was established that since the majority of territorial communities are rural, therefore, the growth of the agrarian sector of the economy should be considered as the result of a dialectical interaction of two key factors: the functioning of the market mechanism in agriculture and state regulation of this industry.

The distribution of powers between military administrations and local self-government bodies under various legally prescribed options for their operation in wartime has been studied.

It was determined that, in addition to providing state support for the development of entrepreneurship in territorial communities, it is necessary to develop programs for the disposal of both domestic and military waste. Today, individual cases of implementation of solid household waste disposal programs are already being implemented.

The main directions for improving the management of territorial communities

have been identified, which should include: the development of a system of social support for the population affected by military operations by providing financial and social support and providing advisory services; the adoption and implementation of programs for the social rehabilitation of the population and demobilized military personnel of the Armed Forces, including through the creation of centers on the basis of local educational and medical institutions; stimulating the development of small agricultural processing enterprises to provide the local population with basic food products; stimulating the development of biofuel production aimed at providing the population and infrastructure of territorial communities with their own ecologically clean energy sources; ensuring the development of elevator enterprises and taking measures for their safe functioning; carrying out educational work among the population in the field of popularization of vocational and technological education.

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In the modern world, where the role and importance of local self-government are recognized as important components of the structure of democracy and civil society, Ukraine does not remain aloof from this global process, the development of the management of territorial communities under martial law is unique. The issue of creating and improving the model of local self-government is of great importance for the further development of our country. At the center of this task is the question of how to ensure efficiency, transparency and responsibility in local self-government bodies that are able to meet the needs and expectations of citizens under martial law.

The works of a number of scientists are devoted to the study of various aspects

of the management of territorial communities and individual branches of the economy under martial law: V.I. Bordenyuk. [1], Lepisha N.Ya. [2], Logoshi R.V. [3, 5], Berezyuka S.V. [4], Dmytryka O.V. [11, 12], Hontaruka Y.V. [13, 14] and others. It is worth noting that they all point to the importance of such research. However, the peculiarities of state management of territorial communities under martial law require the development of appropriate measures to ensure the safety of local residents and the development of the economy. Given this uncertainty, the need for scientific substantiation of measures to improve the management of territorial communities in conditions of martial law becomes essential.

Currently, it is necessary to develop and justify directions for improving the management of territorial communities in the conditions of martial law.

The purpose of the article is to develop measures to improve the management of territorial communities under martial law.

The main bodies of representative power in Ukraine under martial law became local military administrations, which during the years of military aggression of the Russian Federation had to adapt to the challenges of war.

Since any representative body at all levels performs inherent (characteristic for its level) functions, their proper definition and consolidation has a significant impact on institutional capacity. Research on the role and functions of representative bodies in the development of the country's regions is quite relevant in the science of public administration. The well-known scientist V. Bordenyuk pays great attention to the distribution of functions and powers in the system of local self-government: "when distributing functions and powers in the system of local self-government, the competence of the representative body of local self-government should be derived from the competence of the territorial community, and the competence of executive bodies - from the competence of the relevant councils, which directly represent these territorial communities. As a result of this approach, the resolution of the vast majority of issues of local importance, with the exception of those issues that should be resolved exclusively in a local referendum, should be attributed to the powers of the respective councils" [1].

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The approaches of scientists to the management of communities in modern conditions have been studied. The main directions for improving the management of territorial communities have been determined, which should include: the development of a system of social support for the population affected by military actions by providing financial and social support and providing advisory services; the adoption and implementation of programs for the social rehabilitation of the population and demobilized military personnel of the Armed Forces, including through the creation of centers on the basis of local educational and medical institutions; stimulating the development of small agricultural processing enterprises to provide the local population with basic food products; stimulating the development of biofuel production aimed at providing the population and infrastructure of territorial communities with their own ecologically clean energy sources; ensuring the development of elevator enterprises and taking measures for their safe functioning; carrying out educational work among the population in the field of popularization of vocational and technological education.

