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STRATEGIC PLANNING OF TERRITORIAL DEVELOPMENT BASED ON THE MATRIX METHOD: AN APPLIED ASPECT

Abstract. The thesis deals with the applied aspect of using the matrix method to formulate the Action Plan for the implementation of the Regional Development Strategy. The matrix of priority of projects at selection for inclusion in the Plan of actions for development of the Luhansk region is submitted. Selection criteria for the Action Plan and source of funding are considered.

Keywords: matrix, strategy, action plan, criteria, sources of funding.

The problem of research and its relevance. Territorial development planning always has its peculiarities because of the demands of time and will always be relevant even in the event of hostilities in the country. The subject of the research is the Luhansk region where military operations come. Today the East of Ukraine is trying to develop together with the country and plans to do by the developing a Territorial Development Strategy and an action plan. The subject of research is the Luhansk Regional Development Strategy for the period up to 2027 and the plan of measures for 2021-2023 for its implementation.

The following methods were chosen to identify the problem and subject of the study: strategic analysis, matrix methods, and grouping methods.

The initial data for the implementation of the research were applied as follows: the results of scientific research on the problems of strategic planning of territorial development, official data of the Luhansk regional military-civil administration [1-3].

Research results. The Luhansk Regional Development Strategy for the period up to 2027 and the action plan for 2021-2023 for its implementation envisage four programs whereby the regional development projects for 2021-2023 will be undertaken. However, priority should be given to such remedies as are almost ready for implementation and important for the achievement of the objectives of the Luhansk Regional Development Strategy by 2027.



Table 1

Project Priority Matrix for Luhansk Regional Development Plans by 2027 [3]

| Priority matrix | | Importance | | |
|-----------------|------------------|------------------|-----------------|----------------|
| | | High (25 and up) | Average (15-25) | Low (up to 15) |
| Readiness | High (35 and up) | The first level | Second level | Not a priority |
| | Average (20-35) | The first level | Second level | Not a priority |
| | Low (up to 20) | The first level | Not a priority | Not a priority |

The selection criteria for the Action Plan projects are presented in Table 2.

Table 2

Project selection criteria for the Action Plan [3]

| Name of criterion | Content of criterion | Points |
|----------------------------|--|-----------|
| | Importance | |
| Compliance Strategy | The project clearly contributes to more than one strategic objective (program) | 10 |
| | The project clearly contributes to more than one operational objective | 8 |
| | The project clearly contributes to one operational objective | 5 |
| | The project contributes indirectly to at least one operational objective | 2 |
| | Unable to evaluate objectively | 0 |
| Impact of the project | The project has an impact on the whole area | 10 |
| | The project has an impact on several areas of the region | 8 |
| | The project affects several communities / district at a time | 5 |
| | The project has an impact on one community | 2 |
| | Unable to evaluate objectively | 0 |
| Orientation of the project | Economic project (justified impact on creating / maintaining new jobs or saving budgetary resources) | 10 |
| | An economic project with a social (or environmental) component | 8 |
| | A social (or environmental) project that creates additional economic benefits | 5 |
| | Social (or environmental) project | 2 |
| Administrative Feasibility | The project is a priority of regional authority (with high probability to be implemented) | 10 |
| | The project is complicated, but it is within the competence of the regional level | 6 |
| | The project involves partial involvement of regional authorities | 3 |
| | The implementation of project does not depend on the regional authorities | 0 |
| | Preparation for realization | |
| Status of the project | The project is a continuation of a successful project implemented in previous years (transitional project) | 10 |
| | Positive preliminary feasibility study of the project is available | 8 |



Межі впливу інститутів та владні компетенції в управлінні регіональним розвитком

| | | |
|-------------------------|--|-----------|
| | Technical documentation and cost analysis / project estimate available | 5 |
| | A project proposal or project idea is available | 2 |
| Financing | The cost structure and sources of financing the project are well-grounded, detailed and clearly explained | 10 |
| | Cost structure and sources of financing the project are substantiated | 8 |
| | The cost structure and sources of financing the project are partially substantiated at the idea stage | 4 |
| | There is no substantiation of costs and sources of financing the project, creation of idea for the project is underway | 0 |
| Not financial resources | Available material resources (land, structures, etc.), the qualification of project contractors is confirmed | 10 |
| | There is no need for material resources for the implementation of the project, the qualification of the project contractors is confirmed | 8 |
| | The available material resources have been confirmed, the qualification of the contractors has been confirmed | 6 |
| | The available material resources are not confirmed, the qualification of the project contractors is confirmed | 4 |
| | There is no need for material resources for the implementation of the project, the qualification of the project contractors is not confirmed | 2 |
| | The available material resources and qualifications of the project contractors have not been confirmed | 0 |

For the implementation of regional development projects, diversified sources of financing have been identified, in particular funds from: the State Regional Development Fund; sectoral state target programs and budget programs of central executive bodies; subsidies from the state budget to local budgets; local budgets; international technical assistance and international financial institutions; investors, own funds of economic entities and citizens; other sources not prohibited by law.

The Action Plan has been developed under four programs that implement regional development projects over the period 2021-2023.

Program 1. Economic growth of the region: competitiveness, smart specialization, favorable business environment.

Program 2. Restoration of critical infrastructure of the region.

Program 3. Effective human-centered management.

Program 4. Security, national identity and a coherent information space.

Own implication of the results of the research Therefore, the use of the matrix method for strategic planning of territorial development is appropriate and modern. However, for the development of the action plan for 2021-2023 for the implementation of The Luhansk Regional Development Strategy, it was used for the first time and quite successfully. The good way to get desired results is to use the matrix method and on that basis to evaluate the effectiveness of the implementation of projects that allow to achieve the objectives of the Development Strategy of any territory.



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МОДЕРНІЗАЦІЯ ПУБЛІЧНОГО УПРАВЛІННЯ СЕКТОРАЛЬНИМ РОЗВИТКОМ ЕКОНОМІКИ

Abstract. Ukraine's European integration-oriented development sets a number of topical challenges for our country. Priority among them are: reforming power relations and major sectors of the economy, defining a strategy for implementing sustainable development principles at national, regional and local levels; maintaining balanced economic and social development of the regions and enhancing their competitiveness. The practical implementation of these tasks requires improvement of the national system of regional governance, implementation of reforms in key sectors of the economy, development of local self-government.

Keywords: public administration, modernization of public administration of sectoral economic development, organizational economic mechanism, regional sectoral management, sectoral development of the region.

Анотація. Розвиток України, орієнтований на європейську інтеграцію, ставить перед державою низку актуальних завдань. Пріоритетного значення серед них набувають: реформування владних відносин та основних секторів економіки, визначення стратегії реалізації принципів стійкого розвитку на національному, регіональному та місцевому рівнях; дотримання збалансованого економічного та