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## Scientific-theoretical basis of the territorial development strategy

■ **Abstract.** The scientific research relevance is determined by the need to substantiate the scientific and theoretical basis for the planning, development, and implementation of the tasks of the territorial community development strategy, considering the current conditions of the country's development. The purpose of the paper was to analyze the theoretical basis of the concept, content, and principles of territorial community development and to provide suggestions on the main directions that should be the basis for the development strategy task. The methodological approach is based on the dialectical cognition method, systematic approach, theoretical generalization method. As a result of the research, normative legal acts, theoretical foundations of regional policy and practical approaches to the development of the territorial development strategy were summarized. The concepts of "territory" and "territorial development" were determined by studying different scientific points of view on these definitions; the problems of territorial communities' development as components in the formation of the development strategy were identified as a whole; the basic principles and objectives of the development strategy were summarized. The main results obtained in the framework of this work should be considered as the definition of the main principles and directions of forming the tasks of the territorial development strategy, which considers the problems existing in the territorial community and are aimed at ensuring the restoration of the development of territories in the post-war period. The results of the scientific work, as well as the conclusions formulated on their basis, are of practical value and can be applied by local authorities during the planning of development strategy tasks and assessment of the region's capabilities to increase productive forces, as well as by entrepreneurs who direct their activities to improve the well-being of the population of a certain territory

■ **Keywords:** community; partnership; population wellbeing; goal achievement; potential opportunities

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## ■ INTRODUCTION

The decentralization reform, launched in Ukraine in 2014, provided for the empowerment of local authorities to create an adequate standard of living for territorial communities. The problem of uneven economic development of territories remains relevant today and is exacerbated by the intensification of hostilities in certain regions in February

2022, the suspension of production, growing unemployment, etc. Local authorities are faced with the issue of finding ways to develop communities, considering the existing problems for this territory. Strategic planning is a necessary tool for the territorial community to achieve a sufficient level of development. Thus, the purpose of the work

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was to analyze the theoretical foundations of the essence, content and principles of development of territorial communities and to provide proposals for the main directions that should be the basis for the development of development strategy tasks.

Each territorial community should form a development strategy according to its potential. Implementation of the development strategy is the basis for the development of modern local self-government models, as well as the improvement of its legal and organizational support. The study of this problem involves different approaches, but the single goal is to contribute to the improvement of the well-being of the region.

The concept of regional sustainable development was formulated by the Turkish scientist S. Hopoğlu (2020), who stated that the regional level is important for achieving the goals of sustainable development and means the continuation of economic growth without excessive use of natural resources. Effective regional development planning can harmonize the interests of the regional community and economy and contribute to the achievement of global goals.

The issue analysis includes different approaches, but the only goal is to contribute to the improvement of the region's well-being. Thus, the Chinese scientist S. Mao & H. Deng (2022) emphasized the importance of the ecological state of the territories, which is the basis for the prospective development of communities.

The role of reforming local authorities in the development of territories in the example of Greece was shown in the work of the Greek researcher M. Patynska-Popeta & T. Zinchuk (2022), who emphasized that any obstacles that may affect the effectiveness of management methods can be eliminated through proper decision-making, proper allocation of resources and participation of management at the local government level.

The development of partnerships between regions has been studied by many scientists. As such, the English researcher R. McQuaid (1998) contributed greatly to the study of the partnership institute. The author argued that partnership is widespread support of partners, as they can allow the other to benefit from cooperation and at the same time maintain their autonomy. However, the scientist emphasized the insufficient development of the theoretical basis of these views.

The most important task for further regional development, as noted by the Chinese scientist A. Kliuchnyk *et al.* (2023), is to promote coordinated and qualitative regional development and to create a new model that will promote such development in terms of quality, efficiency, equity, and sustainability.

At the same time, the E. Medeiros (2022) presented a theoretical justification of the differences between the main theories of regional development, as they are based on the concept of territorial development, not economics.

