

ЕКОНОМІЧНІ НАУКИ

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FORMATION OF THE SYSTEM OF ORGANIZATIONAL SUPPORT FOR THE DEVELOPMENT OF TERRITORIAL COMMUNITIES OF UKRAINE: THEORETICAL ASPECTS

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ФОРМУВАННЯ СИСТЕМИ ОРГАНІЗАЦІЙНОГО ЗАБЕЗПЕЧЕННЯ РОЗВИТКУ ТЕРИТОРІАЛЬНИХ ГРОМАД УКРАЇНИ: ТЕОРЕТИЧНІ АСПЕКТИ

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The article explores the theoretical aspects of the formation of a system of organizational support for the development of territorial communities in Ukraine. In the context of deep socio-political changes, decentralization reforms and challenges caused by the full-scale aggression of the Russian Federation, territorial communities act as key social institutions that ensure sustainable development, civic activity and stability at the local level. It is emphasized that at the current stage of Ukraine's development, the territorial community is transforming from an administrative-territorial unit into a full-fledged organizational system that encompasses all elements of public life and is a subject of socio-economic growth.

The purpose of the article is to clarify the conceptual apparatus and conceptual foundations of organizational support for the development of territorial communities, as well as to substantiate the need for a systemic approach to building effective management models at the community level. Scientific approaches to the interpretation of the concepts of "community", "development", "organizational system" and "management system" are analyzed. A territorial community should be considered as a complex, dynamic, open, structured system in which various subjects interact: local government bodies, citizens, business, public organizations and other institutions. Such a systemic approach allows for a better understanding of the mechanisms of its functioning, adaptation to changes and opportunities for strategic planning.

In view of this, the organizational support of the development of a territorial community is interpreted as a management activity aimed at creating conditions for quantitative and qualitative positive changes in the life of the community. The article also emphasizes the importance of forming an effective management system that takes into account the needs of residents, the resource potential of the territory and the requirements of the modern global environment.

A systemic model of a territorial community as an organizational system is proposed, based on a hierarchical management structure, integrity, openness, interconnection of all elements and a focus on sustainable development. Such a model allows for the effective implementation of state policy at the local level, strengthening local democracy and improving the quality of life of the population. The work formulates a refined definition of the concept of "organizational support for the development of territorial communities", which takes into account the complexity and multicomponent nature of development processes at the local level.

Keywords: territorial community, organizational system, development, local self-government, management system, decentralization, management activity.

Introduction. The processes of creation, functioning and development of territorial communities in Ukraine as of 2024 have entered the phase of systematic implementation, filling with

real content and adaptation to modern challenges. Decentralization, initiated even before 2014, has gained intensive development as a result of the local government reform, which was one of the key ones in the context of Ukraine's European integration. These processes gained particular momentum after the start of full-scale Russian aggression in 2022. Territorial communities have become centers not only of local governance, but also of resilience, self-organization, humanitarian support and defense. Many of them have demonstrated the ability to effectively mobilize resources, establish partnerships, in particular with international donors, and take on new functions in times of crisis.

Problem statement. From an organizational and economic point of view, local self-government has become a real tool for strengthening democratic governance, involving citizens in decision-making and responsible use of resources. The powers of communities have been significantly expanded, their financial independence has increased, and mechanisms for strategic development planning have been introduced. At the same time, new challenges are emerging - preserving human potential, rebuilding infrastructure, ensuring security, integrating internally displaced persons, and forming a new quality of local democracy. In these conditions, the development of territorial communities requires a systematic generalization of the theoretical foundations of organizational support for the development of territorial communities in Ukraine.

The purpose of the article is to clarify the conceptual framework and conceptual foundations of organizational support for the development of territorial communities, as well as to substantiate the need for a systemic approach to building effective management models at the community level.

Analysis of research and publications. Scientists consider the issues of development of territorial communities from various aspects, in particular, the issues of the legal status of territorial communities were paid attention to by M. Baymuratov, O. Batanov [1], M. Orzikh [2]; the historical aspects of the formation of territorial communities in the system of local self-government were considered by V. Kravchenko [3]; the essential aspect was of interest to S. Sakhanenko [4]; the problems of the efficiency of using endogenous potential were studied by N. Lysak and N. Popadynets [5]; the problems of modeling territorial organization were concerned by O. Vrublevsky [6]; the ethno-national aspects of interaction between community residents were considered by Yu. Kuts [7]; the issues of activating and increasing the

efficiency of the activities of local self-government bodies in managing local territorial development were the subject of research by O. Bobrovska [8]. However, in our opinion, the issues of organizational support for the development of territorial communities have not received enough attention today.

