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UDC 352.075

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#### **FORMING A COMPLEX SYSTEM FOR SUPPORTING OF DEVELOPMENT OF TERRITORIAL COMMUNITIES**

*The main components of the development of territorial communities are identified, the analysis of which allows to comprehensively assess the level and quality of life of the population: personal and economic security; training and qualifications of adults; health care; leadership, team building and networking; environment; art, heritage and culture; community feeling; entrepreneurship and innovation in the community; physical space. The stable relationship between the perception of the population of the territorial communities of the level and quality of life and the factors that provide this level are revealed. The basic elements of provision and support of the development of territorial communities and their interrelation are revealed. A comprehensive system of support and support for the development of the territorial community, the main elements of which are: international organizations (information support, international programs for supporting the development of territorial communities), are formed and substantiated; national and regional governments (legislative and regulatory support, institutional support, information support, state support programs for territorial communities); local government bodies (regulatory framework, information support, local programs to support the development of territorial communities); enterprises and community organizations (informational, organizational, financial and material support for the development of territorial communities); population of the community (informational, organizational, financial and material support for the development of territorial communities).*

*It is suggested by means of complex estimation of the level and quality of life of the population of territorial communities to diagnose and build a profile of the state of the community's internal*

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*development. 4 stages of development of territorial communities are distinguished and characterized: the stage of decline of the community; community development stage; the stage of community integration; Stage of a Valuable Community. The influence and stage of attraction of each element of the complex system of support and development support of the territorial community depending on the stage of development are analyzed. It was revealed that raising the level of development of territorial communities can increase its self-sufficiency and self-support.*

*The mechanism of state-private-public partnership for the development of the territorial community was formed and grounded in order to increase the efficiency of functioning of the integrated system of provision and development of territorial communities. The synergistic effect of such a partnership in the system of providing and supporting the development of the territorial community is revealed. The most acceptable structure of the network partnership and the possible interconnections between the main elements at the strategic, executive and operational levels are substantiated and built up.*

*Key words: integrated system; support; development support; territorial communities.*

*Визначено основні складники розвитку територіальних громад, аналіз яких дає змогу комплексно оцінювати рівень і якість життя населення. Виявлено сталі зв'язки між сприйняттям населення територіальними громадами рівня та якості життя, а також факторами, що забезпечують цей рівень. Виявлено основні елементи забезпечення і підтримки розвитку територіальних громад та їх взаємозв'язку, комплексну систему просування її підтримки місцевої громади, яка є основними елементами.*

*Ключові слова: інтегрована система; підтримка; підтримка розвитку; територіальні громади.*

**Problem formulation.** The processes of transition from the industrial to the informational society necessitate the transformation of the socio-economic system of Ukraine in the direction of increasing the attraction of territorial communities to economic and social development. The practice of most developed countries that embarked on a similar transformation path in the early 80's has shown the high efficiency of this approach to addressing the problems of poverty, inequality, employment, and improving the well-being and quality of life of the population in these countries.

**Analysis of recent researches and publications.** We can note a number of Canadian, American and English scholars who studied the preconditions, concepts and practices related to the problems of the economic development of territorial communities L. Lambe, J. Lochley, J. Robinson, M. Toue, J.-M. Fontaine, P. Hamel, G. Hoton, E. Shrag and others. E. Blakey, R. Bingham, R. Mierer and others are involved in the issues of providing and supporting local economic development. F. Bir, G. Green, L. Carey, R. Pitman, I. Sanders, H. Swanepoel, R. Philips, and others study the peculiarities of community development.

Topical issues of the development of territorial communities are investigated by such domestic scientists as O. Beyko, A. Guk, Y. Zhovnirchik, V. Knyazev, M. Orlaty, I. Sanzharovsky, Yu Svirsky and others.

However, in the Ukrainian science, issues of complex development of territorial communities remain inadequately investigated, requiring clarification of the preconditions, goals and results of the development of territorial communities.

**Purpose of the article** is to study the problems of the development of territorial communities and identify ways to improve the complex mechanisms of their support.

**Main material.** The following is required for the formation of a comprehensive system of support and development of the territorial community development. The basis of the community development process is the education and training of all age groups (children, youth and adults), the availability of educational and educational institutions is needed in order to create the possibility of providing educational services in accordance with the needs of the population. These educational and educational institutions can include: schools, lyceums, colleges, vocational schools, technical schools, higher educational institutions, adult education centers.

The establishment of a system of these institutions largely depends on the territorial and cultural characteristics of a particular territorial community, from the relevant needs and stage of development.

The size of the territorial community will determine the number and grade of a particular educational institution. It is clear that the big city has more resources and potential to create a broad network of educational institutions. In the countryside only elementary school can function. The lack of a large number of educational institutions at a certain level should not be considered a problem. Even the presence of such an asset in the community as a school can give a powerful impetus to the organization of educational and educational services of various orientations.