Despite significant scientific gains, the issues of developing a territorial development strategy remain controversial and require additional study and theoretical substantiation. The main purpose of the scientific work was to analyze the theoretical foundations of ensuring the territorial communities' development to provide basic principles definition suggestions and directions of the strategy objectives formulation, which will be effective in the

current economic conditions and will further ensure the restoration of infrastructure and well-being of the population of the regions in the post-war period.

## ■ MATERIALS AND METHODS

The basis of the methodological approach in this work was a combination of the dialectical cognition method, systematic approach, graphical method, and method of theoretical generalization.

The scientific research includes the study of the theoretical foundations for planning, formation, and implementation of the territorial development strategy tasks and the development of the principles and directions that should be considered to increase the competitiveness of the region and strengthen its financial independence.

The employment of the dialectical cognition method allowed to study different scientific points of view regarding the approaches to the concept of territorial sustainable development and to reveal and define the notion of the "territory" and "territorial development" terms in the context of the economic potential of territorial communities.

The notion of certain concepts and principles of regional policy is analyzed based on the normative legal acts: the Law of Ukraine "On Local Self-Government in Ukraine" (1997), the Law of Ukraine "On the Principles of State Regional Policy" (2015), and others.

The systematic approach allowed to identify and analyze individual problems that are relevant to modern the development of territories and are integral parts of the areas of territorial development.

The graphical method allowed the classification of areas that need to be considered when formulating the objectives of the development strategy in the context of the basic principles of regional development by displaying them in the form of the scheme.

Using method of theoretical generalization, the approaches to the definition of the territorial development directions, considering their socio-economic problems, are summarized and the principles that should be considered at the stage of planning the tasks of the development strategy are suggested.

Analysis of the territorial development theoretical foundations involves the following basic notion definitions: "territory", "territorial community", "development", "strategy", and "strategy of territorial development", which will become the basis for formulating the basic principles and objectives of the strategy of territorial development in modern conditions.

## ■ RESULTS

Territorial development is the basis of the socio-economic growth of the country and is necessary for determining the priorities of further state policy. The concept that should be used for the theoretical foundation is "territory", which is defined in the Dictionary of Foreign Words (n.d.) as the land space occupied by a settlement, enterprise, etc. That is, the population should live and work in a certain territory. Work unites the interests of residents and creates a common goal and vision for future development.

According to the Law of Ukraine "On Local Self-Government in Ukraine" (1997), the term "territorial community" means residents united by permanent residence within

one village or settlement, or city, which is considered an independent administrative-territorial unit. The concept of “territory of the territorial community” is also given as an indissoluble territory within which the community exercises its powers to resolve local issues.

Thus, according to the definition of the territory and the territorial community, their main content and purpose are clear, namely, the inhabitants of a certain territory that are interested in improving the conditions for their existence, have a common vision of the existing problems and direct their efforts to solve them and improve their living standards.

Economic development is important for every community. During the analysis of the territorial development theoretical foundations, it is necessary to emphasize its difference from economic growth, as the latter involves mainly an increase in quantitative indicators of production, productivity, wages, etc.

Thus, the “territorial development” concept can be formulated as a joint activity of enterprises, local governments, and other stakeholders in a certain territory, aimed at the efficient use of economic resources of the territorial community.

The authorities are responsible for the residents of a certain territory and should strive to create a comfortable and safe environment for living, as well as to provide equal access to quality services in the field of education, health care, etc. for all residents of the community. This goal can be achieved through strategic planning.

In the modern sense, the word “strategy” means a detailed comprehensive integrated plan that can ensure the implementation of a specific mission of the organization and the achievement of goals (Mescon *et al.*, 1988).

Theoretical and practical approaches to the development of territorial development strategy are regulated both at the international level and in Ukraine at the regional level.

The United Nations Summit on Sustainable Development in 2015 adopted the document “Transforming our world: the 2030 Agenda for Sustainable Development”, which approved 17 Sustainable Development Goals (Goals of sustainable..., 2019). In turn, the President of Ukraine, by issuing a Decree of 30.09.2019 “On the Sustainable Development Goals of Ukraine for the period up to 2030”, supported the direction to ensure the achievement of sustainable development goals, considering its specifics for Ukraine (Goals of sustainable..., 2019). Territorial community development strategies are developed based on the Laws of Ukraine “On Local Self-Government in Ukraine” (1997), “On the Principles of State Regional Policy” (2015), and other documents.