Presentation of the main material. The experience of other countries shows that the economic efficiency of development is achieved precisely by providing organizational independence to territorial communities. In modern conditions, the territorial community in Ukraine has gained even greater significance as a key social institution that ensures sustainable local development, social cohesion and civic activity. Especially in conditions of martial law and post-war reconstruction, territorial communities act not only as administrative units, but also as centers of stability, mutual assistance and mobilization of local resources.

The community remains a self-governing social center, the effective functioning of which is a prerequisite for the formation of a full-fledged civil society and the strengthening of the rule of law in Ukraine. Citizen participation in decision-making, the development of participatory mechanisms, transparency and accountability of local authorities form a new quality of interaction between the state and society.

In this context, a territorial community is not only an element of the administrative-territorial system, but a living part of civil society, which increasingly manifests itself as an open, self-organized system. It unites various social institutions, public organizations, initiative groups and active residents who jointly implement development projects, support internally displaced persons, contribute to the restoration of infrastructure and form a culture of mutual support.

At the same time, not only civil society, but also its local communities are represented by a significant group of self-governing communities, communities and associations of citizens, and each of these subjects has its own interests. In this regard, scientists draw attention to the fact that "the level of development of local self-government depends on the level of development of democracy in the territorial community, the coordination of its various associations of citizens and social groups of residents on the basis of mutual understanding, mutual assistance, mutual agreements, on the basis of the desire of everyone to help each other realize their hopes and interests - such a path to ensuring that the free development of each becomes a condition for the free development of all" [9].

The process of community development takes many forms and can take many different paths. It can be a single, community-wide, comprehensive strategic planning process involving representatives from all parts of the community and carried out by local government bodies and officials. It can also be an initiative of any scale on any issue, involving different groups (both formal and informal). The only thing that unites them is a common focus on improving the quality of life in their community. "Community development has two essential elements: the direct participation of people in efforts to improve the quality of their lives and the provision of technical and other services in such a way as to support initiatives, self-help and mutual help and make them more effective" [10].

It is necessary to distinguish between the organizational and economic context in defining the concept and structure of a territorial community. Researching territorial communities in an organizational context will make it possible to more accurately determine the structure of organizational support for the development of territorial communities.

For a comprehensive understanding and highlighting of the organizational context in defining the concept of a territorial community, we propose to apply a systemic approach. The need to use the term "system" arises in cases where it is necessary to emphasize that something is large, complex, immediately understandable in its entirety, and at the same time whole, unified. Unlike the concepts of "plurality", "aggregate", the concept of a system emphasizes orderliness, integrity, the presence of regularities of construction, functioning and development [11]. The presence in territorial communities of such elements as citizens-residents of the community, business entities, municipal facilities, community management facilities (CMF), etc., the ties between these elements, the presence of a certain goal of the community's formation and its existence give us grounds to consider a territorial community as a system. Therefore, it is necessary to determine the corresponding essence and structure of organizational support for the development of territorial communities.

It should be noted that among scientists there is no unity in the understanding and interpretation of the concept of "development". Each of the authors in his definition reveals only some properties of development, considers its individual aspects, which leads to a certain inconsistency in the interpretation

of this concept, as a result of which there are differences in solving theoretical and practical problems. In the scientific literature there is a fairly broad and ambiguous interpretation of the concept of "development". The study of the philosophical understanding of the concept of "development" is necessary, since philosophy is the basis of all natural and social sciences, it appeared long before their origin, as a result of which philosophy considers the concept of "development" not in relation to any specific object that has many features, but in relation to some ideal object, and this allows using the philosophical definition of development in any field of scientific knowledge.

It should be noted that there are several approaches to development, which were studied in particular by V. Bakumenko, S. Kravchenko, A. Mykhnenko [12]. Theoretical and methodological principles of development at the level of territorial communities were reflected in the scientific works of N. Kopylova [13], T. Semigina [14], etc. Since development is a complex, poorly structured process of permanent transformations and changes of the existing state of the subject into a more perfect state with better parameters of qualitative characteristics, which arise as an accumulated result of the growth of the corresponding quantitative indicators, its patterns are very diverse. Unlike business entities, territorial communities cannot stop their activities, only a state of degradation or stagnation can occur. The scheme of the relationship of the patterns of development of territorial communities is presented in Fig.