As N. Lepish points out, a territorial community is a community that has a 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 actions are being conducted in Ukraine and in order to ensure the provision of necessary assistance to the citizens of Ukraine, it is proposed to provide emergency (crisis) social services (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 free of charge [2, p. 213].

Since the majority of territorial communities are rural, therefore, the growth of the agricultural sector of the economy should be considered as the result of a dialectical interaction of two key factors: the functioning of the market mechanism in agriculture and state regulation of this industry. Practice confirms that at various stages of the development of market relations, the role of the state and the market changes significantly. Achieving high efficiency of the agricultural sector depends on the optimal influence of the state on specific spheres and areas of regulation, as well as on the depth and intensity of its intervention in the market mechanism.

Concepts of state regulation of the agrarian sector of the economy should be characterized by systematicity, integrity and recognition of the functions that the state performs as a supplement to the market mechanism, creating conditions for all participants of the agrarian market. Currently, it is generally accepted that economic efficiency is best achieved in the conditions of a competitive market mechanism. The purpose of the state in a market economy is not to adjust the market mechanism, but to create conditions for its effective functioning: competition should be present wherever possible, and the regulatory influence of the state should be present where necessary [3, p. 149].

As S. Berezyuk notes, in order to ensure the food security of the state in the conditions of martial law, it is advisable to invest in the creation of large industrial agro-productions focused on technical and grain crops, which are further expediently used as fuel and fodder for livestock. Large livestock and poultry complexes are objects of increased ecological danger, it is advisable to modernize them by creating auxiliary production facilities focused on the production of biogas for own needs. The general direction of agricultural production should focus on sustainable and climate-friendly solutions, namely giving preference to agro-ecological practices: precision farming, use of crop rotations and biologically diverse polycultural approach in crop production;

small-scale animal husbandry with high standards of animal welfare (Table 1) [4].

Therefore, it is advisable for territorial communities represented by village and township city councils to concentrate their activities on attracting investments specifically in the development of agricultural processing enterprises within the territories of their operation.

Table 1

Measures are aimed at ensuring food security under martial law

Proposed measures	Awaiting results
Modernization of poultry farms, livestock farms, sugar and alcohol factories with the aim of creating production of alternative energy sources.	1. Overcoming energy dependence through the production of biogas and bioethanol 2. Ensuring a reduction in the cost of production and the final price of food products 3. Providing agriculture with organic fertilizers (digestate) at reasonable prices
Creation of small livestock enterprises and subsidization of OSH that keep 2 or more heads of cattle	1. Providing the dairy industry with high-quality raw materials with the possibility of further export of surpluses to the EU 2. Increasing the number of cattle
Subsidizing farms focused on the production of organic products	1. Improvement of product quality 2. Creation of additional jobs in rural areas
Reduction of export quotas for durum wheat	1. Avoiding a situation with a shortage of raw materials for the bakery industry 2. Minimization of seasonal price fluctuations for grain 1-2 class
Compensation of interest on loans for the construction of flour milling complexes, oil and grain production of small capacity to farms	1. Reduction of food prices in rural areas 2. Creation of additional jobs in rural areas

Source: formed on the basis of [4]

As R. Logosha notes, to solve the problems of the functioning of the meat market in Ukraine, measures should be taken, such as supporting producers, developing innovative farming methods, expanding export opportunities, and stimulating the demand for cattle in the domestic market. The improvement of the post-war industry structure should be carried out in the direction of accelerated development and the search for reserves. First of all, attention should be paid to agroclimatic and soil features, traditional cultures of the region, provision of water and material and technical resources, convenient access to processing enterprises and logistics channels, implementation of innovative technologies, etc. Proposals regarding the prospects of

the post-war recovery of the meat market in Ukraine are aimed, first of all, at the development of its infrastructure in order to ensure consumer demand by expanding the product offer of agricultural products, reducing losses during their transportation and storage, and smoothing out seasonal price fluctuations [5, with. 317].

As noted by V. Bondarenko, the state and local authorities should encourage research institutions to develop technologies and promote the development of biogas technologies at Ukrainian food industry enterprises [6].