Under the Law of Ukraine “On the Principles of the State Regional Policy” (2015), village, settlement, and city councils must approve strategies for the development of their territorial communities (hereinafter referred to as the Strategy) to elaborate a development plan for their territorial communities.

The Ministry of Communities and Territories Development of Ukraine has developed and approved the Methodological Recommendations (2021), which define the Strategy as a document of strategic planning of the state regional policy, which for a long-term period (7 years) sets strategic and operational goals and objectives that should form the basis of sustainable socio-economic development of the territorial community.

The provisions of the Law of Ukraine “On the Principles of the State Regional Policy” (2015) define the principles of the state regional policy, among which the most important for the development of the Strategy are the principles:

1) legality, i.e., the procedure for approval and implementation of the Strategy’s tasks must comply with the Constitution of Ukraine and other laws;

2) cooperation – cooperation between the authorities for joint participation in the implementation of the goals and objectives of the Strategy;

3) openness and transparency – free access to information on the tasks of the Strategy and the results of their implementation;

4) subsidiarity – the implementation of the powers of local authorities at lower levels of government to improve the efficiency of their results;

5) ethnocultural development – aiming at the revival of ethnic consciousness, preservation of the spiritual and material culture of the population, cultural peculiarities of each territorial community;

6) sustainable development – the formation of goals for the development of society to meet the needs of the present generation, taking into account the interests of the future;

7) equality – ensuring equal rights and opportunities for community residents regardless of age, gender and status;

8) inclusiveness – taking into account the interests of persons with special needs;

9) effectiveness – formulation of goals and objectives, the results of which are measurable and allow for an analysis of the effectiveness of their implementation;

10) competitiveness – identification of tasks that allow finding potential opportunities in the community that other communities do not have.

The modern development of the country has its peculiarities, territorial communities face certain difficulties and new challenges that need to be considered when developing strategies.

One of the problems is environmental pollution mainly due to the lack of waste recycling facilities. According to the Global, Regional, and Country Analysis (2019), Ukraine ranks fourth among European countries in terms of the number of deaths caused by environmental pollution. This issue deserves attention and should be addressed during the development of the goals and objectives of the Strategy.

During the period until the beginning of 2022, annual energy losses in Ukraine were up to 44% due to outdated equipment (Global, Regional..., 2019). Today, given the significant damage to infrastructure because of hostilities, it is necessary to identify areas for the restoration of heat supply networks in individual communities and the development of measures for the efficiency of energy production and use.

