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Чернігівський національний технологічний університет

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Urgent problems of present-day economics' development, different ownership enterprises operation and development, investment and innovative activity, increasing national economy's competitiveness, regional development are reported.

It is intended for scientists, lecturers, postgraduate students, students and practitioners.



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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**REFORMING OF THE INFRASTRUCTURE BRANCHES OF ECONOMICS ACCORDING TO REQUIREMENTS NEEDED FOR EUROPEAN INTEGRATION**

**РЕФОРМУВАННЯ ІНФРАСТРУКТУРНИХ ГАЛУЗЕЙ ЕКОНОМІКИ У ВІДПОВІДНОСТІ ДО ВИМОГ ЄВРОІНТЕГРАЦІЇ**

**Urgency of the research** is specified by the potential of infrastructure sectors to multiply the negative effects of natural monopoly in the economy, as well as by the commitment of their reforming to minimize those effects that is coming out from the EU Association Agreement.

**Target setting.** Determination of the European vector of economic development brings up to date the need for delineation of the actually ways of infrastructure sectors reforming.

**Actual scientific researches and issues analysis.** Among the researches of this problem are R. Pittman, J. Tirole, I. Borovyk, A. Ignatiuk, H. Fyliuk.

**Uninvestigated parts of general matters defining.** There is a lack of researches of the tools of competition penetration into the infrastructure sectors under the modern institutional challenges of European integration.

**The research objective.** This article determines the existing approaches to infrastructure sectors reforming in the context of the 3<sup>rd</sup> Energy package, as well as draws the optimal way of such a reform.

**The statement of basic materials.** The article brings the comparative analysis of the variety of models of infrastructure sectors' reforming, which are in the use in the EU. It also assesses their adequacy to the Ukrainian environment and to the institutional requirements of the obligations incurred by Ukraine. It determines the current state and the perspectives of the Ukrainian infrastructure sectors development.

**Conclusions.** The article defines that the most effective model of infrastructure sectors' development is the full ownership unbundling. On the interim stage of the reform, the models of an independent operator (ISO and ITO models) may be used to gear the Ukrainian regulatory system to the requirements of the model of full ownership unbundling.

**Keywords:** infrastructure sector; natural monopoly; competition; European integration.

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**Актуальність теми дослідження** полягає у здатності інфраструктурних галузей до мультиплікації негативних ефектів породжуваних їх природно монопольним статусом та визначеними Угодою про асоціацію з ЄС зобов'язаннями щодо їх реформування у цілях мінімізації відповідних негативних ефектів.

**Постановка проблеми.** В умовах детермінації євроінтеграційного вектору економічного розвитку України актуалізується потреба окреслення траєкторії подальшого розвитку інфраструктурних галузей та конкретних шляхів їх реформування.

**Аналіз останніх досліджень і публікацій.** Серед дослідників цієї проблематики – Р. Пітман, Ж. Тіроль, Ю. Боровик, А. Ігнатюк, Г. Філюк.

**Виділення недосліджених частин загальної проблеми.** Недостатньо розробленим є інструментарій запровадження конкуренції в сучасних інституційних умовах функціонування інфраструктурних галузей на етапі їх євроінтеграції.

**Постановка завдання.** Заданням статті є детермінація переваг та недоліків існуючих підходів до реформування інфраструктурних галузей в контексті вимог III енергопакету ЄС, окреслення оптимальної траєкторії такого реформування.

**Виклад основного матеріалу.** забезпечує порівняльний аналіз множини застосовуваних в Європі моделей реформування інфраструктурних галузей, оцінку їх відповідності українським реаліям та інституційним вимогам взятих Україною на себе зобов'язань. Визначення сучасного стану та перспектив реформування інфраструктурних галузей національної економіки.

**Висновки.** Встановлено, що найбільш ефективною моделлю реформування інфраструктурних галузей є повне вертикальне відокремлення, втім у цілях адаптації вітчизняної регуляторної системи до вимог цієї моделі, на проміжному етапі реалізації реформи на місцевому рівні доцільно скористатися моделями незалежного оператора (ISO та ITO).

**Ключові слова:** інфраструктурна галузь; природна монополія; конкуренція; євроінтеграція.



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**Urgency of the research.** The importance of infrastructure industries for any economy is difficult to overestimate, primarily because of their multiplicative effect on the economy. Prices of gas and electricity are factors in almost every production process in the country. Therefore, any troubles in these sectors have a significant negative effect on the economy and require for careful state control and regulation.

**Target setting.** While the Soviet times, state control was provided by state ownership of infrastructural assets. Since the early 1990s, marked with privatization, this role has been played by a strict system of state regulation of natural monopolies. The latter has done its job by preventing the actors of infrastructure markets from massive abuses caused by their monopoly position, on the one hand, and, on the other hand – blocking the development of these sectors. Nowadays, when Ukraine has chosen the vector of its geopolitical development and has undertaken the appropriate commitments by signing the Association Agreement with the EU, which clearly states the requirements for the gradual harmonization of existing standards and regulatory systems, including in the infrastructure sectors, it has become relevant to outline the future path of their development, as well as to assess the potential effects of the reforming.

**Actual scientific researches and issues analysis.** The problems of infrastructure sectors reformation is investigated in the works of famous foreign scientists such as R. Pittman, P. Ray, J. Tirole, W. Kip Viscusi, A. Shastitko, as well as Ukrainian researchers among whom are I. Borovyk, V. Venger, V. Heyets, A. Ignatiuk, V. Lagutin, H. Fyliuk and others.

**Uninvestigated parts of general matters defining.** The abovementioned scientists investigate the matter mostly from the standpoint of ensuring the effectiveness of existing and projected systems of state regulation, being a mechanism of overcoming market failures. Only some of them raise the problem of the introduction of competitive regulation mechanism in the infrastructure sectors based on unbundling of natural monopoly from potentially competitive activities. A lack of the researches investigates the ways of introducing competition in such industries in the current institutional context of European integration.

**The research objective.** The purpose of the article is critical analysis of the approaches to reforming the infrastructure sectors of the national economy in the context of the European integration requirements for the unbundling of natural monopoly activities from competitive ones, identifying their advantages and disadvantages, and outlining the optimal path for such a reforming.

**The statement of the basic materials.** The analysis of the EU set of directives related with the functioning of the infrastructure sectors provides the possibility to distinguish one clear trend in the evolution of their regulation in the EU – the unbundling of natural monopoly from potentially competitive markets within the structure of natural monopoly industry, known as vertical unbundling. In order to understand the essence and the benefits of such an unbundling, let us analyse the whole range of alternatives of organization of a natural monopoly industry. There are three organizational structures of the natural monopoly industry:

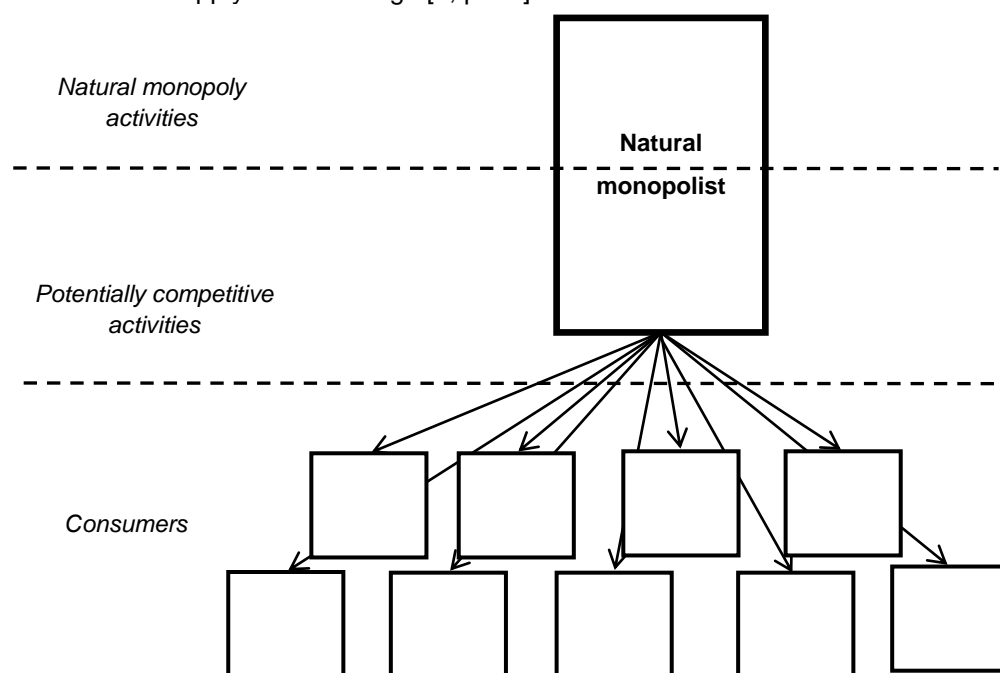
- 1) the model of vertically integrated monopoly;
- 2) the model of vertical unbundling;
- 3) the mixed model [1, p. 9; 2, p. 4; 3, p. 12].

The simplest organizational structure is considered the vertically integrated monopoly (Fig. 1). The same company operates in natural monopoly and potentially competitive segments of the industry. There are several advantages and disadvantages of the model. Among the first ones are cost advantages. By minimizing transaction costs, as well as eliminating the double margin problem, a vertically integrated company can produce cheaper final product. However, a natural monopolist usually no incentive to do this, except the case of state coercion within the strict policy of infrastructure sectors regulation. Otherwise, a vertically integrated monopoly generates negative welfare effects. At the same time, the effectiveness of state regulation in terms of vertical integration of natural monopolies always remains low due to the problem of information asymmetry. When the regulator

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does not have adequate market benchmarks for the cost of certain products of a monopolist, it can easily become a victim of information manipulating concerning the structure and volume of costs of a monopolist. It results in the regulated tariffs that reflect a monopolist's interests more than the public interest.

The model of vertically integrated monopoly was typical for the vast majority of infrastructure industries in Europe in the mid-twentieth century. In the UK, for example, it persisted until the 1980's. All British infrastructure assets were state-owned and totally regulated. For a long time, such a structure was common with Ukrainian natural monopoly sectors, but nowadays it exists only in the field of water supply and sewerage [4, p. 46].



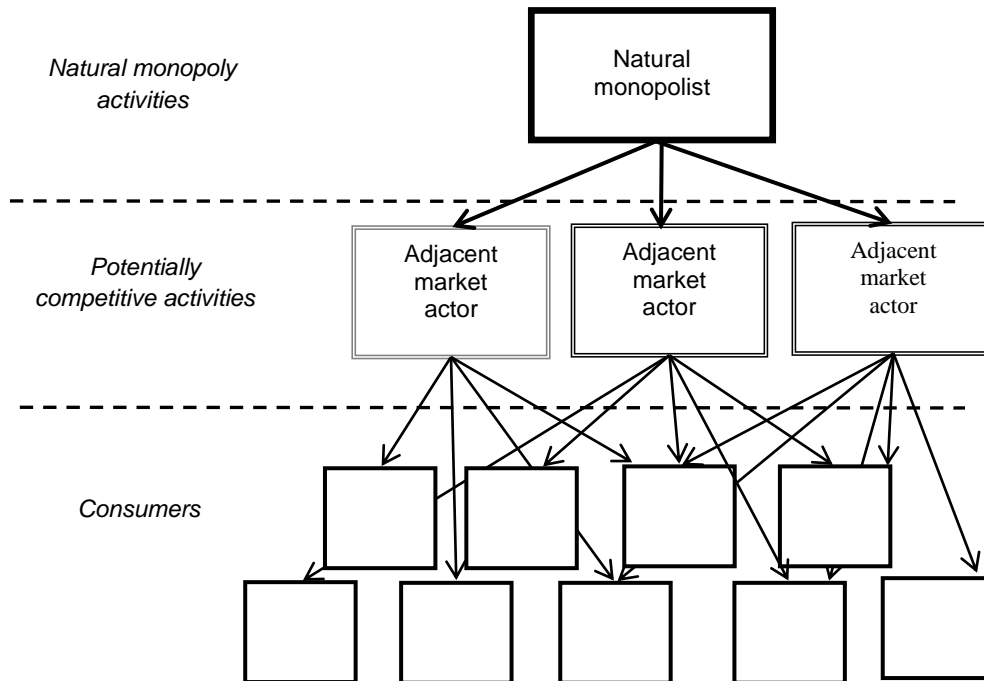
**Fig. 1. The model of vertically integrated monopoly**

**Source:** created by the authors on the basis of [2, p. 4; 4, p. 47]

The model of vertical unbundling is opposite to the abovementioned one (Fig. 2). It provides the organizational unbundling of natural monopoly activities from potentially competitive ones: the natural monopolist is trapped within the natural monopoly segment, while other segments of natural monopoly industry operates under competition. The model of vertical unbundling provides state regulation of infrastructure access fee, while the potentially competitive activities are implemented on a competitive basis. Competitive firms operates on an equal footing in the sense that none of them is connected by the control relationship with a natural monopolist [4, p. 47].

Compared with the previous model, this one gets rid of the benefits of vertical integration, like costs' minimizing, as well as of disadvantages of ineffective regulation. At least, the area of manifestations of the latter is significantly narrowed – to the boundaries of the natural monopoly market. The Third Energy Package of the EU and adopted by it Laws of Ukraine “On the Natural Gas Market” [5] and “On the Electricity Market” [6] are oriented towards the introduction of such a model into the relevant infrastructure industries.

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**Fig. 2. The model of vertical unbundling**  
 Source: created by the authors on the basis of [2, p. 4; 4, p. 47]

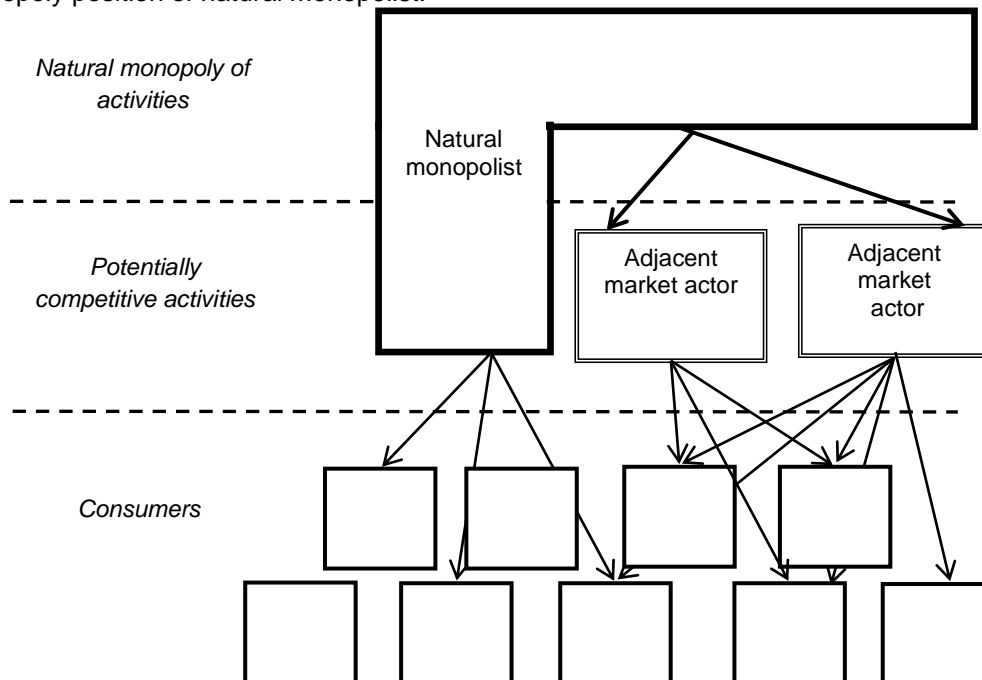
The third option – the mixed model – is a hybrid of the model of vertical integration and vertical unbundling model (Fig. 3). There are both a vertically integrated monopolist and competing enterprises in the sector. The monopolist retains its position in relation to natural monopoly networks and does not lose the right to operate in potentially competitive markets. Obviously, there is an asymmetry between the natural monopolist and its competitors, which cause the risk of abuse: the owner of the network, acting in the adjacent market of their exploitation (as a supplier), is motivated to restrict access of the competitors to the infrastructure assets. The less competitors get the access to infrastructure assets, the bigger market share is controlled by natural monopolist with all the consequences, which come with it [4, p. 48].

Such a model gives to the natural monopolist a tool of transferring its market power from the natural monopoly market to the adjacent one. In order to counteract this, the state must ensure not only the regulation of prices for natural monopoly products in all the relevant markets, including infrastructure access fee, but also the conditions for such access, while this model brings the same problem of state regulation failures, as the model of vertically integrated monopoly does.