Therefore, the high degree of diversity and extreme complexity of modern problems of development of territorial communities, which are directly related to the existence and possibility of development of humanity as a whole, requires a constant search for new approaches to solving problems of organizational support of development of territorial communities.

In the organizational context, a territorial community is a complex, dynamic, open, structured system. The presence of a large number of interacting elements in the organizational system of a territorial community leads to the emergence of the concepts of an object and a subject of management in the community. Thus, the management system in a territorial community acquires special importance. Accordingly, local self-government bodies act as the subject of management, and all other subsystems are objects of managerial influence.

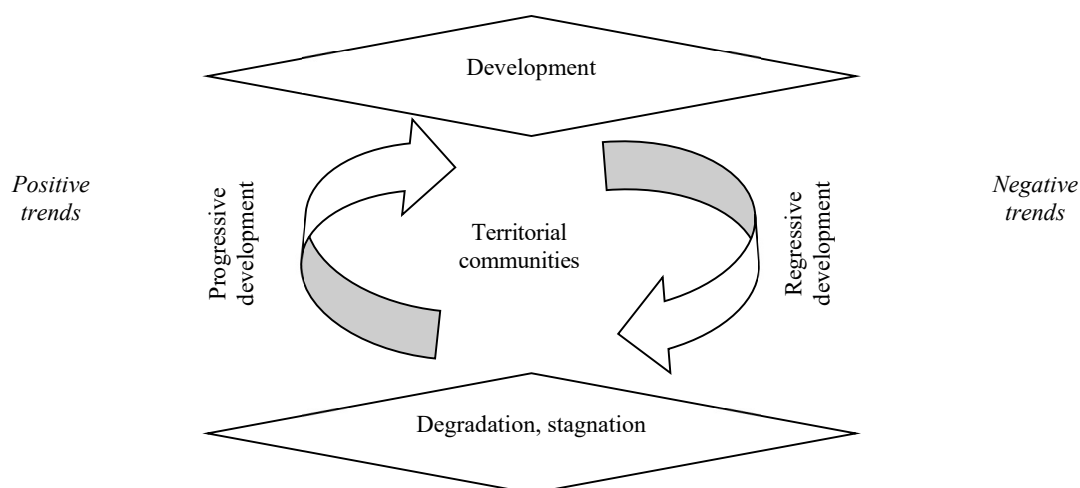


Fig. Diagram of the relationship between the patterns of development of territorial communities

The main features of such an organizational system are:

integrity – the impossibility of the existence, reproduction and development of individual parts outside of relationships with other parts and the system as a whole;

openness – the impossibility of existence outside of interaction with the environment;

extreme complexity – a territorial community as an organizational system consists of a number of other systems at different levels (management system, institutional system, information system, system of relations in the territorial community, etc.);

Hierarchy – a clear division into higher and lower levels of governance in a community, connected by interaction through vertical ties;

Structure – the composition of a set of elements and the connections between them (government bodies, community residents, business, public organizations, finances and property, etc.) [15].

So, in the organizational context, a territorial community is a system, the set of elements of which closely interact with each other in order to establish an optimal balance of coexistence and development. This approach to defining the concept of a territorial community, in our opinion, best reflects the organizational context for understanding and defining the concept of a territorial community. That is, in the organizational context, a territorial community is a system of interconnected, interacting and hierarchically ordered elements. Summarizing the above, it is proposed to consider a territorial community as an organizational system in the organizational context.

Achieving community goals is impossible without the functioning of an effective management system. A properly organized management system

must exist and function in a territorial community. The very concept of a territorial community as an organizational system is quite difficult to meet, so we must explain that in our understanding, a territorial community as an organizational system can be represented by its management system. The model and structure of a territorial community as an organizational system is formed depending on local needs. A territorial community as an organizational system must ensure effective management of the community as a single complex through appropriate structures and bodies, ensure prompt decision-making and involve the community (population) in community management, using modern tools of local democracy. The effectiveness of its activities and the quality of life of community residents depend on how the elements of the organizational system are interconnected, that is, on how this system is organized.

The formation and improvement of this organizational system is influenced by many factors, different in nature. Among the main ones are socio-economic (political, economic, etc.) and organizational and managerial (reflecting the features of the technical development of productive forces, information transformation, management organization); the nature and composition of management functions, the purpose of the organizational system of community management, management methods, technical equipment of the management apparatus, the specifics of regional development, etc.