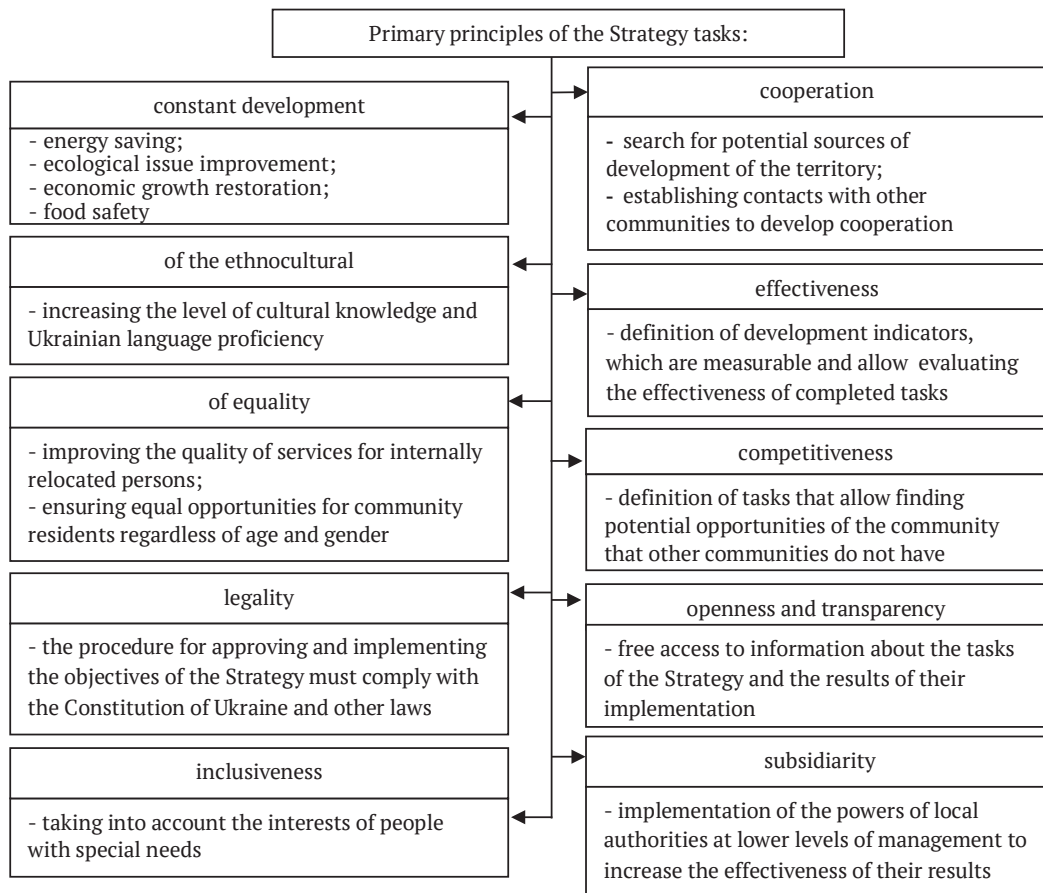
Moreover, Russia’s military aggression against Ukraine caused internal relocation of the population from one part of the country to other safer regions, which led to negative consequences for the infrastructure of those regions. This has led to the search for ways to facilitate the integration of internally displaced persons and the need to implement measures to improve the level of Ukrainian language proficiency, and revival of cultural and spiritual values of Ukrainian society.

Territorial communities compete because of their capabilities and resources: natural, human, production, etc. The availability of these resources attracts the attention of investors who invest in the further development of the territory. However, over time, competition has been replaced by a new form of relations necessary for community development – partnership. The quality of life of the residents of the territory, where the authorities and business work in partnership, becomes competitive. The main principles

on which partnership should be based are communication, support, mutual respect, and trust.

The development of goals and objectives also requires the establishment of measurable indicators to assess the effectiveness of these tasks.

Based on the above-mentioned problems that currently exist in territorial communities and become an obstacle to their development, the main directions for the goals and objectives of the Strategy can be formulated by the principles (Fig. 1).



**Figure 1.** Correlation of the principles and directions, which should be formed for the Strategy tasks

**Source:** compiled by the authors based on the data (Law of Ukraine..., 2015)

The principles outlined in Figure 1 are important for the successful development of a territorial community, especially in the development of the Strategy for the Recovery of Ukraine’s Territories in the post-war period. Partnership development should take into account potential opportunities and resources that the community possesses but does not use to improve the well-being of the population.

As such, the study of the territorial development strategy theoretical foundations allowed us to determine the concept of “territorial development” and to define the main principles and directions of the Strategy objectives formation, which can consider the existing problems in the territorial community, to use its potential development opportunities, to strengthen partnerships with other communities, as well as to ensure recovery and sustainable development in the future.

## DISCUSSION

Analysis of the strategic development theoretical foundations allows us to define the essentials, principles, and main approaches that should be applied in the development of a plan for further stimulation of economic processes in the territories. The challenging situation caused by the Russian armed aggression against Ukraine has led to the decline in the economy and the deterioration in the life of the population. The results obtained during the study suggest that the identified areas of goals and objectives are an improvement of the theoretical basis for the development of the Strategy in comparison with those that were made earlier.

According to the results of the research, the concept of “development of the territory” is substantiated and it is proved that such development is aimed at improving the welfare of the population and the efficiency of the use of economic resources of the territorial community.