This model is an intermediate between the two previous ones, not only essentially, but also chronologically, usually acting as one of the stages of the reformation of natural monopoly infrastructural industries. It is confirmed by the Ukrainian electricity industry, which has been existing within the mixed model since 1996, where OBLENERGOs are simultaneously the transport infrastructure operators and suppliers of electricity under the regulated tariff as well. They compete with electricity suppliers under the unregulated tariffs, which total market share in 2016, amounted to only 12%, being also a result of natural monopolists' abusing of their market power through raising entry barriers. The share of such kind of abuses in the structure of violations detected in the activities of transmission companies in 2016 amounted to 32% [7]. These data show the ineffectiveness of the existing mixed model of infrastructure industries' functioning in Ukraine at large and Ukrainian electricity sector in particular. Therefore, the adoption of the Laws of Ukraine "On the Market of

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Natural Gas” and “On the Electricity Market” has started the transition from the active mixed model to the vertical unbundling one. It is not only the reaction of the Ukrainian authorities to the requirements of the Association Agreement with the EU, but also a tool of overcoming the negative effects of state regulation within a mixed model, which is incapable of effectively eliminating incentives for abuse of a monopoly position of natural monopolist.



**Fig. 3. The mixed model**

Source: created by the authors on the basis of [2, p. 4; 4, p. 47]

The analysis of the abovementioned laws shows the use of unified approaches to gas and energy sector reforming based on the principle of vertical unbundling. As both industries are marked with the variety (not oneness) of natural monopoly markets, there is a need for the structuring of our research in accordance with kinds of them. Essentially, it is about the different levels of gas and electric energy transportation – trunk and local pipelines / power lines. Despite the fact that for each of the levels the reform involves the introduction of a vertical unbundling model, the tools of implementing the reform for them are different. The difference is in the strictness of the requirements for operator independence.

At the trunk level, the requirement for operator independence is as strict as possible, coming under so-called ownership unbundling model (OU model). Both laws provide that the operator of the transmission system:

1. is a legal entity that is not an integral part of a vertically integrated business entity and carries out an economic activity that does not depend on activities related to production, distribution, supply of electric energy / natural gas and trader activities;
2. must not carry out production, distribution, supply of electricity / natural gas and trader activities;
3. is the owner of the transmission system [5, art. 23, 27; 6, art. 32].

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Such statutory requirement does not entail any change in the structure of the Ukrainian electric power sector (the transmission system operator SE "NPC "Ukrenergo" does not operate in any other segments of electric power sector), while the situation is vice versa in the gas sector. The trunk operator PJSC "Ukrtransgas" is totally owned by NJSC "Naftogaz Ukrainy", which in turn is a vertically integrated oil and gas company and operates in the segments of gas sector: exploration and development operations, exploitation and exploration drilling, transportation and storage of oil and gas, supply of natural and liquefied gas to consumers. The CMU Resolution No. 496 of July 1, 2016, stipulates the implementation of the relevant changes through the creation of PJSC "Trunk Gas Pipelines of Ukraine" (totally state owned), transferring the infrastructure assets to it from NJSC "Naftogaz Ukrainy", ensuring the effective operation of the company [8]. At the time being only the first stage – the formal legal establishment of PJSC "Trunk Gas Pipelines of Ukraine" – has been implemented. The pressure from the European partners of reforms (first of all the Energy Community) let us expect the overcoming of the delays and successful implementation of ownership unbundling model in the sector recently, which will bring the positive effects of competition introduction in the fields of extraction and supply of natural gas. At least this perspective is evidenced by the European experience.

Other approaches to vertical unbundling of natural monopoly markets from potentially competitive ones are envisaged at the local level, as well as in relation to the operator of natural gas storage in underground gas storage facilities. They are known as the model of an independent system operator (ISO) and the model of an independent transmission operator (ITO). Both models include the legal, managerial, operational unbundling of an infrastructure operator's functions from other activities in the relevant infrastructure sector, while not prohibiting the operator from joining the vertically integrated infrastructure company. The difference between models is the distribution of ownership of infrastructure networks. The operator of ISO model does not own the infrastructure network, while the ITO model provides this right. Under dispersed ownership structure of European vertically integrated companies, such a distinction is sensible, but not in Ukrainian realities. Therefore, Ukrainian legislation is not strict in these issues. Both Laws provide both options for distribution networks. No one is imperative. Exemption only concerns the gas distribution networks owned by the state [5, art. 37; 6, art. 21, 49].

The undeniable advantage of this approach is the simplicity of its implementation compared with ownership unbundling. Other advantages include the operational and financial synergies of the vertically integrated company, the bargaining power in relations with foreign energy monopolists, such as PJSC "Gazprom" and others. However, it does not allow taking full advantage of vertical unbundling. Being a part of the vertically integrated company, such an operator remains informally dependent on the will of the final owner and beneficiary. The independence of the operator management from the owners can still be mentioned when the equity structure is dispersed and is represented by portfolio investors, but this does not correspond to Ukrainian realities. Even in developed countries, the most common antitrust violations incurred by an operator after unbundling consider to his partisanship of the companies – former partners in vertical integration [9, p. 297-301]. One can hardly hope to avoid this in Ukraine, leaving the operator as a part of a vertically integrated company.

Another failure of independent operator models is the lack of incentives for the development and expansion of infrastructure networks. Being uninterested in competition with suppliers from other regions, vertically integrated companies constrain investments in the construction of cross-regional networks. This is especially actual for the ISO model, in which networks are owned by the vertically integrated entity instead of system operator. Conversely, in a model of ownership unbundling the operator is interested in the development of infrastructure networks, since the effectiveness of its work depends on their efficiency and reliability.

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It is a reason of growing expansion of ownership unbundling model the EU, where 70% of the naturally monopoly markets in the electricity sector were reformed according to the ownership unbundling model [10, p.14]. In the gas sector, this share is much lower, amounting to about 40% [10, p.15], due to the shorter history of industry reforms, compared with electricity and, consequently, deeper vertical integration. We have already mentioned above the evolutionarily intermediate role of the mixed model in sector reforming, as a step towards vertical unbundling. Now we are talking about the same evolutionarily intermediate role of the independent regulator models on the way to ownership unbundling: first, the operator acquires legal, managerial, operational independence, after which it will be possible to talk about full unbundling of vertically related activities in a natural monopoly industry.

**Conclusions.** Ukraine has already made some steps on the way of infrastructure sectors reforming under the requirements of the Association Agreement with the EU, which includes the requirements of the III energy package of the EU. Among them are: the adoption of the Laws of Ukraine “On the Natural Gas Market” and “On the Electricity Market”; the creation of PJSC “Trunk Gas Pipelines of Ukraine”; the operational and managerial unbundling of the activity of transmission network operators from production of electric energy / natural gas, as well as their supply, trading, etc. The implementation of further reforms aimed at the full unbundling of naturally monopoly from competitive activities in these sectors is a key to reducing the risks of institutional monopoly, lowering the cost of both transmission services and the final product because of increased transparency of the commodity movement in the industry, improvement the quality of services provided. Obviously, the achievement of these positive effects of reforming is not automatic and requires intensive work in order to transform the formal independence of market actors into real ones. This work should be guided by European integration commitments, as well as the best European practices of infrastructure provision of the economy.

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**STATE REGULATION OF FINANCIAL  
SUPPORT OF MUNICIPAL AUTHORITY  
UNDER DECENTRALISATION CONDITIONS**

**ДЕРЖАВНЕ РЕГУЛЮВАННЯ  
ФІНАНСОВОГО ЗАБЕЗПЕЧЕННЯ  
МІСЦЕВОГО САМОВРЯДУВАННЯ В  
УМОВАХ ДЕЦЕНТРАЛІЗАЦІЇ**

**Urgency of the research.** The present-day stage of local government reformation in Ukraine causes the problem of transformation of state's role, its goals to regulate the development of municipal authority.

**Target setting.** The problems of further ways to develop state regulation of financial support of municipal authority under decentralization conditions have been remained unsolved. This fact causes the necessity to carry out the researches in this sphere.

**Actual scientific researches and issues analysis.** Problems concerning state regulation can be found in works of following researchers: R. Musgrave, V. Heiec, O. Honta, O. Kyrylenko, I. Lunina and others.

**Uninvestigated parts of general matters defining.** The necessity to intensify scientific researches in the sphere of regulation of the development of municipal authority is caused by the set of vital contradictions in the relationships between state authority and municipal authority to solve the problem of local development.

**The research objective.** The main aim of the article is to extend the theoretical and methodological basis of state regulation of financial support of municipal authority under decentralization conditions.

**The statement of basic materials.** The article extended the theoretical and methodological basis of the state regulation of financial support of municipal authority under decentralization conditions. It proved that the difference in interests of social groups appears as for the uneven territory development, the complex structure of a society, as well as social inequality. All those aforementioned factors affect the solution of the task to form a coalition for modernization.

**Conclusions.** The article proved that the strategy of the social and economic development of the territory is crucial for enhancing the role of state regulation of financial support of municipal authority. The modernization of the state, business, as well as civil society at the same time is crucial for elaborating the successful strategy of the territory development.

**Keywords:** state regulation; municipal authority; financial support; decentralization; strategy of regional development.

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**Актуальність теми дослідження.** На сучасному етапі реформування місцевого самоврядування в Україні важливе значення має питання трансформації ролі держави, її цілей в регулюванні розвитку місцевого самоврядування.

**Постановка проблеми.** питання щодо подальших шляхів розвитку державного регулювання фінансового забезпечення місцевого самоврядування в умовах децентралізації все ще залишаються далекими від розв'язання, що актуалізує потребу подальших досліджень у цій сфері.

**Аналіз останніх досліджень і публікацій.** Проблеми, що стосуються державного регулювання висвітлені у працях таких дослідників як Р. Масгрейв, В. Гейсць, О. Гонта, О. Кириленко, І. Луніна, та ін.

**Виділення недосліджених частин загальної проблеми.** Необхідність активізації наукових досліджень у сфері регулювання розвитку місцевого самоврядування зумовлена наявністю ряду істотних суперечностей у взаємовідносинах як державних органів влади, так і органів місцевого самоврядування щодо вирішення проблем місцевого розвитку.

**Постановка завдання.** Метою статті є поглиблення теоретико-методичних засад державного регулювання фінансового забезпечення місцевого самоврядування в умовах децентралізації.

**Викладення основного матеріалу.** В статті поглиблено теоретико-методичні засади державного регулювання фінансового забезпечення місцевого самоврядування в умовах децентралізації. Обґрунтовано, що внаслідок нерівномірності територіального розвитку, складної структури суспільства, соціальної нерівності виникає відмінність інтересів соціальних груп, що потребує вирішення завдання формування коаліції для модернізації.

**Висновки.** Обґрунтовано, що для посилення ролі державного регулювання фінансового забезпечення місцевого самоврядування необхідна стратегія соціально-економічного розвитку територій. Для розробки успішної стратегії територіального розвитку необхідна модернізація одночасно держави, бізнесу та громадянського суспільства.

**Ключові слова:** державне регулювання; місцеве самоврядування; фінансове забезпечення; децентралізація; стратегія регіонального розвитку.

**Target setting.** The present-day stage of local government reformation in Ukraine causes the problem of transformation of state's role, its goals in the development regulation of municipal authority.



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The imperfection of valid legislation in this sphere and overcentralization of state government causes non-concurrence of relations between the executive branch of government and the administration of municipal authority.

The system of territorial organization of the government that has been already formed, showed incapability under the conditions of market economy to influence effectively the processes of social and economic development of territories. Today local government faces the problems that are connected with the formation of local budget, a guarantee of the effective government system, as well as proper financial support that are necessary for the implementation of their tasks and authority. It proves that Ukraine meets the crisis of the management system of local development and its financial support.

**Actual scientific researches and issues analysis.** Problems concerning the regulation of economic development have been revealed in the scientific literature. The researches of foreign scientists are of great importance in the aforementioned sphere. For instance, R. Musgrave [1] considers the state budget as the important regulator in the economy, as well as one of effective ways to solve economic problems and achieve economic stability. Ukrainian scientists also cover the problems of regional and local government's development. They are: V. Heyec [2], O. Honta [3], O. Kyrylenko [4], I. Lunina [5, 6] and others. The scientists draw their attention to the problems of regional economic development and the development of inter-budget relations.

**Uninvestigated parts of general matters defining.** Meanwhile the set of substantial contradictions in relationships between state authorities, as well as municipal authority has caused the high demand to intensify scientific researches in the sphere of the regulation of local government's development and its financial support in Ukraine. The aforementioned contradictions concern the problems solution of local development connected with insufficient effectiveness of mechanisms of the state regulatory policy on the local level.

**The research objective.** The main aim of the article is to penetrate the theoretical and methodological basis of the state regulation for financial support of municipal authority under decentralization conditions. Moreover, the task is to define the trends for increasing the local government's role to provide social and economic development of territories.

**The statement of basic materials.** One of the main problems that influences the development of municipal authority is the problem of the relationships between the municipal and state authority. The successful financial policy promotes the implementation of the state regulation of financial support for the municipal authority.

In 2014, the reform for municipal authority was initiated, as well as the trends to decentralize the system of government in Ukraine were developed [6]. Two years have passed since the time when a new model of inter-budget relations was introduced. However, most of local budgets' incomes have been formed under the state budget deduction (Chart 1).

The volume of transfers in the structure of the incomes of local budgets has been increasing constantly for last years. According to the data of the Ministry of Finances in Ukraine, 190.4 bn UAH of inter-budget transfers were transferred from the state budget to the local budgets in 2016 that is 1.5 times more than in 2014. Moreover, the possibilities of the local taxation turned out to be quite limited. It is noteworthy that the level of own incomes mostly characterizes the independence of budgets. Nowadays, the greater number of local budgets gets grants.

The analysis of various approaches and trends to the specific participation of the state in the regulation of financial security of the municipal authority gave the possibility to define three pivotal trends of its activities.

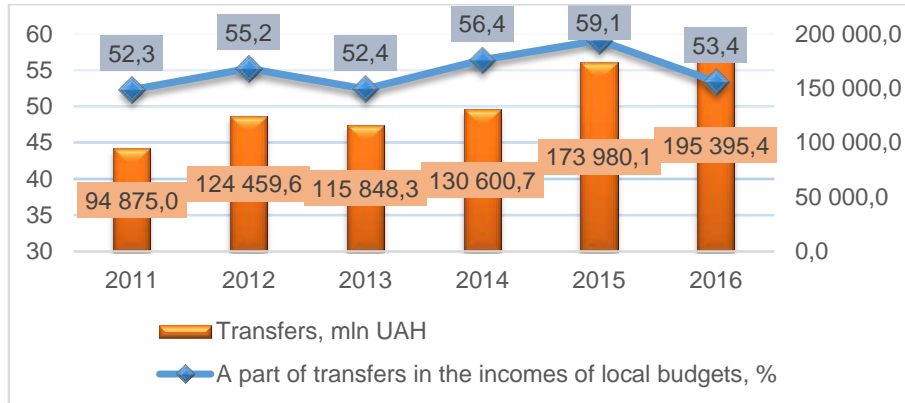
The first one – the arrangement of legal and organizational conditions that are necessary for the functioning of market institutions [1-4].

The second one – the transformation of the state management, economy management according to the demands of market economy in particular [2-5].

The third one – the transformation into new forms of regulation, the adoption of economic and social policy with the purpose: 1) to maintain the stability in the society, where differentiation of society has been increasing, the degree of living level for greater number of population has not been provided,

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the unemployment rate has increased; 2) to stabilize the economy; 3) to provide the economic growth [9-12].



**Chart 1. The dynamics of inter-budget transfers from State budget of Ukraine to local budgets\***

\* **Source:** calculated using the data of the Ministry of Finances of Ukraine [8]

There are objective as well as subjective problems. Their solution will promote the economic stabilization of the state as well as the economic development of territories. The differences between the levels of the regions' development, difficulties in coexistence and interaction of social institutions could be considered as object problems that prevent from stabilizing the economy of the state.

We appreciate the opinion of L. Grygoryev and V. Tambovcev who have defined the reasons that could be obstacles in the way of economic development of the state [9, P. 61]. We suppose that those subjective reasons relate to Ukraine mainly. They are:

- the incapability of political elite to take into consideration the interests of the leading social groups that have been changed dynamically in the process of economic and social development, the lack of long-term strategy based on the conscious participation of citizens in its realization;
- the constant preferences for some oligarchic clans trying to save their own excess profits not in favor of other members of the society;
- the deprivation of citizens' liberty (by their factual consent) with the purpose of protecting from external and other dangers and further restriction of their activities. The aforementioned reason means the beginning of stagnation in the society, as well as the loss of population's support – for the political elite;
- the contemptuous attitude towards the scientific and social work of a person, the policy of people's common assiduity instead of activity.

The main disadvantage of most of state programs of last years was that various trends for the development were proposed as the ideological dogma or as the set of projects and expenses. Traditionally the frequent use of theories and schemes without confirmation in world science was mentioned during the period of transition. Their greatest disadvantage is an idea about interests of the participants of the modernization process: big and small inadequate business, different members of the society. In one case the effectiveness of the market was exaggerated and the importance to develop market institutions was ignored; in other cases the effectiveness of state regulation was exaggerated and the much concern to the tasks in order to develop qualitative market institutions was not paid.