In accordance with the proposed idea of a territorial community as an organizational system and based on the analysis of the concept of development, it is proposed to clarify the definition of the concept of organizational support for the

development of territorial communities as a management activity in the organizational system of a territorial community in order to create conditions for quantitative and qualitative positive changes in the results of the activities of a territorial community. Such clarification makes it possible to proceed to the study of the structure of organizational support for the development of territorial communities.

The creation of territorial communities as organizational and economic units of the regional level necessitated the development of new comprehensive approaches to the organizational support of their development, in particular to the construction of management systems that would take into account both the external challenges of the modern globalized highly competitive environment and the internal determinants of development.

Thus, the management system of a territorial community, influencing the object of management, must fully implement the national policy on the territory of the community, taking into account its resource potential, the peculiarities of the social system and the needs of the community population as much as possible. At the same time, the main goal of management activities should be to increase the level and quality of life of the population of the territorial community by increasing the solvency of the community population, improving the investment climate, facilitating the conditions for doing business within the territory of the community, etc.

Conclusions. In the process of research, it was established that the territorial community in modern conditions is not only an element of the administrative-territorial structure, but also a complex, open, dynamic organizational system capable of self-organization and adaptation to external and internal challenges. This approach allows for a comprehensive analysis of all elements of the community, including local government bodies, public institutions, residents, business entities, financial and economic resources and social ties. Consideration of the territorial community as an organizational system allows for a deeper understanding of its functioning, the construction of management models and the formation of development strategies.

Organizational support for the development of territorial communities should be considered as a systemic management activity aimed at creating conditions for achieving positive qualitative and quantitative changes in all spheres of community life. The basis of such an approach should be strategic planning, citizen participation in decision-making, effective communication between all community

entities, and the implementation of modern management practices.

Thus, the formed model of the territorial community as an organizational system allows us to move on to the formation of a clear, effective, flexible management system that takes into account the resource potential of the territory, the needs of its residents, and the peculiarities of the socio-economic environment. This will become a guarantee of development, an increase in the quality of life of the population, and the construction of an effective civil society in Ukraine.

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- Білоус Я.Ю., Василенко В.А. Формування системи організаційного забезпечення розвитку територіальних громад України: теоретичні аспекти**
- У статті досліджуються теоретичні аспекти формування системи організаційного забезпечення розвитку територіальних громад України. В умовах глибоких суспільно-політичних змін, реформ децентралізації та викликів, спричинених повномасштабною агресією Російської Федерації, територіальні громади виступають як ключові соціальні інститути, що забезпечують сталий розвиток, громадянську активність та стійкість на місцевому рівні. Наголошено, що на сучасному етапі розвитку України територіальна громада перетворюється з адміністративно-територіальної одиниці на повноцінну організаційну систему, яка охоплює всі елементи суспільного життя та є суб'єктом соціально-економічного зростання.*
- Метою статті є уточнення понятійного апарату та концептуальних основ організаційного забезпечення розвитку територіальних громад, а також обґрунтування необхідності системного підходу до побудови ефективних моделей управління на рівні громад. Проаналізовано наукові підходи до трактування понять «громада», «розвиток», «організаційна система» та «система управління». Територіальна громада має розглядатися як складна, динамічна, відкрита, структурована система, в якій взаємодіють різні суб'єкти: органи місцевого самоврядування, громадяни, бізнес, громадські організації та інші інститути. Такий системний підхід дозволяє краще зрозуміти механізми її функціонування, адаптації до змін та можливості для стратегічного планування.*
- З огляду на це, організаційне забезпечення розвитку територіальної громади трактується як управлінська діяльність, спрямована на створення*

умов для кількісних та якісних позитивних змін у життєдіяльності громади. У статті також підкреслено важливість формування ефективної системи управління, яка враховує потреби мешканців, ресурсний потенціал території та вимоги сучасного глобального середовища.

Запропоновано системну модель територіальної громади як організаційної системи, в основі якої лежить ієрархічна структура управління, цілісність, відкритість, взаємозв'язок усіх елементів та спрямованість на сталий розвиток. Така модель дозволяє ефективно реалізовувати державну політику на місцях, посилювати локальну демократію та підвищувати якість життя населення. У роботі сформульовано уточнене визначення поняття «організаційного забезпечення розвитку територіальних громад», що

враховує складність і багатокomпонентність процесів розвитку на місцевому рівні.

Ключові слова: територіальна громада, організаційна система, розвиток, місцеве самоврядування, система управління, децентралізація, управлінська діяльність.

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