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

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

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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.

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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 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 "Illintshivodokanal", 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 Ilynetsk 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.

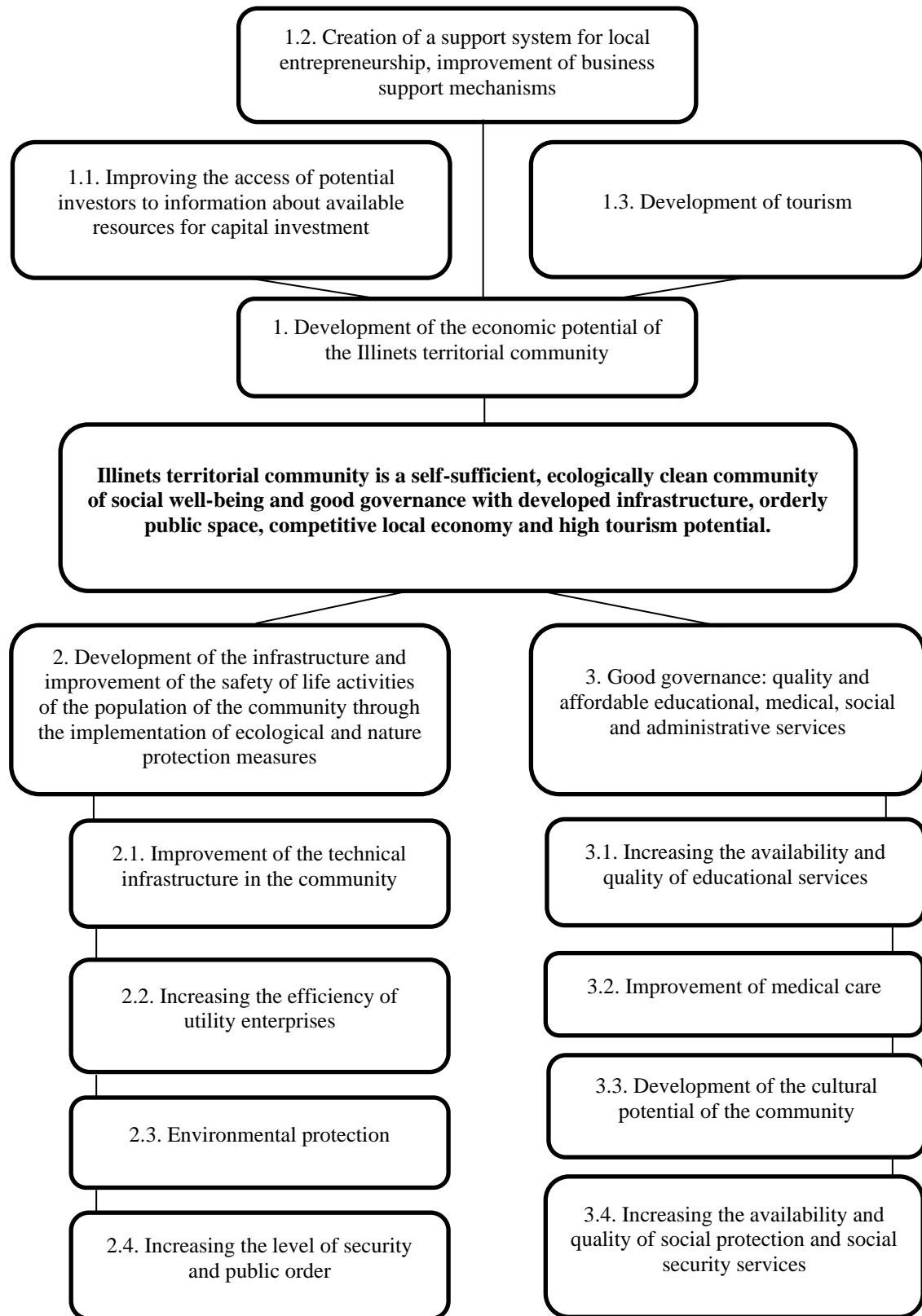


Fig. 2. Strategic vision, strategic and operational goals of the development of the Illinets territorial community for 2022-2024.

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.

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