The choice of the development strategy for the country as well as for its territories is quite difficult. It can have the form of several strategies corresponding to real differences between the possible coalitions of groups that are interested in strategic approaches to the long-term economic policy.

The consequences of the economic institutions' transformations can be estimated according to the degree of readiness for the modernization for the mean time. Meanwhile, the strategy of the development for the long-term prospect on the local level as well as the state level is demanded. It is obligatory to differentiate political declarations while characterizing possible strategies. According to

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those declarations, the purpose of any strategies is to modernize a country, to start an innovative way of the development, as well as to enhance the prosperity of all members of the society.

In practice, every strategy is based on the needs of different parts of the society as well as on the combination of its commercial, political, and social interests. Technocratic projects are often established as ineffective on account of the fact that they do not take into consideration the real interests of various social groups. Only the right choice of the development strategy can provide the complex modernization of the state and the enhancement of the population's prosperity [9, P. 60].

The uneven development of territories, the complex structure of the society, the social inequality cause the difference in interests of social groups. Hence, the most difficult task is to form the coalition with the purpose of modernizing that gives new opportunities for social groups of the society but may admit the self-restriction of interests of different members at the same time.

The main aims of the social-economic development of our country and its territory is to provide high level of living as well as to form modern democratic institutions and the advanced civic society. Most experts consider that the effective strategy to achieve those aims might involve: the possibility to increase the private initiative and competition; the effective social and industrial policy; the setting of the interaction going between business, state and society; the enhancement of the institutions' quality (the protection of proprietary rights, the decrease of the corruption level, the legality enhancement, the improvement of the quality of the state management); the possibility to provide the high level of living; the possibility to develop an innovative economy.

Despite aforementioned facts, numerous fundamental discrepancies as for possible terms and efficient ways to implement those tasks have appeared. Those tasks might solve the problem of the background for the strategy of modernization based firstly on methods and instruments to stimulate economic development or made efforts to enhance institutions.

The supporters of institutional reforms consider that the interference of unqualified and corruptive bureaucracy can only do much harm to economy. Therefore, the institutional reforms should be implemented in the direction of enhancing the state management and judicial system, overcoming corruption, preventing administrative obstacles, enhancing the human capital. Those tasks could be done with the help of the state [10].

The supporters of using methods and instrument to stimulate economic growth indicate that efforts to form market institutions have low results under conditions of low effectiveness of economy. Therefore, the intensification of investment in competitive sectors and spheres is desirable. Having said that the formation of such institutions on the beginning stage was inefficient: "the existing system of institutions restrict with harsh limits the activity of all economic agents – enterprisers, workers, as well as representatives of the state. The system is not organized to let them experiment and take risks, as well as does not acquire innovations and technological innovations".

The supporters of both opinions consider that the state plays the leading role in the strategy formation. Hence, both approaches refer to the category of strategy and have their own title 'the modernization from the top' [12, P. 6]. According to this modernization the interaction of the state, business and society can influence the success of the strategy.

The choice of the modernization strategy of the regional development should be based on the experience of other countries that set the task to overtake the development. Those countries hereby formed the background to realize the modernization combining advantages of two others. We consider that the modernization strategy even on the development stage should be based on the interaction of all parts that are interested in this. However, it is of no use to reckon on the quick rise of structures of the developed civil society. It is obligatory to use firstly those coalitions that run their own economic interests and have formed in the country substantially. The base for the interaction might be the system of indicative planning – the modernized analogue of the system used in most economically developed countries.

We consider that nowadays, conditions to form institutions providing the modernization strategy of the territory development have been created in the country. Therefore, it is reasonable to distinguish two means of the nationwide modernization strategy. The first means is oriented on the support of the quick economic growth on account of the government use of different instruments of financial policy:

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credit guarantee, tax remissions, subsidy, state investments. The institutes of development are founded and government (state or regional) projects are formed to implement such strategies. The modern variant of 'the modernization from the top' provides the development of the long-term plans to grow economy with the further formation of motives to involve the private sector to participate in those programs on the state-private partnership base [12, P. 7]. The institutes of development may provide the enhancement of the development even without the formation of nationwide programs that have some priorities as a rule.

The second means of the nationwide modernization strategy is oriented on the institutional reforms. The background for those reforms may become ideas of nationalization and vice versa – privatization, consolidation of legality, corruption control. However, the enhancing of the pivotal institutions is not always possible. Particularly, the same situation may happen if the system with the insufficient developed political culture finds itself in the institutional trap. For instance, if corruption is everywhere then the individual refusal from corruptive standards of behavior is non-lucrative for agents, and the coordination of their efforts is impossible for the undeveloped political system and the civil society. Similarly, unqualified and corruptive bureaucracy can not and do not want to implement the administrative reform. Thus, low qualification of officials and the corruptive character of the system can be stopped temporarily [12, P. 7].

The connection between the economic growth and the quality of institutions is double-sized at the same time: the high quality promotes the growth that promotes the institutions' enhancement. Owing to this, the chance to solve the problem appears in case the growth is successfully initiated. Hence, the attempts to implement the modernization strategy of the first means have been justified from the first sight. However, the population's loss to believe in the effectiveness of reforms causes their blocking if reforms are not accompanied by the growth of prosperity. Promoting quick growth is the essential condition to form favorable institutional expectations, as well as the success of reforms.

However, considerable obstacles accompany the formation and realization of nationwide modernization strategy founded on the stimulation of the economic growth. One of the obstacles is the high rate of uncertainty, the results assessment. The program can lose the confidence of population as it is considered being imposed outside.

Thus, the possibility of nationwide modernization arouses doubts. However, the market is not also able to solve the problems of overtaking development. Their solution must be found in the process to form institutions providing effective interactions between the state, municipal authority, business and society.

The simultaneous modernization of the civil society, business and state is necessary for the development of the successful strategy of the territorial development. It is impossible to focus on the accelerated development in one sphere without paying attention to the adequate progress in others. We consider that the future for the modernization of regional development depends on the modernization in the country as well as on the stability of civil society based on the awareness of inevitable compromises and compensations. It is impossible to solve all the problems at the same time taking into consideration the fact that regions have the substantial difference in economic development in such a socially dissimilar society.

**Conclusions.** It has proved that the difference in interests of social groups appears as a result of uneven territorial development, as well as the complex structure of the society, and the social inequality. Hence, it is of vital importance to solve the problem of the coalition formation for the modernization that opens new possibilities for all social groups of the society but at the same time, it can cause the self-restriction of interests of different groups.

Two trends in forming the modernization strategy can be differentiated: the first one – the strategy should be based on methods and instruments to stimulate the economic growth; the second trend is based on the improvement of institutions. The state plays the key role in both trends. It means that the category of the strategies or 'the modernization from the top' is used. According to the strategy, the success is possible in case of the interaction of the state, business, and society. It has proved that the modernization strategy even on the beginning stage should be based on the interaction of all parts that are interested in this. The system of indicative planning is proposed as a background for their

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interactions. The aforementioned system is the modernized analogue of systems used in most economically developed countries.

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**METHODOLOGICAL COMPONENT OF THE PERFORMANCE OF STATE SUPPORT PRODUCERS MECHANISM****МЕТОДИЧНА СКЛАДОВА ДІЇ МЕХАНІЗМУ ДЕРЖАВНОЇ ПІДТРИМКИ ТОВАРОВИРОБНИКІВ**

**Urgency of the research.** It is impossible to form competitive agricultural production in Ukraine without solving the problem of improvement of the mechanism of state support for agricultural production. At present deficit of new scientific economic knowledge is acutely felt. Alternative mechanism of state support on the basis of "markets challenges" was proposed. By this mechanism it is provided to implement disposable previously normalized compensation payments calculated per one percentage point, of the actual growth sales, and its starting level.

**Target setting.** Backlog of Ukraine behind developed countries by parameters of efficiency of domestic agricultural producers (low crop yields, livestock productivity, etc.) is the result of lack of state support for agricultural production.

**Actual scientific researches and issues analysis.** The basis of modern mechanism of state support of agricultural production has formed by works of B. Andriychuk [1], O. Borodina [3], S. Demyanenko [8], B. Galushko [6], S. Kvasha [10], A. Mohylny [13].

**Uninvestigated parts of general matters defining.** Research works of the scientists listed above does not allow solving questions concerning finding of alternative option of the mechanism of state support, considering market demand strategy.

**The research objective.** The aim of research is justification of the alternative mechanisms of state support for production on the basis of «market challenges».

**The statement of basic materials.** Substantiates the feasibility of implementation of the alternative variant of mechanism of state support which provides for procedurally to perform a single dose normalized stimulating compensation payments, calculating per one percentage point of the actual growth in sales.

**Conclusions.** Previously normalized compensation payments – is universal indicator, the foundation of reforming the entire system of government and comprehensive incentives for businesses in order to increase volume of production.

**Keywords:** state support; production; agricultural producer; mechanism of state support of agricultural production.

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**Актуальність теми дослідження.** Формування конкурентоспроможного сільськогосподарського виробництва в Україні неможливе без вирішення проблеми удосконалення механізму державної підтримки сільськогосподарського виробництва. Запропоновано механізм державної підтримки виробників на основі «викликів ринку», яким передбачено здійснювати унормовані компенсаційні виплати з розрахунку на один відсотко-пункт фактичного приросту реалізованої продукції.

**Постановка проблеми.** Відставання України від розвинутих країн за показниками ефективності вітчизняних виробників (низька врожайність культур, продуктивність тваринництва) є результатом державної підтримки.

**Аналіз останніх досліджень та публікацій.** Основу механізму державної підтримки виробництва у аграрному секторі, складають праці В. Андрійчука [1], О. Бородіної [3], С. Дем'яненка [8], В. Галушко [6], С. Кваші [10], О. Могильного [13].

**Виділення недосліджених частин загальної проблеми.** Невирішеними залишаються питання пошуку варіанта механізму державної підтримки з огляду стратегії запитів ринку.

**Постановка завдання.** Метою дослідження є обґрунтування альтернативного механізму державної підтримки виробництва на засадах «викликів ринку».

**Виклад основного матеріалу.** Обґрунтована доцільність впровадження альтернативного варіанта механізму державної підтримки, де передбачено здійснювати унормовані стимулюючі компенсаційні виплати з розрахунку на один відсотко - пункт фактичного приросту реалізованої продукції.

**Висновки.** Попередньо унормовані компенсаційні виплати є фундаментом реформування системи державної підтримки та стимулювання суб'єктів господарювання для нарощування обсягів виробництва продукції.

**Ключові слова:** державна підтримка; виробництво; сільгоспвиробник; механізм державної підтримки.

**Urgency of the research.** It is impossible to form competitive agricultural production in Ukraine without solving the problem of improvement of the mechanism of state support for agricultural production. At present deficit of new scientific economic knowledge is acutely felt.

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**Target setting.** Backlog of Ukraine behind developed countries by parameters of efficiency of domestic agricultural producers, low crop yields, livestock productivity is the result of lack of state support for production.

**Actual scientific researches and issues analysis.** The basis of modern mechanism of state support of agricultural production has formed by works of V. Andriyчук [1], O. Borodina [3], S. Demyanenko [8], B. Galushko [6], S. Kvasha [10], A. Mohylny [13].

**Uninvestigated parts of general matters defining.** Research works of the scientists listed above does not allow to solve questions concerning finding of alternative option of the mechanism of state support, considering market demand strategy.

**The research objective.** The aim of research is justification of the alternative mechanisms of state support for agricultural production on the basis of «market challenges». Material and methods of research. General scientific and special methods were used during the research, in particular, monographic method, method of analogy, method of combination of quantitative and qualitative analysis, method of systems analysis, and method of pluralism or alternatives, method of comparisons. Works of domestic and foreign scientists, legislative and normative documents of Ukraine, statistical data, materials of scientific conferences, periodicals, and results of author's research and calculations made up informational base of performed research.

**The statement of basic materials.** It is necessary to point out that Ukrainian agricultural production's fate will depends on its ability to find a new critical path and new model of development. Technological upgrading of industries and creating conditions for investments can be carried out through the active participation of business entities in the market environment. The struggle for economic leadership is possible and acceptable for each industry [2]. Agrarian complex has to reduce the gap with high-tech industries in economically developed countries, to improve the dynamics of economic and financial performance management. This should give a great positive effect in future. Within the above, there is an urgent task to assess the state support schemes of agro industrial complex. Let's analyse the period from 2006 till 2009, as the best period from the point of view of state support of agricultural producers. Until 2009, a group of farms that received the most public funds represented by large commercial units with average number of 290 employees, which is 2.7 times higher than the average aggregate livestock. These companies received from the state in average per year for one employee 3.25 hryvnia grants and payments, and their revenues from sales for 1 hryvnia of grants 2.2 times lower than the average livestock enterprises whereas in the group of farms with number of 64 workers amount of subsidies and payments per employee amounted to 0.04 UAH and revenues from sales per one hryvnia grants exceeded the average of 14.5 times [15]. Reckless policy concerning expenditure on support causes decline of production [18]. Bet on development of small and medium-sized enterprises were not realized in full force. It should be clearly understood the need for stable expenditure for support of production. Measures at the expense budget expenditures tended to reduce: partial compensation to producers for purchase of elite seeds in 1994 – 20,4 mln USD USA, in 1999 – 1.9 mln USD USA; breeding livestock in 1994 – 18.9, 1999 – 7.2; radical improvement of land in 1994 – 12.9, 1999 – 0.1; preferential price for electricity used for production needs in agriculture 1994 – 178.7 mln USD USA, in 1999 – 6.0 mln USD USA [11]. The information above confirms the view of the need to develop sustainable systems to support budget expenditures. It is necessary to pay more attention to issues concerning improvement of budgetary funds. In this regard Y. Luzan [11] indicates that in 2007 the use of public funds largely constrained because of the inefficiency of existing orders to use them. Approaches to distribution of budget financing were changed during development and approval of their usage – not only at regional but also at district level. Major troubles in support were related, as usual, to domestic origin and were deepened as a result of inconsistent and unbalanced measures of economic policies. Question of construction of modern mechanism of state support, and overcoming of systemic imbalances were remained far from being solved. We must remember that purchasing power of population remains unacceptably low, which pushes constant narrowing to the consumer market. This is, in turn, brings almost meaningless all measures to support producers in agriculture. Attention has to be paid to the fact that during the analysis of investigated problems according to statistics, in recent years a significant part in

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agricultural farms were unprofitable. Lack of motivation to work, poverty, labour migration continue to be the most acute problems in rural areas [15],[9]. The salary is less than half their average for industries. Wage arrears were observed in the farms. It should be noted that state support for the state budget was growing dynamically until 2008: total support of 9.3 bln UAH, including State budget expenditures to support agriculture – 5,2 and VAT exemptions – 4.2 bln UAH. It does not cover existing disparity in prices – the prices of industrial products are rising faster than agricultural products. As a result, an adequate improvement in agricultural development is not provided. However, there is support of the production due to non-payment. Payables arrears in agro-industrial sector amounts significantly, not less than receivables. This situation means that some production work at the expense of others. In addition, there is a permanent loans from the population to ineffective enterprises through non-payment of wages. At the basis of these resources usage a new type of support for enterprises were formed. The mechanism of their use does not encourage the development of production in agriculture. Waiting for sustainable agricultural development in many ways enters into conflict with the public interest and profit enhancement processes [4; 7]. The analysis shows that in the literature on economics found a lot of proposals on agriculture for a fundamentally new or alternative system or model of government support, taking into account current imperfections, mistakes and failures recorded in the global and national levels [5; 12; 14; 16; 17]. With this determined, that in Ukraine the problem of providing state support to industries in general is almost in its infancy condition. There is no adequate scientific providing for such support. The question arises. What are the recommended radical innovations in this regard? New mechanisms for distributing subsidies to producers, which focus on market signals, rather than subsidies, are recommended [1; 2; 8; 10; 11; 13]. Therefore, subsidies should: first – not to create incentives for the production of (positive or negative); secondly – not to depend on consumption of agricultural resources; third – not to depend on volume of agricultural production. To determine a reasonable, competitive, or rather key way in which state support of agricultural production should develop, we will attempt to understand the criterion postulates that are able to meet the needs of today. In this regard, we note that in agriculture recently, producers of cattle meat were payed of 59% subsidy payments, but realized only 31% of the products; pork producers have received 88% of the budget, but have implemented only 81% of the products; poultry producers, received 98% of subsidies and have implemented 63% of poultry products; milk producers received 56% of the funds but have implemented 43% of total milk production. These findings give grounds for thoughts: whether maintained the principle of fairness in the allocation of budget funds according to the units produced and sold products. There are reasons to believe that adequate indicator of sales equated with «market call» or in other words of application markets. The above specificity ratio between the received and realized funds especially with regard to budgetary programs 28001210 «Financial support of livestock production and crop», 2801230 «Financial support of farmers», 2801480 «Financial support of dairy processing» required determining whether there is a link among performed indicators. To assess the density of correlation between features ordinal (rank) we will use the scale factor rank correlation, between signs ordinal (rank) scale use ratio rank correlation  $\rho$ , which is identical in content to the linear correlation coefficient. We use the formula of Spearman (1) where  $d_j$  – deviation ranks of factor ( $R_x$ ) and effective ( $R_y$ ) features;  $n$  – the number of ranks:

$$\rho = 1 - \frac{6 \sum_{j=1}^n d_j^2}{n(n^2 - 1)}, \quad (1)$$

According to the data given in the text, we estimate the density of connection between the level of sales (absolute number – 10) and reliability of benefits received (responses to the market). Since the information is presented in the form of integrated indicators (percentage-points scoring assessment), we need a ranking of products: poultry products – A; production of pig farming – B; meat products – C and dairy products – D. To the smallest value of integral index is given rank 1, the largest - rank  $n = 4$ . We construct a Tab. 1.