The focus of educational services should be determined on the basis of community development, cultural characteristics and available resources. For example, a certain community has a natural capital and cultural heritage, one of the strategic directions for the development of this community may be the tourism business. Logical educational services in the community can be: the legal basis for business organization; conditions and features of the organization of "green tourism"; providing knowledge in the field of hotel business; cultural recreation organizations; development of marketing measures, etc. If, for example, the community has a unique talent in the field of weaving of wicker goods, educational courses may include teaching courses; creation and organization of production cooperatives, etc.

The facilitators of adult education organization can be: local self-government bodies, existing educational institutions, public organizations. A mandatory condition for these services is considered payable. Payment for educational services can be either in cash or in the form of counter service (volunteer activities). The practical experience of organizing such exercises shows that if a person pays for training, then she has a more serious incentive to acquire new knowledge and skills. Accordingly, there is a greater likelihood that the person will continue to apply the acquired knowledge in practice.

The era of information technology development creates additional opportunities for the development of the territorial community. The development of an information and communication network will allow us to receive a variety of incoming information as well as to have feedback that may in one way or another contribute to entrepreneurial, educational, cultural and other activities. In addition, the availability of the Internet network makes it possible to participate in the decision-making process regarding the development of a territorial community, provided that there is an official website of local self-government bodies (with the possibility of feedback), or sites of public organizations. In order to provide the specified services, specialized Internet clubs can be organized, which can be organized both by local self-government bodies, as well as private and public spheres.

The practice of community work has shown [1] that the presence of cultural and sports facilities, as well as leisure places, play an important role in community life. Quite often, primary needs in the community are determined not by the lack of jobs and the need for new businesses, but the lack of cultural buildings, museums, recreation areas such as parks, squares, playgrounds, etc.

The availability of child care and development institutions is an important factor in the employment of women in the community. It is understandable that cities have more advantages in the formation and maintenance of children's preschool institutions. In those communities that do not have a great potential for the creation of such institutions, alternative can be children's day centers that can be organized on their own by parents (self-help groups), community organizations or church organizations.

As a result of the availability of financial resources for entrepreneurship, according to the research [2], there are opportunities for creating new jobs, opportunities for providing highly educated people and youth.

The main opportunities for attracting financial resources for entrepreneurs, and today we see only state programs.

For rural communities it is the opening of branches of credit unions or the creation of mutual funds.

The presence in the community of groups of people with mental and physical disabilities and marginalized groups (drug and alcohol dependent, homeless) requires research into the availability of institutions in the communities that provide treatment and involvement of vulnerable groups in developmental processes.

The study of the issue of access to treatment and support for people with mental and physical disabilities showed that there should be high-quality health care facilities and the availability of a sufficient number of doctors, nurses and other health professionals.

The lack of such facilities directly in the community may decide on the availability of a good public transport system for travel outside the community.

Problems of disabled people in Ukrainian communities for the purpose of their involvement in public life, mainly engaged in non-governmental organizations and citizens on a voluntary basis. Consequently, there is a need for the presence of non-governmental organizations (public, charitable) who would work in a certain area.

The potential for solving the problems of disabled people, and especially children, is the availability of good schools in the community. In this case, the school can act as a center in which inclusive involvement of children in the learning and living process takes place.

The opportunities for the maximum socialization of disabled people and marginalized groups are the creation of social enterprises.

Non-governmental organizations are also an important participant in the community development process in the educational-educational sphere, in the environmental sphere, in the field of protecting rights and supporting a certain group of clients, etc.

The participation of the local press in the development of the territorial community plays a significant role. The study showed [3] that the involvement of local press in the discussion of local issues has a positive effect on the economic and social development of the community. The problem for small communities may be the lack of their own media. As a solution to the problem, we see the opportunity to release a newsletter, organization of local radio, etc.

We consider the presence of enterprises and the development of entrepreneurship as an important element of the system that ensures the development of the territorial community. This is the main source of job creation, receiving revenues from members of the local community and filling the local budget. Studies have shown [4] that opportunities for business creation in the community, the availability of opportunities for financial and information support, have a positive impact on all other areas of community life: cultural, social and environmental. The community's commitment to its territorial community is increasing.

The research suggests that the development of the territorial community helps if the community has a unique brand or image on the market when local entrepreneurs co-operate with each other to promote local goods and services when people prefer local products and services.

Accordingly, this allows us to propose such an element of the system for supporting and supporting the development of the territorial community as community marketing. The community can be represented as a kind of "commodity", which must be presented correctly in various markets. Separate local preferences or their aggregate are of different interest to each individual target market. Each community has its own unique set of markets and consumers that need to meet diverse needs. Consumers can be both community guests and community members themselves, local business, domestic and foreign investors, and others like that.

The main resources for community development are trust, partnership and leadership.

Building a partnership in the development of a territorial community involves the creation of a specific focal point. Such centers may include community development centers, local development agencies, community development agencies, and so on. Local government bodies should act as facilitators of the creation of such a center. A prerequisite for such a center should be the involvement of representatives from all spheres in the community.