State support for the biofuel production industry can contribute to its development. This may include financial support, tax incentives, creation of a favorable regulatory environment, and other measures that promote investment and infrastructure development. In general, the development of biofuel production in Ukraine has great potential and can have a positive impact on the country's economy, ecology and energy security. To achieve these prospects, it is important to attract investments, develop innovations and provide state support [7, p. 245].

It should be noted that the President of Ukraine signed the Law of Ukraine "On Amendments to the Law of Ukraine "On the Legal Regime of Martial Law" regarding the functioning of local self-government during the period of martial law" No. 2259-IX (reg. No. 7269). This Law strengthens the capacity of local self-government bodies, in particular, it allows for prompt adoption of decisions necessary to ensure the vital activities of communities [8].

Also, this Law expands the list of powers of city, village and village heads; changes the conditions of operation of military administrations of settlements; simplifies the procedure for adoption of acts by local authorities.

During the period of martial law, the law grants village, township, and city heads sole authority to make decisions regarding:

- release of communally owned land plots from illegally placed temporary structures;
- inspection of buildings and structures damaged as a result of hostilities;
- dismantling of buildings and structures, which, according to the results of the survey, are recognized as dangerous and pose a threat to people's lives;

- transfer of funds from the relevant local budget for the needs of the Armed Forces of Ukraine and/or to ensure measures of the legal regime of martial law;
- establishment of institutions for providing free primary legal assistance, appointment and dismissal of heads of such institutions;
- fight against natural disasters, epidemics, epizootics;
- hazardous waste management.

In addition, during the period of martial law, the procedures for adopting acts of local self-government bodies and village, settlement, and city heads are simplified:

- upon admission to the service, it is not necessary to hold contests, submit a declaration, conduct a special check, submit a document confirming the level of proficiency in the state language (if such an obligation exists) - the conduct of these procedures and the submission of documents is postponed to peacetime;
- the acts of local self-government bodies and their officials are not subject to the requirements regarding the publication of draft acts under the Law of Ukraine "On Access to Public Information", as well as the Laws of Ukraine "On the Basics of State Regulatory Policy in the Field of Economic Activities", "On State Aid to Subjects" economic entities" [8].

The distribution of powers between military administrations and local self-government bodies according to various legally provided options for their operation in wartime is presented in the table. 2.

The issue of creating and improving the model of local self-government is of great importance for the further development of our country. At the center of this task is the question of how to ensure efficiency, transparency and responsibility in local self-government bodies that are able to meet the needs and expectations of citizens under martial law.

Table 2

Distribution of the powers of military administrations and local government organizations under the conditions of various options for the creation of the military administration

In the oblast (district, locality) a BA has been established, and the oblast, district or local council cannot function	The corresponding BA exercises the powers to: - state administration (regional or district); on the introduction and implementation of measures of the legal regime of martial law; - oblast and/or district council, the executive apparatus of which is subordinate to the head of the corresponding BA; - the village, settlement, city council, its executive committee, and the head of the VA - the village, settlement, city mayor
In the oblast (district) the BA is established, but the oblast or district council can function	BA exercises powers: - state administration (regional or district); - from the introduction and implementation of measures of the legal regime of martial law. The regional or district council fulfills its powers, but is subordinate to the VA within the limits of the established measures of the legal regime of martial law
The locality has not created a BA, but a regional and district BA has been created	The local council fulfills its powers, but is subordinate to the VA within the established measures of the legal regime of martial law. The head of the city council has extended powers. Within the limits of some of these powers, it is mandatory to inform the relevant head of the OVA

Source: formed on the basis of [9, p. 41]

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In accordance with changes in the legislation, the powers of community heads, in particular, they can make decisions on the following issues:

- transfer of funds from the local budget for the needs of the Armed Forces;
- establishment of institutions for providing free primary legal assistance;
- fight against natural disasters and epidemics;
- hazardous waste management;
- release of communally owned land plots from illegally placed temporary structures;
- inspection of buildings and structures damaged as a result of hostilities;
- dismantling of buildings and structures, which, according to the results of the

survey, are recognized as dangerous and pose a threat to people's lives [9, p. 43].