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Table 1

Type of production	Integrated parameter		Ranks of indicators		Deviations of ranks	$d_j^2$
	Sold goods ( $m=10$ )	payments received ( $max=100$ )	$R_x$	$R_y$		
A	6,3	98	3	4	-1	1
B	8,1	88	4	3	1	1
C	3,1	59	1	2	-1	1
D	4,3	56	2	1	1	1
					0	4

The sum of squared deviations ranks is (2):

$$\sum_j^n d^2 j = 4, \quad (2)$$

and the coefficient of rank correlation (3):

$$p = 1 - \frac{6 \cdot 4}{4(4^2 - 1)} = 1 - \frac{24}{60} = 1 - 0,4 = 0,6, \quad (3)$$

Assessment  $p$  carried out within the available information. Unfortunately, statistical information was very limited. But even with this value coefficient of rank correlation  $p$  indicating the presence of direct and highly visible connection between components of government support of enterprises. Consequently, with the alternative variant of the mechanism of state support for agricultural production on the basis of «market challenges», or receiving payments there is no need to use a large range of selected indicators and actions for support, namely the namely the: increasing agricultural productivity, support of competitiveness and redistribution of income in favor of business entities, guarantee income, opposition to crowding out from market of weak competitors, support of prices, providing cost payments per unit of output and the area of agricultural fields. Sometimes such figures are unsystematic, not coordinated. They are often unable purposefully to influence on the development of agriculture. With alternative mechanism of state support of agricultural production based on «market challenges» it is provided procedurally to implement once previously normalized stimulating compensation, calculating for one percent – point of the actual growth of sold product, which starting level is determined on the base of the previous period (previous year, five-year plan, the first year of the program). This assumption is logical, as compensation payments in complex are able to perform the production, distribution, stimulating and other important functions. From here «challenges of markets» have a significant impact on specific business decisions making. Previously normalized compensation payments - is universal indicator, the foundation of reforming the entire system of government support of enterprises, and comprehensive incentives for businesses in order to increase agricultural production volume and increase of production efficiency. Regarding the estimation of cost of one percentage-point compensation payments, then calculations can be performed in different ways. One of them, which illustrate proposed methodology can be as follows: on the program 2801230 «Financial support farmers» approved in the state budget expenditures for the year 10 250 thousand. UAH registered entities that really need help and voluntarily participate in the implementation of the program in 2000, forecasted sales growth for a particular year – 5 percentage points. Under these conditions, we have 10,000 interest-points and the value of each percentage-point concerning compensation – 1,025 thousand USD. If an entity has provided a sales increase of 5 percent-points during the year, then he is entitled to receive 5,125 thousand UAH compensation. Payments are not limited. Stimulation of producers, or companies, but not intermediary not a commercial bank – is the main feature of this mechanism.

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**Conclusions.** Previously normalized compensation payments – is universal indicator, the foundation of reforming the entire system of government and comprehensive incentives for businesses in order to increase volume of production. Using an alternative variant of the mechanism of state support for agricultural production on the base of the “market’s calls”, it is offered to carry out one-time pre-arranged compensatory payments per one percentage point of the actual increase in sales, starting level of which is determined by the volume of the previous period.

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**O. M. Moskalenko**, Doctor of Economic Sciences, Professor**O. M. Москаленко**, д. е. н., професор**NEOLIBERAL LOGICS OF AUSTERITY POLICIES IN UKRAINE: THE RELATIONSHIP WITH INNOVATIVE GROWTH****НЕОЛІБЕРАЛЬНА ЛОГІКА ПОЛІТИКИ «ЖОРСТКОЇ ЕКОНОМІЇ» В УКРАЇНІ: ВЗАЄМОЗВ'ЯЗОК З ІННОВАЦІЙНИМ ЗРОСТАННЯМ**

**Urgency of the research.** In the vast majority of developed economies governments have toughened the fiscal consolidation. It is recognized as a tool for dealing with the debt crisis and implemented as austerity policies.

**Target setting.** Austerity policies are constructively criticized by opponents for negative impact on the innovative economic growth: "the collapse of the economy into itself", ignoring national conditions.

**Actual scientific researches and issues analysis.** In Western science, an active discussion was launched on the adequacy of austerity policies. The polemic is being conducted among the Neoclassical supporters of austerity policies (A. Alesina, S. Ardagna, C. Reinhart, S. Rogoff, J.-K. Trichet) and their opponents-representatives of Keynesian views (P. Krugman, W. Streeck, D. Mertens, M. Blyth, S. Kozelman).

**Uninvestigated parts of general matters defining.** In Ukraine, the government, with no nationwide "critique and debate", has adopted neo-liberal rules of the game on tight fiscal consolidation, without fully taking into account national specifics and the effect of fiscal pressure of fiscal consolidation on discretionary spending. "Soft" social investments, that are future-oriented, turned out to be completely unprotected. Determining the priorities of government spending needs further research.

**The research objective.** The objective of the article is a theoretical and political-economic analysis of the austerity policies in Ukraine and provision of practical proposals for the formation of institutional conditions that direct such policies to innovative growth.

**The statement of basic materials.** The concept of expansionist austerity policies during the recession is not fulfilled: confidence is not restored, economic growth is not ensured. Currently, Ukraine remains with a budget for a declining economy, with insufficient resources to respond to major challenges. Reducing spending on innovative growth in a weak economy generates further weakness.

**Conclusions.** The neoliberal logics of tight fiscal consolidation in Ukraine is not working. Ukraine needs to adopt fiscal rules that will ensure a balanced fiscal policy and promote innovative growth.

**Keywords:** austerity policies; neoliberal logics; economics of surviving; R&D expenditures; innovative economic growth.

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**Актуальність теми дослідження.** У більшості розвинених економік урядами запроваджено жорстку фіскальну консолідацію. Вона є інструментом боротьби з борговою кризою та реалізується як політика жорсткої економії.

**Постановка проблеми.** Політика жорсткої економії піддається критиці опонентами за негативний вплив на економічне зростання: «згортання економіки саму в себе», неврахування національних умов.

**Аналіз останніх досліджень і публікацій.** У західній науковій думці розгорнулася дискусія стосовно адекватності політики жорсткої економії між прихильниками-неокласиками політики жорсткої економії (А. Алесіна, С. Ардагна, К. Рейнхарт, С. Рогофф, Ж.-К. Трише) та її супротивниками-представниками кейнсіанських поглядів (П. Кругман, В. Штрік, Д. Мертенс, М. Бліт, С. Козельман).

**Виділення недосліджених частин загальної проблеми.** В Україні уряд без загальнонаціональної «критики і дискусії» прийняв неоліберальні правила гри стосовно жорсткої фінансової консолідації, не врахувавши вплив фіскального тиску на дискреційні видатки. «М'які» суспільні інвестиції, орієнтовані на майбутнє, виявилися зовсім не захищеними. Визначення пріоритетів державних видатків потребує подальшого дослідження.

**Постановка завдання.** Метою статті є теоретичний і політико-економічний аналіз політики жорсткої економії в Україні та надання практичних пропозицій щодо формування інституціональних умов, які спрямовують таку політику на інноваційне зростання.

**Виклад основного матеріалу.** Концепція політики експансіоністської жорсткої економії у період спаду не справджується: довіра не відновлюється, економічне зростання не забезпечується. Нині Україна залишається з бюджетом для спадаючої економіки: з недостатніми ресурсами для відповіді на основні виклики. Скорочення видатків на інноваційне зростання у слабкій економіці породжує подальшу слабкість.

**Висновки.** Неоліберальна логіка жорсткої фіскальної консолідації в Україні не працює. В Україні необхідно прийняти фіскальні правила для збалансування фіскальної політики та сприяння інноваційному зростанню.

**Ключові слова:** політика жорсткої економії; неоліберальна логіка; економіка виживання; витрати на дослідження і розробки; інноваційне економічне зростання.

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**Urgency of the research.** The global economy is characterized by sluggish economic growth, strong volatility and fragility of the international financial market. The economies of many countries are built up as debt ones. Under these conditions, there is a practical need for every country to find and use effective instruments to overcome the debt crisis in public finances and to restore economic growth in the national economy. Hence, in the vast majority of developed economies, tight fiscal consolidation was proposed, which seeks to curb external debt by reducing government spending rather than raising taxes. Therefore, at present, fiscal policies in many European countries and the US are implemented as the “austerity policies”. According to neo-liberal logics, it implies reduction of budget spending in order to contain the growth of the state and debt guaranteed by the government (external and internal), balancing the state budget and, most importantly, restoring confidence in the institutions of power of the population, investors and other stakeholders, and, accordingly, recovery/revitalization of economic growth.

**Target setting.** The neoliberal by nature austerity policies become a “response” to the debt crisis in Europe and the US and acquire their specific form in each individual country. In practice, the austerity policies manifest themselves as economically sound procedures for reducing and limiting the so-called “soft investments” of the state budget, including into the social sphere. However, such a tight financial consolidation is subjected to constructive criticism by opponents, scientists and practitioners, for the negative impact on innovative economic growth, “the collapse of the economy into itself”, and ignoring the national economic conditions of the countries.

The austerity policies have begun to be implemented in Ukraine since March 2014, when the government started a colossal reduction in spending on economic activity, including fundamental and applied research and development in the economic sectors, and such socially important areas as environmental protection, housing and utility services, healthcare, spiritual and physical development, education, social protection and social security. This method was considered by government officials as a “payment” of the population for a promising innovative growth. The internal nature of public financial management, which emerged in Ukraine in the ideological coordinates of the neo-liberal concept of governance, is a complex and controversial issue with regard to its adequacy and compliance with the examples of developed countries and the national specifics of the economy.

**Actual scientific researches and issues analysis.** In Western science, an active discussion was launched on the adequacy of austerity policies. The polemic is being conducted between supporters of austerity policies (A. Alesina, S. Ardagna, C. Reinhart, S. Rogoff, J.-K. Trichet) [1; 11] who build their arguments in neo-classical neo-liberal positions and its opponents-representatives of the Keynesian methods of economic management (P. Krugman, W. Streeck, D. Mertens, M. Blyth, S. Kozelman) [10; 12; 4; 9].

The adherents are mostly convinced that fiscal adjustment methods based on cutting expenditures and not raising taxes are more likely to reduce the state budget shortfall and sovereign public debt relative to GDP than those that are based on tax increases. Additionally, spending adjustments, rather than taxes, are less likely to create a recession (Alesina & Ardagna, 2009) [1]. In addition, when external debt reaches 60 per cent of GDP, annual growth is reduced by about two per cent; for higher levels, the growth rate roughly falls by half (Reinhart & Rogoff, 2010) [11].

Opponents of austerity policies point out their erroneous nature and deny their positive contribution to growth, since such policies are not a part of any consistent policy aimed at fiscal and monetary stability or macroeconomic recovery. The weakness of austerity policies lies in the fact that they cannot withstand such a subject of the economy as financial institutions and markets that socialize their risks of speculation. Scientists argue that enormous public debt in the EU and the US was not caused by excessive growth in public spending, but also as a direct result of rescue, recapitalization and the addition of liquidity to a shattered banking system. Due to these actions, private debt was renamed into public debt (Blyth 2013; Kozelman, 2014) [4; 9].

**Uninvestigated parts of general matters defining.** In Ukraine, the government has adopted neo-liberal rules of the game for tight fiscal consolidation, without absolutely taking into account national specific social and economic conditions and the fact that fiscal pressure from fiscal consolidation has a greater impact on discretionary spending than on compulsory ones. Although public investment is only

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a part of discretionary fiscal spending, scientists (Streeck & Mertens 2011: 25-27) [13, P. 25–27] come to the conclusion that they are not at all protected from the limitations created by fiscal stress in the public policy. This is also true for “soft investments” carried out by the government. These investments are future-oriented, as they are the source of economic progress, support the development of human capital and innovation in industry, and thus enhance economic prosperity and promote social equality. Therefore, it is practically important to take into account the effect of fiscal stress on “soft investments” to determine the priorities of government spending. This area of research needs further substantiation and practical implementation.

**The research objective.** The objective of the article is to provide a theoretical and political-economic analysis of the austerity policies in Ukraine and to provide practical proposals for the formation of initial institutional conditions that give such policies a positive potential and direct those to innovative growth.

**The statement of basic materials.** The austerity policies, in the opinion of their ideologists, should determine the logics, conditions and principles of management of the sovereign external debt of countries, administration of the state budget revenues, and the implementation of tax expenditures.

The problem of practical implementation of the concept of expansionary austerity policies lies in the fact that during the recession the conclusions received by their adherents are not fulfilled: trust is not restored, economic growth is not ensured. Starting in mid-2011, this type of policies gradually begins to lose support [4; 9; 10]. There is such a causal relation: low growth leads to high debt or vice versa – the probability of an increase in indebtedness to economic growth, say, from 85 to 95 per cent of GDP is rather small, and this fact does not justify a debt panic that was of so strong influence on politics. The general conclusion that is based not on the neo-Keynesian approach to public finance management: basically, the problem of low growth leads to high indebtedness, and not vice versa.

At the current moment, the Ukrainian economy has the following results of austerity policies. In Ukraine, gross external debt in 2007 amounted to 56 % of GDP, in 2009 – 88 %, in 2012 – 77 % of GDP, in 2014 – 96 % of GDP, respectively, the interest rate on foreign government bonds in US dollars was 6.75 % (volume of issue 700 million USD), in 2012 the issue of bonds was approved for the amount of 2.6 billion USD with the coupon of 9.25 %, in 2015, foreign government bonds (hereinafter referred to as the FGB) with a coupon of 7.75 % were issued and distributed, and under the guaranty of the US government with a coupon of 1.847 % to the amount of 1 billion USD with maturity in 2020 [2, C. 13]. Ukraine's gross external debt at the end of 2015 amounted to 118.7 billion USD having reduced from the beginning of the year by 7.6 billion USD. In relation to GDP, the volume of debt increased over the year from 93.9 % to 131.3 %. External liabilities of the private sector decreased by 15.2 billion USD but public sector debt increased by 7.6 billion USD due to borrowing from international financial institutions [14]. At the same time, the rate of decline of Ukraine's GDP (compared with the previous year) in 2014 was 6.8 %, in 2015 – 15.2 %. In 2016, official statistics showed an increase of 2.3 %. Taking into account the deflator of GDP in dollar terms, there are the following rates of GDP falling (as compared to the previous year): by the results of 2014 – by 28.1 %, 2015 – by 31.3 %, and growth in 2016 – by 2.9 % [5]. According to the above mentioned data, the austerity policies that have been actively launched in Ukraine since March 2014 do not contribute to reducing the debt burden on the state budget and do not ensure growth recovery.

The stagnation in the Ukrainian economy is due to a combination of different factors. Growth of public debt indicates a lack of free financial resources. At the same time, the growth of public debt does not lead to an economic decline, but, on the contrary, the lack of economic growth causes a forced increase in public debt, including the recapitalization of the banking system. For example, the nationalization of CB Privatbank, the largest commercial bank of Ukraine, in December 2016 cost 148 billion UAH to the state, for which each Ukrainian would indirectly pay (including pensioners and infants) 3,473 UAH. This is an example of the socialization of losses of financial intermediaries as subjects of the global financial market.