The analysis of previous research on this issue shows that the theories on economic development put forward by well-known scientists confirm the point of view presented in this paper. Thus, one of the approaches to economic development is the analysis based on the theory of industrial location, the founder of which is the German economist A. Weber (1929). This theory provides for the optimal location of industry, which minimizes transportation costs for raw materials and finished products.

The approach to territorial economic development is revealed in the theory of urban agglomeration put forward by the American scientist H. Richardson (1973), who emphasizes that the main factor of growth and development is the concentration of production activities in large industrial regions. The key role of development belongs to the regional agglomeration economy, which is a stimulator of technological progress and productivity growth (Demko, 1984; Rusak & Palamarchuk, 2020). Authors' research substantiates the importance of developing the Strategy for the further development of territorial communities. At the same time, Croatian scientist M. Tomljanovic (2020), studying the development strategy in the European Union, notes that investing in research and development is a key factor for achieving economic well-being and competitiveness in the modern environment. However, the scientist emphasizes that the effects of the global economic crisis have slowed down the increase in regional productivity.

The analysis of the current economic problems of the country, as well as by individual territories, allowed us to identify the areas necessary for the formulation of the goals and objectives of the Strategy. This study suggests that one of these areas should be poverty reduction. Similar studies and conclusions were made by the Canadian scientist C. Ayoo (2022), who notes that the existence of poverty in developing countries is a critical problem that needs to be urgently addressed because of the adverse consequences for human well-being. The scientist proposes to achieve poverty reduction by stimulating economic growth, which will increase incomes and expand opportunities for the poor; reforms that will increase the efficiency of resource use.

One of the main priorities proposed to be included in the objectives of the Strategy is to increase the significance of cultural heritage in the territory. Italian scientists T. Fedorenko (2023) also emphasize the importance of cultural preservation as a socio-economic catalyst and a powerful tool for sustainable development and community recovery. It should be noted that local authorities can contribute to the protection of cultural heritage in Ukraine and use this area to improve social cohesion and intercultural dialogue.

Another aspect that this study suggests to be included in the tasks of the strategy is to increase the competitiveness of the territorial community. The author of the competitiveness theory M. Porter (1996) believed that the basis of the competitiveness of nations and territories is labor productivity. At the same time, the growth of labor productivity is possible by attracting new investments and developing innovative technologies.

Moreover, the concept of regional competitiveness was studied by the Italian scientist M. Grassia *et al.* (2022), showing the patterns that have arisen over the years and are used by different authors. A comparative analysis considering the level of the regional competitiveness index on the example

of Poland was carried out by Polish scientist K. Chrobocinska (2021). Fully supporting the author's opinion, it should be noted that the stimulation of regional competitiveness is a rather complex process that leads to the achievement of a competitive position against other regions.

This study proves that partnership is a necessary form of relations between the authorities of different communities to improve the development of territories. The issue of the importance of partnership development was studied by the Ukrainian scientist A. Tkachuk (2019), who rightly emphasized that the partnership of communities will stimulate their socio-economic development in the interests of residents and the whole of Ukraine as a whole.

The study, truly worthy of attention, was carried out by Irish scientist D. Horan (2022), who describes the key decisions for each stage of partnership building: (1) define the scope of the partnership and (2) the main actors involved, (3) assign their responsibilities, (4) choose the best available indicators, (5) assess the challenges and (6) opportunities for expanding the partnership.

It is proved that it is important to analyze the opportunities and existing problems of the community at the stage of planning the tasks and objectives of the Strategy. Indonesian scientist K. Kurniawan (2019) noted that it is advisable to apply SWOT analysis to identify the strengths and weaknesses of the community. It is worth supporting the position of the scientist and noting that such an analysis allows one to understand the current situation and then determine the appropriate strategy for local entrepreneurs.

Authors stated that at the planning stage, the indicators defined in the objectives of the Strategy should be measurable, and the objectives should be result-oriented. This position is supported by the Australian scientist B. Jenkins (2020), who notes that sustainable development requires active participation to achieve target results that allow for assessing the satisfaction of the needs of the residents of the territorial community.