In the last three cases, it is mandatory to inform the head of the relevant OVA within 24 hours.

Local self-government in Ukraine has proven its viability under martial law. In most regions, self-governing local governments have retained their functionality and manageability, the ability to carry out effective management at the local level in cooperation with the state authorities in the form of BAs and their leaders.

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There are at least three modes of interaction of the LGUs with the VA, which are used by different communities: (1) replacement of the LGUs by the military administration; (2) joint management of the community by the local government and the VA; (3) expanded powers of the local government with partial subordination to the higher-level military administration. The application of this or that regime depends on the specific living conditions of the community [9].

In most regions of the country, regional and district councils continue to exercise their legally defined powers in parallel with the work of the VA. The latter perform the

functions of state administrations and exercise leadership in the field of defense, public safety and order.

The main link of ensuring stability in the war at the regional level is the TG and their VA, whose functioning is supported by the OVA.

Several years of operation in the conditions of fiscal decentralization and the experience of remote forms of work during the coronavirus pandemic helped the rear communities to quickly adapt to life in the conditions of war. Over the course of a few months, the rear communities were able to restore their economic indicators to the levels at the beginning of the full-scale Russian aggression. This made it possible to ensure the stability of the rear, in particular with regard to the placement of IDPs and the relocation of enterprises [9, p. 53].

Considering the need for energy independence and environmental protection, consideration of this alternative energy technology becomes an extremely important task for Ukraine. General conclusion The SWOT analysis conducted by I. Kupchuk shows that the production of individual biogas plants in Ukraine has significant potential, especially taking into account the environmental and energy challenges of the modern world. However, the successful development of the industry requires government support, financial incentives and an educational program to reduce weaknesses and take advantage of opportunities. Therefore, biogas production has great potential in various aspects, and it is a really relevant and promising direction of research and practical implementation of the energy security of the state in conditions of martial law [10, p. 97].

As O. Dmytryk notes, the use of organic waste or agricultural raw materials creates an environment for the formation of ecological effects during their transportation, storage and use. The ecological effect of biogas production consists in the environmentally safe processing of organic waste and by-products of animal origin, due to methane fermentation [11, p. 142].

As O. Dmytryk notes, 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 state of rural areas according to international standards [12, p. 52].

Stabilization and restoration of the TG require the introduction of a new three-level effective and transparent system of strategic planning: state strategy - regional strategies - community strategies. Strategizing should contain the definition of four functional types of territories for recovery and stimulation of regional development: recovery territories, poles of economic growth, territories with special conditions for development, territories of sustainable development.

The creation of energy cooperatives is necessary to ensure the energy independence of territorial communities. As Ya. Hontaruk notes, as a result of the implementation of the program for the development of energy supply cooperatives within Ukraine, the following benefits can be achieved: the costs of technological services will decrease, since they are provided at a price that does not exceed the cost price; long-term preservation of household products will be ensured and income from its sale will increase due to the use of seasonal price fluctuations; there is an opportunity to additionally attract third-party financial investments under the collective guarantee of members of energy supply cooperatives (investors can invest in cooperatives for the purpose of purchasing surplus pellets); the rural population is provided with cheap pellets for heating the premises; conditions are created for the formation of large-scale batches of products, increasing their quality indicators; new jobs are created; the energy independence of the Ukrainian economy increases [13, p. 111].

Improving the management of territorial communities in the conditions of martial law should also be aimed at supporting the development of agro-industrial complex enterprises due to the dissemination by local administrations of information about the possibility of participating in grant programs that operate in the field of supporting small enterprises in the countryside and the development of local support for commodity producers and households.