If we look at the nominal figures for implementing the expenditures of the state budget of Ukraine according to the functional classification in 2016, we shall see that expenditures have increased by 18.7 % compared to 2015, including defence – by 14.1 %, public order, security and judiciary – by

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31.2 %, health care – by 8.9 %, education – 15.4 %, spiritual and physical development (fall) – 25.1 %, social protection and social security – by 46,5 %, total all expenditures (except those outlined) – 684.9 billion UAH [7]. However, according to the data of the Ministry of Finance, in 2014, inflation was 124.9 %, and in 2015 it was 124.6 % [5], respectively, with simple calculations, everything indicates that from the above items of the state budget expenditures only the one “Social protection and social security” grew in real terms – by 3.2 %, except defence expenditures. According to the famous formula by Fisher, we will have in real terms in 2016 compared to 2015: expenditures fell by 9.2 %, including health care expenditures fell by 34.4 %, education – by 27.9 %, spiritual and physical development – by 68.4 %, etc. That is, the methodology of economic calculations of the government does not take into account the real economic situation, taking into account inflation.

The austerity economics is transforming into *an economics of surviving* in Ukraine, in particular, the survival of science, which is confirmed by the analysis of expenditures on research and development in % of GDP in Ukraine in 2007-2015, which is presented in Table 1. To compare the dynamics of changes in expenditures on research and development, the year 1997 is presented.

We will conduct a data analysis for Ukraine based on the statistical regression method. Based on the data in Table 1, a statistical analysis was carried out, the results of which are given in Tab. 2 and Tab. 3.

For Ukraine, the final version of the correlation-regression model has the form:  $Y = 40.1013 + 92.0411X_1$ . Determination coefficient  $R^2 = 0.8171$  shows that by 81.71 % calculated model parameters, and the model itself, explain the dependence of GDP (y) on the expenditures on research and development ( $x_1$ ). The plus sign in factor  $b_1$  shows the importance of effect of the factor  $b_1$  on y and that this effect is positive. That is, according to the model, in case of increased expenditures on research and development, Ukraine's GDP will grow. The reliability according to Fisher's significance (Significance F) is considerably less than 0.05 and, similarly, the P-value is significantly less than 0.05 for the coefficient  $x_1$ , which means that the coefficient can be considered not zero. The degree of accuracy of the description by the model of the process  $R^2 = 0.8171$  indicates a sufficiently high accuracy of the approximation, that is, the model describes the process accurately enough.

The GDP regression equation for Ukraine is constructed, which shows the difference between the normative and forecasted value of GDP, that is, the error of the model presented in Fig. 1. Fig. 2 shows the forecast of Ukraine's GDP on the model equation for 2017–2021.

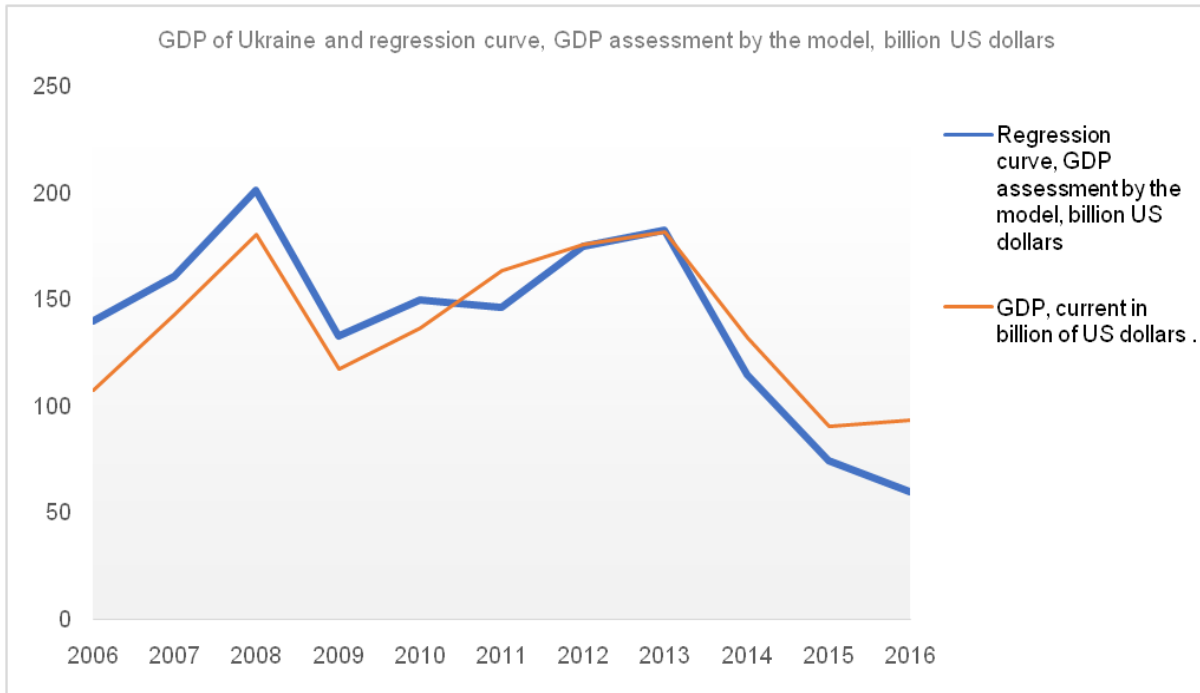
Table 1

### Gross Expenditures on R&D, and Government Spending on Education in Ukraine, 2007–2016

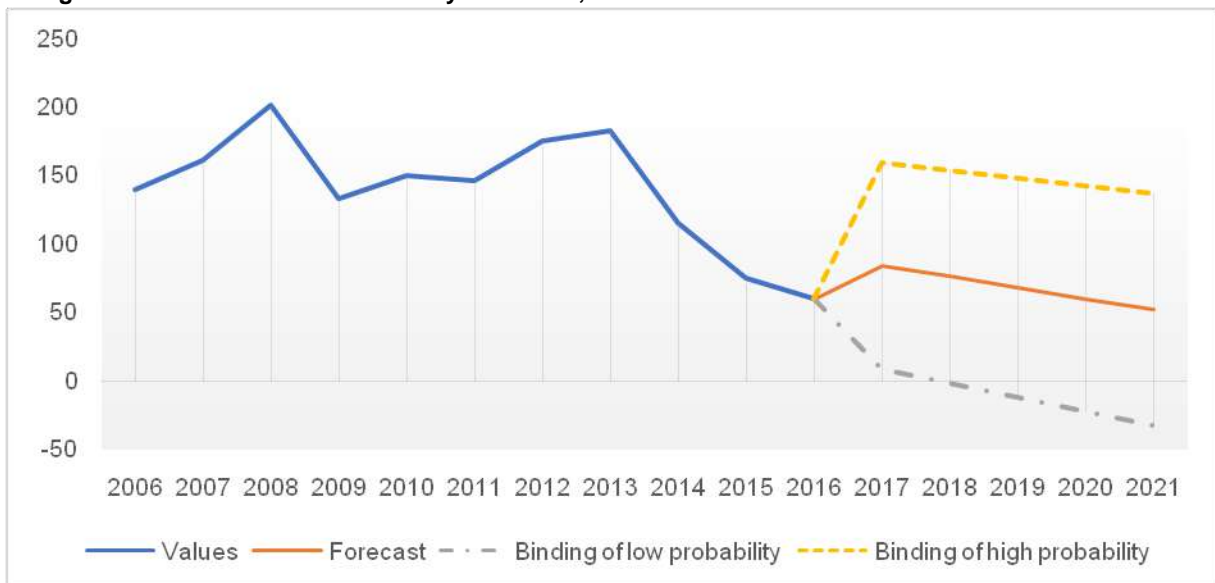
Year	GDP actual, billion USD	Expenditures on research and development		Expenditures on research and development in USD per capita <sup>1</sup>	Researchers in R&D (per million people), thousands	GDP, assess by the model, billion US dollars	Government spending on education	
		in % of GDP	billion USD <sup>1</sup>				in % of GDP	billion USD
1997	50,15	1,19	0,95282	18,945	No data	No data	No data	No data
2006	107,75	0,98	1,05595	22,636	1,478.716	139,54	6,21	6,69
2007	142,72	0,853	1,21740	26,250	1,459.323	160,87	6,149	8,76
2008	179,99	0,846	1,52271	33,002	1,432.328	201,214	6,43	11,57
2009	117,23	0,856	1,00348	21,848	1,349.711	132,602	7,314	8,57
2010	136,419	0,831	1,13364	24,784	1,332.198	149,802	6,6	9,00
2011	163,16	0,738	1,20412	26,247	1,261.86	146,074	6,162	10,05
2012	175,781	0,752	1,32187	29,116	1,234.662	174,68	6,715	11,80
2013	181,334	0,762	1,38176	30,453	1,165.182	182,59	6,65	12,06
2014	131,805	0,659	0,86860	20,313	1,026.046	114,78	5,864	7,73
2015	90,615	0,62	0,561813	13,138	No data	74,24	4,5	4,08
2016	93,275	0,483	0,45129	10,617	No data	59,63	4,1	3,82

**Note.** Created by the author on the basis of [2; 5; 7; 12; 14].

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**Fig. 1. Ukraine’s GDP assessment by the model, billion US dollars**



**Fig. 2. Forecast of Ukraine’s GDP on the model equation, 2017-2021**

We believe that the liberal logics of government actions should be oriented not only to curtail social programs or thoughtless massive reductions, but, above all, to eliminate ways of abusing the implementation of state and social programs.

At the moment, Ukraine remains with a *budget for a declining economy. Reducing spending on “soft investment”, which serves as a source of innovative growth in a weak economy, generates further weakness.* In developed economies there is no hint of inflationary pressure, and in Ukraine, it is a determinant factor that influences the levelling of the results of fiscal management.



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Table 2

**The results of the regression analysis between the GDP of Ukraine and expenditures on R&D**

<i>Regression statistics</i>					
Multiple R	0.903953204				
R-square	0.817131395				
The normalized R-square	0.796812661				
Standard error	15.19031897				
Observations	11				

<i>Dispersion analysis</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>F-value</i>
Regression	1	9279.595408	9279.595408	40.21566499	0.000134204
Remainder	9	2076.712114	230.7457905		
Total	10	11356.30752			

	<i>Coefficients</i>	<i>Standard error</i>	<i>t-statistics</i>	<i>P-value</i>	<i>Lower 95 %</i>	<i>Upper 95 %</i>
Y-intersection	40.21566499	0.000134204	40.21566499	0.000134204	40.21566499	0.000134204
Variable X 1	92.04114528	14.5139087	6.341582215	0.000134204	59.20840276	124.8738878

Reducing government spending in real terms, adjusted to the level of inflation, which is not compensated by the growth of private sector expenditures (which, in turn, is achieved by decreasing the central bank discount rate<sup>1</sup>, and accordingly, the expansion of lending by commercial banks), leads to the “collapse” of the economy, “collapse” of it into itself.

*What if we look at the austerity policies from the other point of view?* I believe that the key idea of austerity policies, if viewed from a positive rational point, is the restoration of market principles of functioning of the economy based on the trust institute. If we consider austerity as a policy of more optimal use of resources for growth and development, which is based on “innovation as the key driver of long-term productive growth” [8, P. 29], then it acquires qualitatively different, positive content. IMF Fiscal Monitoring (2016) provides the following key recommendations for improving government spending policies: increasing the potential for revenues mobilization to achieve sustainable development, gradual expanding of the tax base (broad, stable, flexible tax base is of great importance to the governments of the countries); improvement of revenues management, which is important for increasing revenues potential (in many countries, weak revenues management remains a fundamental obstacle to effective and equitable taxation.) During the recession, the IMF recommends increasing expenditures on research and development and improving their effectiveness [8, P. 29–30].

**Conclusions.** The neoliberal logics of tight fiscal consolidation in Ukraine is not working. “Temporary tightening of belts” is turning into an even greater economic downturn. At the heart of this kind of *austerity policies* lies the restoration of market principles of economic development based on the institution of trust in the market and the state, of investors, households, and businesses. Under these conditions, *fiscal optimization* is seen as an opportunity for greater productivity of the economy and increased spending on the key principles of modern development – the cost of research and

<sup>1</sup>At the moment, the discount rate of the National Bank of Ukraine is at the level of 14 % as of 26.01.2017. In 2015, the discount rate was one of the largest in the world and was at the level of 30 % from 04.03.2015 to 28.08.2015.

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development. Taking into account that the main reasons for the growth of public debt during 2008-2016 were: devaluation of the hryvnia – 42.4 % of GDP; expenses on support of the banking system – 14 % of GDP (including the nationalization of CB Privatbank – 6.12 % of GDP), the recapitalization of NJSC Naftogaz Ukraine – 13.7 % of GDP; the primary deficit of the state budget – 11.0 % of GDP (part of these reasons was offset by a surplus of nominal GDP growth above the rate of loans – 24.6 % of GDP), then the reduction of expenditures for social needs in real terms is not justified [3].

Obviously, public debt in the recession was a consequence of the recapitalization of the destroyed banking system, ineffective economic policies towards state corporations, inadequate monetary and exchange rate policies of the National Bank of Ukraine, which led to the devaluation of the national currency and, in this regard, an increase in external debt servicing for national economy. The so-called “socialization of private losses” took place. In addition, cutting government spending (“soft” public investment, for example, on research and development) is a bad signal for private investors – the flow of private investment into Ukraine’s economy is tremendously diminishing. At the same time, inflationary pressures and devaluation pressure on “soft” government investments occur, the volume of which decreases in real terms, even if their nominal value increases.

Thus, in the medium and long term periods, Ukraine needs to adopt fiscal rules that would allow it to independently provide balanced fiscal policies taking into account the national specifics aimed at innovation growth, rather than applying thoughtlessly examples of austerity policies of developed countries that are moving in their own ways with their levels of government spending.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**MANAGEMENT OF CONSCIOUS ADAPTIVE ORGANIZATIONS IN THE CONTEXT OF SOCIOECONOMIC CHANGES AND FINANCIAL TURBULENCE**

**УПРАВЛІННЯ УСВІДОМЛЕНИМИ АДАПТИВНИМИ ОРГАНІЗАЦІЯМИ В УМОВАХ СОЦІАЛЬНО-ЕКОНОМІЧНИХ ТРАНСФОРМАЦІЙ ТА ФІНАНСОВОЇ ТУРБУЛЕНТНОСТІ**

**Urgency of the research.** Against the backdrop of socioeconomic changes and financial turbulence there arises an important task of researching, describing and implementing modern approaches to the management of conscious adaptive organizations, which predetermines the urgency of the research in this field.

**Target setting.** Providing a rationale for the necessity of the management of conscious adaptive organizations concept definition in the face of postindustrial economy transformation.

**Actual scientific researches and issues analysis.** The issue of organizational development is a major focus of interest of such field experts as G. Hamel, R. Fuller, P. Drucker. The works of V. Pekar prove that in the modern organization one has to define the border of the relationships and create a trust-based environment.

**Uninvestigated parts of general matters defining.** The necessity of studying organizational transformations and specifying essential preconditions for implementation of the management of conscious adaptive next-generation organizations.

**The research objective.** Providing a rationale for the necessity of implementation of the management of conscious adaptive next-generation organizations, which create strategies for partnership and fulfilling human potential as well as develop a strong corporate culture and achieve outstanding results.

**The statement of basic materials.** The article suggests which conditions have to be observed and which management activities should be performed for the model of organizational development to work effectively. According to the model of conscious development, it is important to vary training methods and systems; to use technological innovations; to create and maintain a corporate environment based on trust and harmony; to adhere to a comfortable psychogeography in a team and keep to the team rules of decision-making.

**Conclusions.** The management of conscious adaptive organizations is seen as an art of original management developing strong corporate culture, identifying and creating a common system of values which in their turn consolidate and inspire an organization maintaining its distinctive flexible and adaptive style of socially oriented business.

**Keywords:** Conscious adaptive organizations; management; adaptation.

**Актуальність теми дослідження.** В умовах соціально-економічних трансформацій та фінансової турбулентності важливим завданням стає дослідження, опис і впровадження сучасних підходів до управління усвідомленими адаптивними організаціями чим і зумовлена актуальність досліджень в даній сфері.

**Постановка проблеми.** Обґрунтування необхідності формування концепції управління усвідомленими адаптивними організаціями в умовах трансформаційних зрушень постіндустріальної економіки.

**Аналіз останніх досліджень і публікацій.** Питання організаційного розвитку знаходяться в центрі уваги: Г. Хемела, Р. Фуллера, П. Друкера. Праці В. Пекаря доводять, що що в сучасній організації потрібно задавати межі відносин і формувати середовище довіри.

**Виділення недосліджених частин загальної проблеми.** Визначено необхідність дослідження організаційних трансформацій і виокремлення необхідних передумов впровадження управління усвідомленими адаптивними організаціями нового покоління.

**Постановка завдання.** Обґрунтування необхідності впровадження управління усвідомленими адаптивними організаціями нового покоління, які створюють стратегію партнерства та розкриття людського потенціалу і вибудовують сильну корпоративну культуру і отримують видатні результати.

**Викладення основного матеріалу.** Розкрито, яких умов необхідно дотримуватися і які управлінські дії здійснити, щоб модель організаційного розвитку запрацювала результативно. В моделі усвідомленого розвитку важливо змінювати форми і системи навчання, використовувати інформаційні та технологічні інновації; створювати і підтримувати корпоративне середовище довіри і гармонії; дотримуватися комфортної психогеографії в команді і командних правил прийняття рішень.