The presence of leaders is a necessary attribute of the development of the territorial community. In accordance with the concept of community development, both formal and informal leaders play an important role. According to a study [5], the question "Who are the most active members of your community?" Respondents most often gave the following answers: chairman of the board, school principal, priest, director of kindergarten. The presence and proper definition of community leaders will provide an opportunity to identify the cell from which development will begin.

The effectiveness of the system of development of the territorial community depends not only on the desire of the population to introduce certain changes in their lives (although desire is the starting point of this process). The development of a territorial community is impossible without local, regional, national and international support: legal, financial, technical and informational.

Legal support consists in the formation of such a legislative and regulatory framework that would ensure the maximum effectiveness of functioning [6].

Financial and technical support can be provided in the form of establishing regional or national funds to support the development of a territorial community in different spheres of its life; the introduction of regional or national programs for the development of a territorial community, etc.

Information support is a set of theoretical and practical information on the development of the territorial community.

The integrated system of support and support for the development of territorial communities includes measures, methods and tools that should and can be used to bring the community to the next higher level of development.

Since the development of territorial communities depends on many factors and, above all, on the internal capacity, it will vary in each particular community. The types of support and support will be determined according to this status.

The proposed comprehensive system of support and support for the development of territorial communities allows us to develop a mechanism that will help achieve the most effective results of the functioning of this system. One of such mechanisms may be the mechanism of public-private-public partnership. The introduction of a large number of elements in the affiliate network is debatable. On the one hand, the network management process is aggravated by the increasing number and heterogeneity of organizations and individuals involved in the operation of the network and the increase in diverse needs and activities that need to be met and coordinated. On the other hand, it is the diversity and diversity of participants that can achieve greater efficiency and effectiveness of the network through more and diverse information, knowledge and experience, as well as the ability to identify and assess real problems and needs of the community, decide on community participation and control its implementation. This, in its turn, will ensure the implementation of one of the basic principles of community development – an equivalent improvement of the economic, social, cultural and political spheres of the territorial community – and, consequently, an integrated approach to development will be applied.

It is evident that building partnerships is possible only with the strong motivation of all stakeholders in cooperation.

If we construct a scheme of interconnection of the achievement of the main goals by individual stakeholders, then we will see that the achievement of a specific goal is impossible without achieving the goals of other partners.

For an example, let's analyze some of the reasons for the identified interconnections in the above scheme. The generation of new jobs by business enterprises leads to an increase in the level of employment, and thus, the welfare, quality and safety of the lives of the local population. The increase in the welfare of the population, accordingly, leads to an improvement in purchasing power, which, in turn, affects the increase in the sales of products and the provision of services by enterprises and the receipt of a sufficient level of profit. Profitable enterprises have the opportunity to fill the local budget, which, in turn, finances the improvement of the physical environment of the territorial community (infrastructure, medical and educational institutions, security and safety institutions, etc.). Improving the physical environment affects the quality and safety of community members and the functioning of the business. Improving individual well-being and profitability of the business promotes community-based philanthropy, which allows non-governmental organizations to improve the provision of services to vulnerable and marginalized groups of the population, etc.

The considered relationship will help not only achieve the main goals of stakeholders in the public partnership, but also significantly extend its lifecycle.

We can conclude that the involvement of the state, business and the public sector to address the problems of the territorial community and the creation of an affiliate network for their interaction leads to a significant synergistic effect.

Hence, the benefits of a network approach are quite significant, including the spread of information and knowledge, resource efficiency, experience learning and trust building. But such cooperation becomes possible when its potential benefits are significant and transaction costs for negotiation, monitoring and implementation of transactions are low.

A fundamental problem in managing any network is that the needs and activities of various organizations must be met and coordinated. It is clear that the complexity of managing a network increases with the increasing number and heterogeneity of organizations involved in network development, with the increase in diverse needs and perspectives. All of this can lead to an increase in the cost and duration of certain decisions and transactions. On the other hand, it is diversity and diversity that makes it possible to achieve greater efficiency in the functioning of the network and its impact through more and diverse information, knowledge and experience.

Consequently, there is a need to identify such a form of network, on the one hand, to attract as many stakeholders as possible, and, on the other hand, to provide an effective decision-making process in terms of duration, cost and conflict of interest.

The strategic direction of community development is the basis for developing three-year plans detailing the activities to be undertaken and identifying concrete and achievable measurable tasks.

In turn, on the basis of these plans, an agreement may be concluded between the community development participants and between the partners of the partnership and the central government in case of possible financing of certain development programs and projects.

**Conclusions and further researches directions.** Therefore, to achieve the main goal, namely to ensure the development of the territorial community, the partner network must fulfill the following tasks: develop with the participation of the public, private and public sector a sustainable community development strategy; to develop, coordinate and evaluate the implementation of the partnership agreement; develop mechanisms for improving the communication process, decision-making process, overcoming organizational barriers and ensuring the harmonization of the service delivery process; more efficiently and rationally use local resources; to involve the population in active participation in decision-making on solving local community problems; to ensure inclusion of all community members in the development process.

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