Separate measures to support small agricultural producers are applied at the level

of local councils, for example, the Vinnytsia City Council has determined the procedure for providing financial support on an irrevocable basis to individuals in the field of beekeeping at the expense of the budget of the Vinnytsia City Council, approved within the framework of the Program for the Development of the Agricultural Sector and Ensuring Food Security of the Vinnytsia City Council of the territorial community for 2023-2025. In 2023, individuals who are residents of Ukraine and whose apiaries are located on the territory of the Vinnytsia community were able to benefit from financial support in the following amounts:

- from 4 to 9 bee families - UAH 200 per bee family;
- from 10 to 300 bee families - UAH 100 per bee family.

In addition to providing state support for the development of entrepreneurship in territorial communities, it is necessary to develop programs for the disposal of both domestic and military waste. Today, individual cases of implementation of solid household waste disposal programs are already being implemented.

Research by Ya. Hontaruk that priority measures for the implementation of this type of project in territorial communities should be aimed at:

- 1) familiarization with advanced European experience of production and use of RDF fuel by communities;
- 2) assessment of the potential of solid waste in the community for the production of RDF fuel;
- 3) creation of waste processing plants within territorial communities with a line for the production of RDF fuel [14, p. 167].

It is also necessary for territorial communities to carry out educational work among the population in the field of popularization of vocational and technological education.

V. Bondarenko's research, based on the analysis of a number of factors, outlined the professional competence of future specialists, the components of which are grouped into informational, analytical and prognostic. Formation of the proposed set of competencies requires significant improvement of students' practical training [15, p. 5].

It should be noted that the potential of the agricultural industry in the field of biogas production is quite significant, however, as evidenced by the research of I. Honcharuk, the main restraining factor for the development of biogas production at alcohol and sugar factories is primarily the high cost of their modernization. However, the developed directions for improving the cultivation and processing of grain crops, including corn, will provide an opportunity to reduce the corresponding costs [16, p. 32].

Considering the limited functioning of the grain corridor in the conditions of martial law and the increase in the cost of logistics for the export of grain crops, it is necessary to support the development of small granaries and elevators for development.

According to K. Mazur's research, granaries and silos are partly under the influence of military operations or are the object of airstrikes. Ensuring the safety and protection of grain stocks is an important task. Additional security measures should include increased security and measures to prevent possible damage or loss of grain [17].

The current state of the agricultural sector is objectively decisive in the development of the economy of Ukraine as a whole, which has a high potential for modernization, introduction of new technologies and improvement of the level of processing of own products. But, unfortunately, his prospects are limited. Today, it makes up about 10 percent of the gross domestic profit, so increasing the level of efficiency of the agricultural sector even twice, as a final result, will lead to an increase of the gross domestic profit to only 20 percent, which will not significantly affect the development of the country. Therefore, in the conditions of globalization and constant aggravation of competition, the foundation of the efficiency and competitiveness of agricultural products is innovation, which will give the opportunity to take its rightful place in the world society.

The agrarian sector of the Ukrainian economy is generally oriented towards an innovative development path. In Ukraine, the appropriate legal field for this has been formed, namely: laws of Ukraine "On innovative activity", "On investment activity", "On scientific and scientific and technical expertise", as well as many other regulatory

legal acts and agreements. However, the introduction of innovations, as one of the main factors of increasing the level of competitiveness, is not systematically carried out.

It should be noted that due to the military actions in the East and the difficult epidemiological situation in Ukraine, unfavorable conditions have been created for the effective implementation of innovative activities both in general and in certain sectors. Therefore, it remains an urgent task to form a mechanism for regulating innovative development by implementing certain measures of economic policy and improving the state system for stimulating innovative development.

The strategic tasks are to increase the competitiveness of the domestic economy on the basis of innovation, which will make it possible to create advantages for domestic manufacturers in the fight against competitors on the domestic and international markets and help Ukraine take a worthy place alongside the developed countries of the world. First of all, in order to ensure the innovative development of the national economy, it is necessary to clearly define the state priorities of innovative activity and develop a set of measures to achieve them, which include: financial incentives, personnel policy, and the creation of conditions for the modernization of production. Analysis of recent research and publications. The introduction of innovations in the conditions of fierce competition is a prerequisite for the successful functioning of agricultural enterprises in the competitive conditions of foreign and domestic markets.