**Висновки відповідно до статті.** Управління усвідомленими адаптивними організаціями – це мистецтво авторського менеджменту формування сильної корпоративної культури, ідентифікації та створення загальної системи цінностей, які об'єднують і надихають організацію, зберігаючи впізнаваний, вільний, гнучкий і адаптивний стиль соціально-орієнтованого бізнесу.

**Ключові слова:** Усвідомлені адаптивні організації; управління; адаптація.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**Urgency of the research.** Modern shallow water theories reveal the mechanisms of economy transition from the state of financial turbulence to gradual stabilization and development with the current techno-economic paradigm reaching its peak. As it has been shown by numerous studies, transition to the wave of economic growth preceded by a financial collapse occurs in the context of laying the groundwork for a new techno-economic paradigm with the following technologies being prevalent: artificial intelligence, robot industry, nuclear fusion, intellectual information technologies and cognitive management strategies. And, although the economic condition of Ukraine, which is being marked by financial asymmetry, an increase of social conflicts and environmental issues, inefficiency of the reforms or their sabotaging, there is a critical mass of researchers and practitioners, being formed, who feel the need for advanced management concepts, who are characterized by a modern philosophical worldview and who are seeking new methodological guidelines to overcome chaos and build conscious adaptive organizations of high achievements.

**Target setting.** The article is aimed at providing a rationale for the necessity of management of conscious adaptive organizations concept definition in the face of postindustrial economy transformation.

**Actual scientific researches and issues analysis.** The factors affecting transition economy processes are: a level of economic freedom for business, a development degree of society and its social structure, political climate and events connected to it. Organizational development has resulted in a rapid breakthrough of humankind with their outstanding achievements over the past two centuries, none of which would have been possible if it had not been for organizations as forms of cooperation. However, most modern economist-scientists and practitioners argue that the current organizational management structures are largely exhausted. Gary Hamel, a theoretician of London Business School and the founder of Management Lab group has stated that researchers feel the obsolescence of management intuitively, its traditions and established procedure seem ridiculous in the 21st century, that is why nowadays it is vitally important to establish an open innovative exchange, which will contribute to the modernization of management [1]. Speaking of redefining fundamental principles of building the organization, he has listed a number of factors that will influence the existence of the organization in the future: ethical values, reputation, innovativeness, adaptability, encouragement, dedication, creativity, ideology and a mindset change. Whereas Richard Buckminster Fuller noted from the standpoint of organizational design that one cannot change anything fighting the existing reality, that to change something one has to create a brand-new model to replace the hopelessly outdated one. Nonetheless, current practices of organizational re-engineering do not solve transformational problems, but exacerbate them. Most organizations, using complicated incentive schemes, undergo numerous stages of re-organization, centralization and decentralization, declaration of the system of key performance indicators. But the researchers' suggestion that the current technologies of organizational development have reached their limits is growing stronger, whereas all the traditional approaches appear to be a part of the problem, and not its solution. Peter Drucker indicated that in times of instability it is not the instability that represents the greatest hazard, but the actions taken in accordance with the yesterday's logic. Such an approach requires taking into account all possible global social, economic and environmental implications of functioning of the organization: ruthless exploitation and depletion of natural resources, destruction of ecosystems, climate change. The economic model, targeting uncontrollable growth in resource-limited settings, is doomed. In this situation, the present financial turbulence is only the first pointer of powerful developments to come. It is therefore not an exaggeration to say that the survival of individuals, organizations, ecosystems and all humankind depends on the ability to climb up a higher form of consciousness and partnership and, having learnt to cooperate at a new level, improve internal and external organizational relationships [2].

The appearance of publications of the scientists from Stockholm School of Economics [3] gave an opportunity to consider ways of the organization (mechanistic, bureaucratic, flexible, open, adaptive, environmental, self-taught systems of the future), examine creative and destructive powers of

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organizations (unconscious energy, group dynamics, effective leadership, interpretation of reality, resistance and “protective mechanisms”, subcultures, corporate “shadows”, ethical aspects of the organization), analyse transformational changes of organizations (review of the relationship with the environment, change of attractors: the logic of chaos and unease, contradictions and crisis: the logic of dialectical change). The research of the scientists from Harvard University reveals the features of adaptive development organizations, focuses on a strategic approach to building a corporate culture, addresses the stages of appearance of sense of community in the organization, illustrates the importance of personal satisfaction from work, sense of awareness and significance of one’s work and simply happiness, staff members’ personal integrity and their sense of completion. Based upon these studies, a number of countries and the UN are working upon new indicators of development of society and national economies, for instance GNH (gross national happiness).

Ukrainian researcher Valerii Pekar considered organization development in the context of integral understanding of the world and studied evolution of the organization from the perspective of three systems: technological modes, thinking paradigms, economic relations. He noted that in the development of any organization there can be delays, imbalances, catching-up or outstripping leaps, whereas the distinctive features of organizations of the future, according to him, are the absence of hierarchies, collective leadership, openness. He also focused his attention on the fact that in the modern organisation one does not need to manage the structure, but to define the border of the relationships and create a trust-based environment [5, 6]. Another group of Ukrainian researchers insists that modern open conscious organizations have to be based on principles of cooperation, integration, multivariance and self-organization [7].

**The research objective.** To study organizational transformations in a historical perspective and identify assumptions of implementation of management of conscious adaptive next-generation organizations, which creates a unique strategy for partnership and fulfilling human potential as well as develops a strong corporate culture, innovative businesses and achieves outstanding results.

**The statement of basic materials.** In the modern business environment the vast majority of leaders are not proactive, they try to deal with a series of accumulated current routine problems of an organization, which only makes them worse, but does not solve them. Top-managers and owners feel a real threat and they no longer need to be convinced of the urgent need for update and modernization of a company. The convenient and familiar hierarchic pyramid appears to be perceived as something obsolete and cumbersome, but which alternative structures can replace it? How can one make management decisions and engage staff members to this process? - Is this not a recipe for disaster? How to give a promotion? Is it worth using “a career lift” or a multi-criteria procedure of candidates’ selection? How to connect a staff member’s results and the reward? Is it worth spending vast sums of money on prospective employees’ training, when in reality these talented and well-qualified people will spend much of their working time imitating productive activities or go over to competitors, taking the acquired competence and client base with them? How can one tackle these issues without any drama, intrigue, conflicts and internal competition between departments and specialists? How can one conduct productive meetings? The ones that motivate to achieve top results and do not turn into platforms for combinations theory geniuses, who support brilliant budget versions aiming at clouding shareholders’ eyes. How to get staff members to be more engaged and sincere instead of showing off their radiating charisma, covering various selfish motives? The long list of questions illustrates the need of science and practice for the concept of forming the adaptive organization of conscious development. Thus, one has to identify which management actions need to be performed for the model of organizational development to work efficiently.

First, getting rid of organizational “disadvantages”: the culture of fear (the collective unconscious and rigid negative corporate memory), a conventional way of thinking, bureaucratic arrangements, suppression of initiatives, eliminating weak procedures and communication barriers, eradicating total control and rigid hierarchization, not imposing additional restrictions, not being afraid of mistakes, providing freedom to express one’s views, avoiding idealization, isolation and professional burnout.

Second, developing organizational “advantages”: building a free, open, powerful, synergistic team of like-minded professionals, with the same values, inspired by an ambitious challenging aim, a self-

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realization opportunity, loyal organizational culture with the strong group mind of a winner targeting the result, which is well-balanced between personal aims and values of the organization.

In the model of conscious development, it is vitally important: to strengthen the “advantages”, neutralize the “disadvantages” and turn them into “benefits”; change forms and systems of training, use information and technological innovations; create and maintain a corporate environment based on trust and harmony; adhere to a comfortable psychogeography in a team and keep to the team rules of decision-making.

One of the relatively new scientific and practical approaches to forming the conscious adaptive organization is team coaching that enables transformation of the organization into a synergistic team of professionals with agreed conscious objectives. Team coaching can help an organization to resolve its conflicts, overcome internal communication barriers, reduce “bunker mentality” and improve business processes by means of reflection, a constructive dialogue and active interaction. Owing to coaching, teams become more efficient in meeting their objectives, work turns into experience, which brings satisfaction, there establishes the culture of meaningful cooperation, teams become creative and cope with problems on their own. And as soon as there is harmony in a team, duties will be performed and quotas will be met willingly, conscientiously and in a flexible way. The maintenance of the corresponding format of relationships gives an opportunity to each person to express and fulfil themselves, team spirit and individual talent are harmonized to the fullest extent possible, participants interact intuitively, having their own efficient code of group communication, the living adaptive organizational mechanism becomes conscious and flourishes.

**Conclusions.** Management of conscious adaptive organizations is an art of divergent original management, consisting of a list of complementary ideas and actions, which form the integrated logic and the theory of organizational changes. The ability to read and perceive what is happening in the internal environment of an organization loyally and initiate efficient corporate transformations is the main competence of the leader, who triggers an open exchange of ideas, being improved in the process of organizational development and turning into a strong corporate culture of identification and creation of a common system of values, which unite and inspire the organization, maintaining its recognisable, free, flexible and adaptive style of creative and socially oriented business.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**ECONOMIC SECURITY OF HIGHER EDUCATION: OPPORTUNITIES AND THREATS ANALYSIS****ЕКОНОМІЧНА БЕЗПЕКА ВИЩОЇ ОСВІТИ: АНАЛІЗ МОЖЛИВОСТЕЙ ТА ЗАГРОЗ**

**Urgency of the research.** Higher education, as a part of ensuring competitiveness and economic security is the most vulnerable link for the challenges of globalization and internal threats that shows a clear need to study the factors of economic security of higher education and develop an appropriate strategy.

**Target setting.** The processes of higher education development nowadays require to study factors (opportunities and threats), which necessitate to develop appropriate methodological grounds.

**Actual scientific researches and issues analysis.** Economic security issues of higher education were researched by domestic and foreign scientists such as Alymova N. K., Batova V. N., Vahovych I. M., Dmitriev S. M., Mityakov S. N., Plotnikov M. V., Shiryayev M. V.

**Uninvestigated parts of general matters defining.** Managing the economic security of higher education requires the development of methodological basis for analysis of economic security factors of higher education, the algorithm of diagnosis, determination of criteria and limit values of economic security indicators.

**The research objective.** The systematization of the main factors and the development of methodological approaches to assess their overall impact on the level of economic security of higher education.

**The statement of basic materials.** The article has identified the existing problems systematized the factors that most significantly affect the development prospects of higher education in Ukraine. There has also been proposed the use of the coefficient of favorability (unfavorability) of the environment for estimating the cumulative effect.

**Conclusions.** Arrangement and analysis of internal and external factors of higher education economic security creates a basis for preventive and operative warning for undesirable consequences in the development strategy of higher education.

**Keywords:** economic security; higher education system; economic security factors (opportunities and threats) of higher education; coefficient of favorability (unfavorability) of the environment.

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**Актуальність теми дослідження.** Вища освіта, як складова забезпечення конкурентоспроможності і економічної безпеки країни, є найбільш вразливою ланкою для викликів глобалізації та внутрішніх загроз, що обумовлює необхідність дослідження чинників економічної безпеки вищої освіти та розробки відповідної стратегії.

**Постановка проблеми.** Процеси розвитку системи вищої освіти на сучасному етапі потребують дослідження чинників (загроз та можливостей), що обумовлює необхідність розробки відповідного методологічного обґрунтування.

**Аналіз останніх досліджень і публікацій.** Проблематику економічної безпеки вищої освіти досліджували такі вітчизняні та зарубіжні вчені як: Алімова Н. К., Батова В. Н., Вахович І. М., Дмитрієв С. М., Мітяков С. Н., Плотніков М. В., Ширяєв М. В.

**Виділення недосліджених частин загальної проблеми.** Управління економічною безпекою вищої освіти потребує розробки методологічних основ аналізу чинників економічної безпеки вищої освіти, алгоритму їх діагностики, визначення критеріїв та граничних значень індикаторів економічної безпеки.

**Постановка завдання.** Систематизація основних чинників та розробка методичного підходу щодо оцінювання їх сукупного впливу на рівень економічної безпеки вищої освіти.

**Виклад основного матеріалу.** У статті визначено існуючі проблеми та систематизовано чинники, які найбільш суттєво впливають на перспективи розвитку системи вищої освіти України; запропоновано використання коефіцієнта сприятливості (несприятливості) зовнішнього середовища для оцінки їх сукупного впливу.

**Висновки.** Систематизація та аналіз внутрішніх і зовнішніх чинників економічної безпеки вищої освіти створить підґрунтя для превентивного і оперативного попередження небажаних наслідків в процесі розробки стратегії розвитку вищої освіти.

**Ключові слова:** економічна безпека; система вищої освіти; чинники (можливості та загрози) економічної безпеки вищої освіти; коефіцієнт сприятливості (несприятливості) зовнішнього середовища.

**Urgency of the research.** In the context of aggravation of financial, economic and political situation in the country, opportunities to ensure sustainable development of the national economy on the innovative principles are determined by the level of human capital, education and science, the



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amount of resources invested in these areas of the national economy. Taking into account all mentioned above, the investment in higher education, which primarily form human capital, is the most efficient and prioritized as the potential of most sectors of the economy depends on the staff professional level. This is particularly actualized in the emerging knowledge economy, where higher education is the foundation of economic development, socio-economic progress of the country.

**Target setting.** The higher education system, as well as any open socio-economic system is characterized by trends that result from the combination of the functioning, development, reform and modernization. The course of these processes occurs under the set of factors that determine their content and quality and shows a clear need to develop appropriate methodological grounds.

**Actual scientific researches and issues analysis.** Economic security issues of higher education were researched by domestic and foreign scientists such as Alymova N. K., Batova V. N., Vahovych I. M., Dmitriev S. M., Mityakov S. N., Plotnikov M. V., Shiryaev M. V.

**Uninvestigated parts of general matters defining.** Managing the economic security of higher education requires the development of methodological basis for analysis of economic security factors of higher education, the algorithm of diagnosis, determination of criteria and limit values of economic security indicators.

**The research objective.** The article aims to systematize the main factors (opportunities and threats) and develop methodological approaches to assess their overall impact on the level of economic security of higher education.

**The statement of basic materials.** Researchers define the economic security of higher education as the state in which "guaranteed protection of national interests in higher education is provided and there is development of this sector in line with long-term and medium-term needs and priorities of social and economic development" [1]; „a complex of organizational, administrative, educational, social, legal and other measures to ensure the safety and security of staff, managers and students from potential threats, risks and dangers in their minimization and sustainable operation and development of the institution as a whole and each participant" [2, p. 40]; „the state of the economic potential of HEI, at which there is the guaranteed protection of economic interests of the university, its staff and students, the development of effective institutions in accordance with its mission, even under the most unfavorable conditions of internal and external processes" [3, p. 62].

The management of economic security of higher education system needs the identification of major threats, dangers and risks, which cumulative effect determines the level of economic security of higher education (ESHE). They are summarized in Fig.1 with the isolation of threats of external and internal action. The group of factors opportunities for the development of higher education according to the results of the expert evaluation is recommended to include the following: public policy in higher education; labor market situation in the context of academic staff proposals; a system of licensing and accreditation; a system of training, retraining and professional development of the scientific staff.