The analysis of the research results of scientists who have studied the theoretical foundations of the territorial development strategy confirms the conclusions and suggestions on this issue. It should be noted that the proposed directions that should be the basis of the Strategy's objectives are aimed at strengthening the financial capabilities of communities and are relevant in the special period in which Ukraine is now. The application of this approach to the development of the Strategy will contribute to the restoration of cultural values and further development of communities in the post-war period.

## ■ CONCLUSIONS

The conducted scientific research shows that substantiation of the territories and community development concepts, determination of the principles and directions that should be addressed in the development strategy, allows to better understand the development goals, and choose the right ways of development, considering the needs of each community.

According to the goal set in this work and based on the analysis of the basic concepts of the territorial development strategy and the principles reflected in the legislation of Ukraine, suggestions on the main approaches to the territorial development strategy are formulated. To increase the effectiveness of the results of the implementation of

the development strategy for the population of territorial communities, it is proposed to determine the principles by which to classify important areas for incorporation into the Strategy, in particular: increasing energy saving, improving the environmental situation, ensuring equal rights of community residents, preserving cultural values, increasing the competitiveness of communities, and developing their cooperation. The necessity of analyzing to identify potential opportunities that can improve the economic condition of the territories and stimulate the development of partnerships and attract new investors were substantiated. It is emphasized that at the stage of planning the tasks of the development strategy, it is necessary to provide indicators of the tasks that are measurable and allow for maximizing the results of the implementation of such tasks.

The main directions of further research in this area will be the development of theoretical approaches to prioritizing the tasks of the sustainable development strategy,

accounting for the need to reduce poverty, improving the quality of education and health care and rebuilding the infrastructure of the territories damaged because of hostilities, as well as establishing criteria for the effectiveness and efficiency of indicators of the development strategy.

The results obtained during the research and the formulated conclusions are of significant value for local authorities for the development strategy planning and entrepreneurs. The suggestions will contribute to the improvement of scientific approaches to the development of development strategy objectives, considering the principles of efficiency and effectiveness.

#### ■ CONFLICT OF INTEREST

The authors declare no conflicts of interest.

#### ■ ACKNOWLEDGEMENT

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## Науково-теоретичні засади стратегії територіального розвитку

■ **Анотація.** Актуальність наукового дослідження зумовлена необхідністю обґрунтування науково-теоретичних основ щодо планування, розробки та реалізації завдань стратегії розвитку територіальних громад з урахуванням сучасних умов розвитку країни. Вивчення цієї проблеми передбачає різні підходи, але єдиною метою є сприяння покращенню благополуччя регіону. Метою роботи був аналіз теоретичних засад щодо сутності, змісту та принципів розвитку територіальних громад та надання пропозицій щодо основних напрямів, які повинні бути покладені в основу розробки завдань стратегії розвитку. Основу методологічного підходу складає: діалектичний метод пізнання, системний підхід, метод теоретичного узагальнення. В результаті дослідження було узагальнено нормативно-правові акти, теоретичні основи регіональної політики та узагальнено практичні підходи до розробки стратегії розвитку території. Визначено сутність термінів «територія» та «розвиток території» шляхом дослідження різних наукових точок зору щодо цих дефініцій; виокремлено проблеми розвитку територіальних громад, як складових частин при формуванні напрямів стратегії розвитку, як одного цілого; узагальнено основні принципи та доцільні в теперішній час напрями соціально-економічного розвитку територій. Головними результатами, які були отримані в межах цієї праці, слід вважати визначення основних принципів і напрямів формування завдань стратегії розвитку територій, які враховують існуючі у територіальній громаді проблеми та спрямовані на забезпечення відновлення розвитку територій у післявоєнний період. Результати наукової роботи, а також сформульовані на їхній основі висновки, мають практичну значимість і можуть бути застосовані органами місцевої влади під час планування завдань стратегії розвитку та оцінки можливостей регіону до збільшення продуктивних сил, а також підприємцями, які спрямовують свою діяльність на покращення благополуччя населення певної території

■ **Ключові слова:** громада; партнерство; благополуччя населення; досягнення цілей; потенційні можливості