The most important incentives for the development of innovative infrastructure are financial support from the state and local budgets, especially for the implementation of priority agro-industrial projects in the regions, favorable credit, tax and customs policies for participants in innovative processes, the creation of conditions for the preservation, development and use of domestic scientific, technical and innovative potential, ensuring interaction of science, education, agro-industrial production, financial and credit sphere in the development of innovative activities.

In the conditions of martial law, the importance of innovative development of the agricultural sector of Ukraine grows even more. State innovation programs for the development of the agrarian economy can become a powerful tool for stimulating

innovation, increasing the productivity and competitiveness of the agricultural sector.

However, for these programs to be truly effective, their implementation must be improved. Here are some steps you can take to do so:

Facilitating access to financing. The state should make more available funds for innovative projects in the agricultural sector. This can be done by reducing interest rates on loans, providing grants and other forms of financial assistance.

Support for the development of innovative infrastructure. It is important to create favorable conditions for the development of innovative infrastructure, including research centers, incubators, accelerators and other structures that can help agricultural enterprises implement new technologies.

Stimulation of cooperation between science and business. The state should stimulate cooperation between scientific institutions and agricultural enterprises. This can be done by providing grants for joint research projects, organizing joint conferences and seminars, as well as other activities.

Support for the development of human capital. It is important to invest in the development of human capital in the agricultural sector. This can be done by providing scholarships for training students in agricultural specialties, organizing trainings and seminars for agricultural specialists, as well as other activities.

Creating a favorable regulatory environment. The state should create a favorable regulatory environment for innovations in the agricultural sector. This includes simplification of procedures for obtaining permits and licenses, reduction of administrative pressure on agricultural enterprises, as well as other measures.

It is important to note that these measures are only general recommendations. Specific measures to be taken should be developed taking into account the specific needs and conditions of the agricultural sector of Ukraine.

In addition, it is important that the implementation of state innovation programs for the development of the agrarian economy is carried out transparently and under strict control from the public. This will help ensure efficient use of budget funds and prevent corruption.

The implementation of these measures will help to increase the effectiveness of

the implementation of state innovation programs for the development of the agrarian economy in the conditions of martial law, which, in turn, will contribute to the stimulation of innovations, increasing the productivity and competitiveness of the agricultural sector of Ukraine.

Therefore, innovative technologies in agriculture play an important role in its development, because they help save resources, rationalize production processes, improve consumables and finished products. To ensure the concept of sustainable development, agro-innovations are aimed at improving technologies and products with a simultaneous thrifty attitude to the environment.

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Therefore, the main areas of improving the management of territorial communities should include the following measures:

1. development of a system of social support for the population affected by military operations by providing financial and social support and providing advisory services;
2. adoption and implementation of social rehabilitation programs for the population and demobilized military personnel of the Armed Forces, including through the creation of centers on the basis of local educational and medical institutions;
3. stimulating the development of small agricultural processing enterprises to provide the local population with basic food products;
4. stimulating the development of biofuel production aimed at providing the population and infrastructure of territorial communities with their own ecologically clean energy sources;
5. ensuring the development of elevator enterprises and taking measures for their

safe functioning;

6. carrying out educational work among the population in the field of popularization of vocational and technological education.

The application of the proposed directions for improving the management of territorial communities in the languages of martial law will make it possible to:

- to create additional jobs in territorial communities in the short term;
- to provide agricultural producers, households and infrastructure facilities of communities with relatively cheap sources of energy;
- to reduce the cost of essential goods of the product group;
- to attract additional investments in the local economy;
- to carry out implementation measures for war veterans and the population affected by military actions;
- to attract young people to training in professional and technical professions;
- creation of bioenergy clusters on the basis of agricultural processing enterprises;
- carry out the maximum possible disposal of solid household waste and waste generated as a result of military operations.

A promising direction of further research is the development of typical programs for the development of territorial communities focused on the post-war recovery of local economies.