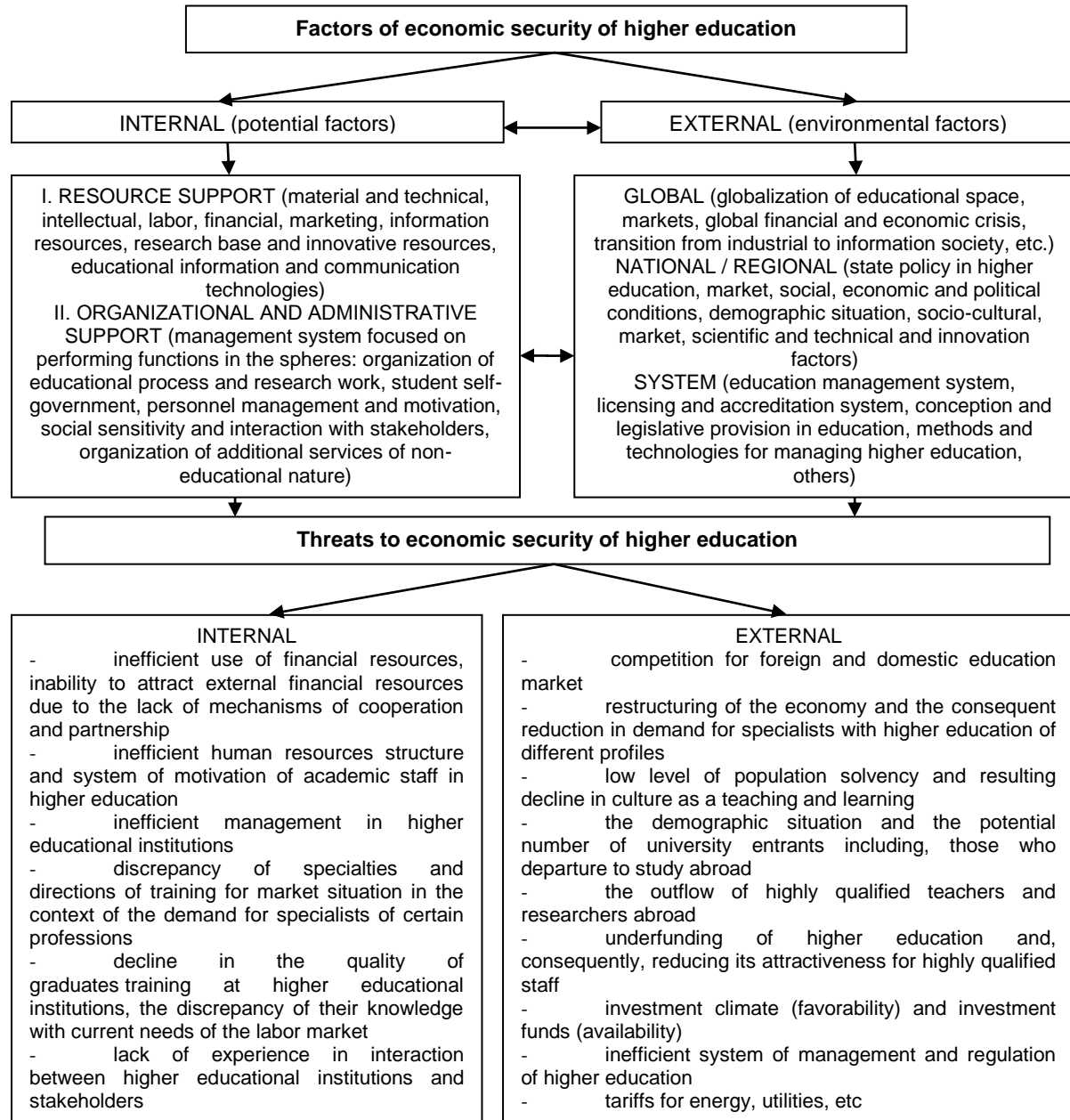
Analyzing the set of environmental factors there was expected to consider their multi-directional influence and assumptions in certain times, not all factors can be uniquely identified, taking into account the existing risks and uncertainty. To solve the problem there was used a dynamic analysis approach [4]. This allowed to estimate the cumulative impact factors of threats and opportunities factors on the level of economic security of HEI at a certain point of time using coefficient of favorability (unfavorability) of the external environment. This also made it possible to conclude that in 2016 the cumulative effect of environmental factors was – 0,213 (the prevalence of threats over the opportunities). The model of this indicator can generally be represented by the dependence:

$$k^{3C} \in \left\langle B_1(t), \tilde{B}_2(t), B_3(t) \right\rangle, \quad n \in N, \quad (1)$$

where  $B_n^r(t)$  – is the state of the  $n^{\text{th}}$  environmental factor that at time  $t$  corresponds to the value determined according to the desirability theory [7] as such, as the assessment of which is to influence the realization of the economic potential of HEI may be provided and which favorably affects the level

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of economic security of HEI;  $B_3^n(t)$  – the state of the  $n^{\text{th}}$  environmental factor that at time  $t$  is beyond the values that correspond to the interval of desirability and which adversely affects the economic security of HEI;  $\bar{B}_2^n(t)$  – the state of  $n^{\text{th}}$  environmental factor whose value at time  $t$  cannot be uniquely identified.



**Fig. 1. System of economic security factors of higher education** (systematized and supplemented by the authors according to the data [1; 5; 6])

Details and analysis of environmental factors allow higher education institutions management come more reasonably to the development strategy of HEIs focused on achievement (maintaining) a sufficient level of economic security in the face of uncertainty and risk. Talking about the state level it

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means to develop policies in higher education aimed at preventing threats and challenges of a global nature, the use of additional opportunities for competitiveness and development.

**Conclusions.** Arrangement and analysis of internal and external factors (existing and potential opportunities and threats) will give them an opportunity to take into account their impact on the development of both individual higher education institutions and higher education systems as a whole. This can also create a basis for preventive and operative warning for undesirable consequences and threats in the development strategy of economic security of higher education.

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**VECTORS OF HIGHER EDUCATION SECTOR  
TRANSFORMATION IN CONDITIONS OF THE  
INFORMATION ECONOMY FORMATION****ВЕКТОРИ ТРАНСФОРМАЦІЇ СЕКТОРУ ВИЩОЇ  
ОСВІТИ В УМОВАХ ФОРМУВАННЯ  
ІНФОРМАЦІЙНОЇ ЕКОНОМІКИ**

**Urgency of the research.** Dynamic transformations of economic systems in the 21st century are intensified by the processes of active development of information and communication technologies. Under such circumstances, the level of global competitiveness of the national economy is largely determined by the capacity of economic subjects of the country to generate and implement operationally innovative technologies in business processes.

**Target setting.** Transition to the information economy, based on generation, processing and use of knowledge-based information, involves maximum utilization of the existing potential and reserves of all economic subjects. A special role is played by the sector of the higher education presented by the higher educational institutions.

**Actual scientific researches and issues analysis.** The problems of information society development and information economy formation are the research subject of domestic and foreign scientists: O. Alimov, V. Andrushchenko, D. Bell, B. Danylyshyn, M. Castells, M. Zgurovsky, J. Masuda, I. Malik, O. Toffler, A. Chukhno, O. Shevchuk, S. Shkarlet, etc.

**Uninvestigated parts of general matters defining.** The research question of determining the role and priority directions of increasing the impact of the higher education sector on the processes of information economy formation need in-depth study.

**The research objective.** The aim of the article is to identify the main vectors of the dual-power interaction of the higher education sector and the national economy in the current conditions of transition to the development on the basis of information, innovation and knowledge of the complexity.

**The statement of basic materials.** The article identifies the role of the higher education sector in the processes of information economy formation. The authors identify the directions of mutual influence of the subjects of higher education sectors and business enterprise sector at the information age. The prospects of transformation of Ukrainian higher educational institutions activities in the context of informational economy formation are substantiated.

**Conclusions.** The study leads to the conclusions about the existence of correlations between the rates of information economy development and the degree of interaction between business enterprise sector and higher education sector in the spheres of educational and research activities.

**Keywords:** information economy; higher education sector; information and communication technologies; higher educational institution.

**Актуальність теми дослідження.** Динамічні трансформації економічних систем у ХХІ столітті посилюються процесами активного розвитку ІКТ. За таких обставин рівень глобальної конкурентоспроможності національної економіки значною мірою визначається спроможністю економічних суб'єктів країни до генерації й імплементації інноваційних технологій у бізнес-процеси.

**Постановка проблеми.** Перехід до економіки інформаційного типу, що ґрунтується на генерації, обробці та використанні базованої на знаннях інформації, передбачає максимальне задіяння наявного потенціалу та резервів усіх економічних суб'єктів. Особливу роль при цьому відіграє сектор вищої освіти, представлений вищими навчальними закладами.

**Аналіз останніх досліджень і публікацій.** Проблеми розвитку інформаційного суспільства і становлення інформаційної економіки є об'єктом дослідження вітчизняних та іноземних вчених, зокрема: О. Алімова, В. Андрущенко, Д. Белла, Б. Данилишина, М. Кастельса, М. Зеуровського, І. Масуда, І. Малик, О. Тоффлера, А. Чухно, О. Шевчука, С. Шкарлета та ін.

**Виділення недосліджених частин загальної проблеми.** Питання визначення ролі та пріоритетних напрямів активізації впливу сектору вищої освіти на процеси формування інформаційної економіки потребують поглибленого наукового опрацювання і дослідження.

**Постановка завдання.** Метою статті є ідентифікація основних векторів дуонаправленого взаємовпливу сектору вищої освіти та національної економіки в сучасних умовах переходу на розвиток на засадах інформаційності, інноваційності та знаннємісткості.

**Виклад основного матеріалу.** У статті ідентифіковано місце сектору вищої освіти у процесах формування інформаційної економіки. Авторами досліджено напрями взаємовпливу суб'єктів секторів вищої освіти та бізнесу в інформаційну епоху. Обґрунтовано перспективи трансформації діяльності ВНЗ України в контексті становлення економіки інформаційного типу.

**Висновки.** Проведене дослідження дозволяє дійти висновків про наявність кореляцій між темпами розвитку інформаційної економіки та ступенем взаємодії секторів бізнесу й вищої освіти у сферах підготовки кадрів та науково-дослідної діяльності.

**Ключові слова:** інформаційна економіка; сектор вищої освіти; інформаційно-комунікаційні технології; ВНЗ.

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**Urgency of the research.** Dynamic transformations of economic systems in the 21st century are intensified by the processes of active development of information and communication technologies. Nowadays, knowledge, information and technologies are full-fledged elements of the productive forces, penetrating management and functioning of business enterprise, government, higher education, and private non-profit sectors of the economy. Under such circumstances, the level of global competitiveness of the national economy is largely determined by the capacity of economic subjects of the country to generate and implement operationally innovative technologies in business processes.

**Target setting.** Transition to the information economy, based on generation, processing and use of knowledge-based information, involves maximum utilization of the existing potential and reserves of all economic subjects. Herewith, a special role is played by the sector of the higher education presented by the higher educational institutions as organizations in which a powerful intellectual potential is concentrated that is able to provide scientific, technical and innovative development of the national economy.

**Actual scientific researches and issues analysis.** The most close semantic-logical connections, the notion "information economy" has with the terms "knowledge economy", "knowledge based economy", "post-industrial economy", "information society", "network economy", "digital economy", "electronic economy", "neoindustrial society", "new economy", "Internet economy", etc. Problems of the information society development and the information economy formation are the objects of research of domestic and foreign scientists, in particular: O. Alimov, V. Andrushchenko, D. Bell, B. Danilishyn, M. Castells, M. Zgurovsky, Y. Masuda, I. Malyk, O. Toffler, A. Chukhno, O. Shevchuk, S. Shkarlet and others.

**Uninvestigated parts of general matters defining.** Despite the existence of a solid scientific record of the domestic and foreign researchers, the issue of determining the role and priority directions of enhancing the impact of the higher education sector on the processes of formation of the information economy requires in-depth scientific processing and research.

**The research objective.** The purpose of the article is to identify the main vectors of the dual-power interaction of the higher education sector and the national economy in the current conditions of transition to the development on the basis of information, innovation and knowledge of the complexity.

**The statement of basic materials.** Information and knowledge in the conditions of transformational social and economic changes become the valuable goods, an element of productive forces, an additional factor of production, the main resource, a powerful competitive advantage and currency [5; 7; 9]. Subjects of the higher education sector – the higher educational institutions – as generators, replicators and implementers of innovative knowledge (which are the basis of the modern information technologies), become central actors of the economic system. Intensification of the processes of the information economy formation in Ukraine needs to increase the universities' level of dynamism, flexibility and adaptability of the. In other words, the vectors of dual-directed interaction between the higher education sector and the information economy need to be taken into account.

At the current stage of the development of the national university education and academic science, there are tendencies that have a limiting effect of the information economy formation: their separation from the real sector of the economy; relatively slow transfer pace of knowledge and technology; slow pace of commercialization of the research and innovation activities in the business enterprise sector; excessive bureaucratization of the system, which slows down the processes of making managerial decisions; outdated material and technical base of a number of educational institutions of Ukraine; barriers at the current stage of expanding of the universities financial autonomy; insufficient diversification of funding sources, etc.

The results of previous investigation of the higher education system in Ukraine indicates, that despite the high level of education enrolment the level of the quality of education is insufficient, that is caused by the influence of the range of factors on macro- and micro levels. Insufficient quality level of

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the education slows the economic growth, causes the rising unemployment and reducing of the quality life level [1]. According to the actual economic challenges it is urgent to modernize the educational, research, innovation and financial-economic activities of the higher educational institutions as drivers of the information economy development. First of all, it is about ensuring the compatibility of the higher education sector with the components of the so-called framework 8 "C", for which we can define the following priority directions [2] – Tab. 1

*Table 1*

### **The 8 "C" Framework In Analyzing The Higher Education Sector's Role In Information Economy Formation**

№	Component	Grounding
1 C	Connectivity	access expansion to modern information and communication technologies by operative updating of computer equipment, software; wide access of students, teachers and researchers to the Internet (2016: Ukraine is ranked the 76th position in the world by the level of individual usage of information technology; the 63th position – business usage; the 114th position - government usage [4]); implementation of the specialized training courses and programs on modern information and communication technologies into the educational process
2 C	Content	wide access of students, researchers and University teachers to high-quality professional content (for example, to articles in modern leading world scientific-metric bases: Web of Science, Scopus, Index Copernicus, Astrophysics, PubMed, Mathematics, Springer, GeoRef, etc.)
3 C	Community	development of high-powered online platforms by the leading technological universities in order to transform the country into one of the world's hubs of global communications (Ukraine ranked the mediocre position in 2016 on parameters: "Availability of the latest technologies" (the 96th position out of 139 countries), "Internet bandwidth" (the 63rd), "Secure Internet servers" (the 68th position) [4])
4 C	Commerce	educational institutions should orient their activities at: a) preparing a new generation of entrepreneurs (able to create and manage the virtual enterprises) and staff (competitive in the conditions of the information economy) – potential of the national system is due to the fact that, according to the criterion "The Higher Education and Training", Ukraine is the 33rd largest country in the world in 2016 [3]; b) development of universities' entrepreneurial functions
5 C	Capacity	creation of the effective motivators in the higher education sector for the development of scientific creativity, and innovation activeness to encourage the creation, transfer, commercialization and export of information; the higher education sector is the core of development of human resources as a driving force for information economy formation. In 2016, the capacity of Ukraine to retain talent was estimated by the World Economic Forum at 2.5 points, making it the 127th in the world; and the capacity to attract talent - the 93rd position [3]
6 C	Culture	the key role of universities is mainly to form the innovative consciousness in the society (susceptibility of innovations, readiness for implementation of the information and communication technologies and their active usage in the life and professional activity. Ukraine is ranked the 63rd in the world by the number of households with personal computers; the 72th - by the level of their Internet access; the 78th - by the degree of the use of virtual social networks [4]);
7 C	Cooperation	in the Ukrainian realities one of the functions of the higher education institutions is initiating effective communications between the representatives of the business enterprise, higher education, government, private non-profit sectors; partnerships development is possible on the basis of creating a favorable regulatory environment at the national level (according to the World Economic Forum, in 2016 Ukraine showed rather weak positions by the parameters "Political and regulatory environment" (the 113th place) and the "Effectiveness of law-making bodies" (the 120th place) [4])
8 C	Capital	this component is problematic for the domestic higher education institutions that have difficulties by attracting investment and need to intensify fundraising activities to diversify funding sources, filling university budgets, which is crucial in the context of the current trends by expansion of the financial autonomy of the higher education institutions [2]. In general, in Ukraine only 5.2% of the state funding is put on the financing research in the direction of "Information and Communication Technologies" - UAH 151.97 million in 2016 [8]

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Consequently, formation of the information economy puts forward a number of the requirements for the higher education sector, which requires much more profound transformations than simply implementing the information and communication technologies in the educational and research processes, and expanding the scope of distance education. The priorities of the functions transformation of the higher educational institutions in terms of their activities in the context of the formation of the information economy are described in Tab. 2.

Table 2

**Priority directions of the functions transformation of the higher educational institutions in the context of the information economy formation**

Function	Transformation direction	Grounding
Educational	<ul style="list-style-type: none"> <li>– staff training for the needs of information economy (key competencies: ability to generate innovations; high adaptability to dynamic of the socio-economic changes; operative implementation of the modern information and communication technologies; ability to aggregate, analyze and effectively use information resources);</li> <li>– preparation of a new generation of the entrepreneurs (able to conduct business in the field of information and telecommunication technologies, information resources)</li> </ul>	<p>The information economy formation causes transformation of the approaches to the organization of the business activities, leads to the new business models emerge, which means changing of the requirements to the competent structure of both personnel and entrepreneurs. There are three groups of competencies, applicable in the conditions of the information economy: cognitive (literacy, logical, mathematical, analytical thinking; creativity; problem solving skills), social (emotional intelligence; readiness to get new experience; stress resistance; communication and leadership skills; teamwork skills), technical (computer skills; ability to search and process information in the Internet; knowledge of professional software and information technology; ability to adapt quickly to technological innovation) [6, p. 33].</p> <p>According to the World Economic Forum, in Ukraine 33.7% of the workforce is employed in knowledge-intensive jobs - it is 38th among 139 countries [4].</p>
Scientific-research and innovative	<ul style="list-style-type: none"> <li>– harmonization of research projects of the higher educational institutions with the actual requests of the business sector;</li> <li>– transfer and commercialization of the research activities results in the real sector of the national economy;</li> <li>– inventions patenting;</li> <li>– initiation and realization of the joint innovative scientific and educational projects</li> </ul>	<p>The information economy formation causes the close cooperation of the business enterprise sector with organizations, which conduct researches in the field of development of information and communication technologies. Ensuring stable competitive positions of the economic agents makes it necessary to take into account the modern trends: according to the World Bank, in 2015, 1.1 billion of the planet population had high-speed access to the Internet with about 3.2 billion people who regularly use the Internet [6, p. 8]. In 2016, 49.3% of the population of Ukraine used the Internet - it is the 80th place among 138 countries of the world [3]. Every year, the number of people who have access to the information and communication technologies is expanding, which requires from the business enterprise sector to be quickly involved and able to present its products through the Internet, and also to introduce innovations actively, and increase the volume of the science-intensive products producing. Herewith, it feasible to implement cooperation of the enterprises with the universities including within functioning of the local innovation centers (technology parks, business incubators, technopolises at the higher educational institutions).</p>

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*Continuation of Table 2*

Financial-economic	–diversification of funding sources; –attraction of private investments; –grant funding from foreign and national funds; –development of fundraising activity; –foundation of endowment funds	Modernization of the educational process, improvement of the research activities, activation of the innovation development is impossible without timely updating of the material and technical base and introduction of the modern information and communication technologies, which requires significant investments. Expansion of the financial autonomy of the Ukrainian universities is particularly relevant to ensuring their financial sustainability; in the conditions of high competition on the educational services market, innovative leadership, activity in the implementation of modern information technology is an integral factor of the university competitiveness.
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**Conclusions.** The research allows us to conclude that there are correlations between the pace of the information economy development and the degree of interaction between the business enterprise sector and the higher education sector in the field of staff training (in terms of competence, professional, qualifications structures; lifelong learning; readiness to innovations; skills of modern entrepreneurs capable doing business in a dynamically changing environment) and research activity (conducting of joint research to generate new knowledge, technologies, information; implementation of innovative projects; transfer and commercialization of innovations). Mutual benefit of such partnership is substantiated: on the one hand, it means the ability of the higher educational institutions to become more actively integrated and to be able to respond adequately to the actual requests of the national economy real sector, as well as to ensure diversification of the funding sources by increasing the inflow of private investment. On the other hand, the cooperation with the higher education sector causes the increasing of the innovative activity of the business enterprise sector because of widening of the economic entities access of to the latest scientific developments, inventions, information, professional consultations, professional expert services, etc. Significant separation and distance of the university education and academic science from the real economy leads to the need for further scientific search of effective tools to minimize the adverse effects of exogenous and endogenous factors and barriers of the operational transition of the national economy on the development under the principles of information, innovation, and knowledge of the complexity.

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UDC 334

УДК 334

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**PUBLIC-PRIVATE PARTNERSHIP IN THE FIELD OF INNOVATIONS AS AN EFFECT OF SOCIAL RESPONSIBILITY**

**ДЕРЖАВНО-ПРИВАТНЕ ПАРТНЕРСТВО У СФЕРІ ІННОВАЦІЙ ЯК ПРОЯВ СОЦІАЛЬНОЇ ВІДПОВІДАЛЬНОСТІ**

**Urgency of the research.** Public - private partnership (PPP) is now recognized as an important tool for promoting innovations. This is due to many reasons, among which: lack of budget resources, low level of commercialization of inventions of public research institutions, low level of cooperation between public and private research institutions, etc.

**Target setting.** In the conditions of a shortage of financial resources, one of the options for providing resources for innovations in both the economy and other spheres of economic life the use of private business opportunities in the form of public-private partnership (PPP) could be considered useful that is seen as a manifestation of social responsibility.

**Actual scientific researches and issues analysis.** The issues of PPP development as a form of effect of social responsibility in the field of innovations were studied by both native scholars (V. M. Heyets, O. M. Golovinov, A. F. Melnik, I. V. Mosiichuk) and foreign researchers (M. Geddes, M. Łakomy-Zinowik, N. Lee, P. de Witte) et al.

**Uninvestigated parts of general matters defining.** PPP in the sphere of innovations is a relatively new topic and the issue of seeking the ways for innovative development of the economy, based on social responsibility and cooperation between the public, business and society is not analyzed enough in the national scientific field.

**The research objective.** Analysis of peculiarities of introduction of innovations using the PPP mechanism on the basis of social responsibility.

**The statement of basic materials.** The article is focused on analysis of the usage of public and private business cooperation in the form of public-private partnership in sphere of innovations development. The PPP in the present research is defined as an innovative form of development of public infrastructure and the allocation of related services. The tasks that the public pursues via the usage of public-private partnership in the innovation sector are identified. The attention is paid to the role of PPP in the innovation field of particular countries.

**Conclusions.** The main purpose of the PPP in the field of innovations can be both the introduction of inventions into the market and their commercialization, the exchange of results of scientific researches between the public and private business, as well as increase of global competitiveness of the national economy.

**Актуальність теми дослідження.** Державно-приватне партнерство (ДПП) визнається сьогодні важливим інструментом просування інновацій. Пов'язано це з багатьма причинами, серед яких: брак бюджетних коштів, недостатній рівень комерціалізації винаходів державних дослідницьких інституцій, слабкий рівень співпраці між державними та приватними дослідницькими інституціями тощо.

**Постановка проблеми.** В умовах дефіциту фінансових ресурсів одним з варіантів ресурсного забезпечення запровадження інновацій як у економіку, так і інші сфери господарського життя, могло б стати використання можливостей приватного бізнесу у формі державно-приватного партнерства (ДПП), яке за своєю природою є проявом соціальної відповідальності.

**Аналіз останніх досліджень і публікацій.** Проблеми розвитку ДПП як форми прояву соціальної відповідальності у сфері інновацій розглядали як вітчизняні вчені (В. М. Геєць, О. М. Головінов, А. Ф. Мельник, І. В. Мосійчук), так і зарубіжні дослідники (М. Геддес, М. Лакоми-Ціновік, Н. Лі, П. де Вітте) та інші.

**Виділення недосліджених частин загальної проблеми.** Оскільки ДПП у сфері інновацій є відносно новою сферою, недостатньо дослідженим у вітчизняній науковій думці залишається питання пошуку інструментів інноваційного розвитку економіки на засадах соціальної відповідальності та співпраці держави, бізнесу та суспільства.

**Постановка завдання.** Аналіз особливостей запровадження інновацій з використанням механізму ДПП на засадах соціальної відповідальності.

**Виклад основного матеріалу.** Стаття присвячена використанню співпраці держави та приватного бізнесу у формі державно-приватного партнерства у розвитку інновацій. В роботі надана характеристика ДПП як інноваційної форми розвитку інфраструктури загального користування та надання пов'язаних послуг. Також, визначено завдання, які держава переслідує використанням державно-приватного партнерства в інноваційній галузі. Окрім того, проаналізована роль ДПП в інноваційній сфері окремих країн.

**Висновки.** Основною метою застосування ДПП в галузі інновацій може бути як виведення винаходів на ринок та їх комерціалізація, взаємообмін результатами наукових досліджень між державою та приватним бізнесом, так і підвищення глобальної конкурентоспроможності національної економіки.

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**Keywords:** *public-private partnership (PPP); social responsibility; innovation; innovative PPP; "Green Growth"; "Green Growth Strategy".*

**Ключові слова:** *державно-приватне партнерство (ДПП); соціальна відповідальність; інновації; інноваційні ДПП; «Зелене зростання»; «Стратегія зеленого зростання».*

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**Urgency of the research.** The factor of innovation, as noted by many scholars, in modern conditions is decisive in ensuring the prerequisites for economic growth, and hence – the competitiveness of the state. However, projects related to the implementing innovation at all levels of the economy, require significant financial resources for their implementation. There is a number of issues under investigation: the lack of funds for financing the implementation of the relevant projects; insufficient level of financing the science and commercialization research results carried out by state research institutions that indicate a low level in science and production; insufficiency of the support of the entrepreneurship by the state; low level of social business and government responsibility in the field of innovation.

**Target setting.** As the world experience shows, in a financial resource-constrained environment, one of the options for providing resources for innovation in both the economy and other spheres of economic life could be the use of private business opportunities in the form of public-private partnership (PPP), which, by its nature, is a manifestation of social responsibility. In general, the use of public-private partnerships on the principles of social responsibility in the sphere of innovation management will contribute to strengthening of the "science - production - the state" relationships, which in their turn is a key to economic growth. In solving the problem of the innovation activity intensification in Ukraine, the level of partnership among key stakeholders will be determined by the degree of their social responsibility.

**Actual scientific researches and issues analysis.** In the context of study of the partnership relationships formation between the state and business in the field of innovation, the researches of V. M. Heyets (2009), devoted to the partnership of the state and business in the process of relationships of science and production as subjects of innovation policy, is important. O. M. Golovinov (2010) investigated the role of public-private partnership in the innovation sphere. V. I. Dubnitsky (2012) determined the opportunities of innovation and marketing potential of territories in the context of PPP formation. A. F. Melnyk (2011) substantiated the use of public-private partnership in the system of institutional support of economic processes. Works of M. Geddes (2005, 2017) are devoted to the territorial and practical aspects of the implementation of PPP projects. The relationships between social responsibility of the business and its innovative activity are studied in the works of Yu. V. Chala (2014), I. V. Mosiychuk (2015), and M. Łakomy-Zinowik (2017).

**Uninvestigated parts of general matters defining.** PPP in the sphere of innovations is a relatively new topic and the issue of seeking the ways for innovative development of the economy, based on social responsibility and cooperation between the state, business and society is not analyzed enough in the national scientific field. PPP is able to ensure a combination of business profitability and usefulness for society within sustainable development. One of such instruments in the field of innovation development is public-private partnership.

**The research objective.** Analysis of peculiarities of introduction of innovations using the PPP mechanism on the basis of social responsibility.

**The statement of basic materials.** The practice of usage of PPP shows that such a cooperation plays a critical role in innovation introduction. Public-private partnerships expands opportunities for the innovation activities development beyond the state authorities institutions, allowing for innovation to flourish. According to M. Łakomy-Zinowik (2017), the use of PPP allows to involve a part body of skills, talents, qualifications, experience, as well as a more diligent and responsible culture of work in a government mechanism and to create a solid foundation for innovative thinking and creativity in society [1, c. 79-80]. On the other hand, public-private partnerships help private companies to encompass innovations in their activities and accumulate additional financial resources and business capital to favour the formation of new industrial clusters, thus contributing in such a way to the

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diffusion of innovation in an ever-growing competitive environment. Moreover, PPPs help private companies to engage in large-scale projects that go beyond their traditional capabilities.

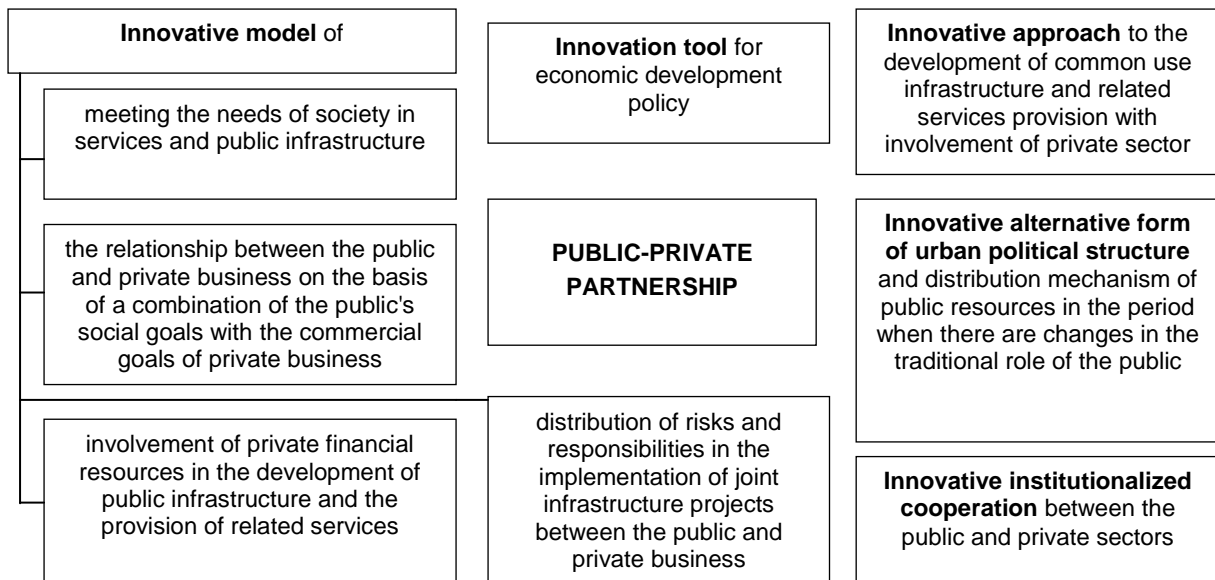
The PPP itself is innovative by its nature. First of all, this is organizational innovation, because it presumes a combination of goals of the state, which are primarily aimed at satisfying the social needs of the population, with the commercial goals of private business.

The innovativeness of this mechanism also emphasizes:

- transfer of performing of traditionally public functions to the responsibility of the private sector;
- concentration within the responsibility of a private market operator or consortium of companies the entire cycle of works: design, construction / renovation, financing, maintenance of infrastructure and infrastructure services provision;
- distribution of risks between the state and the private sector on the principle of the best managing of them, which will stimulate increase of efficiency of available resources usage;
- introduction of the principles of competition into the sphere of natural monopolies (provision of infrastructure services) by competitive selection of a private operator;
- involvement of private sector resources, primarily, financial ones, as well as management experience, technologies, consumer orientation to the common use infrastructure development and related services provision;
- participation of stakeholders in decision-making on launching a public-private partnership project and other issues of its functioning;
- whole life-time costing of the PPP project.

Based on the foregoing, public-private partnership in terms of its innovation can be expressed as follows (Fig. 1).

On the other hand, there is a constant evolution of models and forms of public-private partnership manifestation, so it can be argued about the existence of innovations within the PPP. This is due, first of all, to changing conditions of economic activity and the spread of public-private partnerships to other areas of public relations. In particular, according to the KPMG [2], governments try to introduce innovations in order to balance the unity of maximizing benefits and PPP models with reduced funding costs; the latter stimulates the introduction of innovations in the PPP itself.



**Fig. 1. The essence of "Innovativeness" of public - private partnership**

Source: created by the authors

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Today, the implementation of PPP projects, in general, and in innovation activities, in particular, goes beyond the national borders and becomes international by its nature. Thus, the most illustrative example of using the PPP mechanism in the innovation field at the interstate level is the implementation of the Green Growth Strategy, launched by the OECD in 2011 [3]. To date, "Green Growth" envisages ensuring economic growth and development in such a way that natural wealth would continue providing environmental resources and services, on which the welfare is based. This strategy must stimulate investments and innovations in order to maintain growth, contributing to the emergence of new economic opportunities [4].

Public-private partnership itself has become a popular concept for Green Growth projects. The attractiveness of the PPP is partly caused by such traditional benefits as financial value for taxpayers from diversification of risks, synergistic effects from knowledge transfer, increased accountability and transparency among stakeholders, etc. In addition, there are other advantages of raising private capital in the form of public-private partnerships for implementation of Green Growth projects.

Above all, the PPP plays an important role in stimulating the innovations (N. Lee, 2014) and further market formation (Kh. Almarri, B. Abu-Hijleh, 2013). The government may support research and development at an early stage through financial and non-financial assistance, promoting a technological breakthrough and reducing the risks of private sector investments [5-6].

Also, the PPP proved its efficiency in managing natural resources. With the help of quotas, distribution of access rights, and even more strict measures the government policy presupposes control over natural resources to prevent over-exploitation. According to J. Bouma, E. Berkhout (2015), such state approaches often do not provide the expected effect, mainly due to limited public monitoring and enforcement capabilities. The PPP, in its turn, can contribute to common understanding of the value of natural resources, which will allow to develop more effective management methods and private sector involvement [7].

Besides, the PPP is suitable for small-scale distributed investments into infrastructure through overcoming financial constraints for new markets development and for system weak links. Here such examples can be provided as irrigation systems for small-scale farmers, the development of infrastructure for the production and distribution of biodiesel fuel, the rural networks of renewable energy sources, etc. [4].

Another advantage is that PPPs can raise awareness of the public, which will lead to a broader range of stakeholders. At the same time, the environment where private sector would be interested in participating through the intensification of cash flows from loans and grants could be created. The results of the research by L. Witters, R. Marom, K. Steinert (2012) showed that private sector participation in Green projects contributes to the development of social responsibility of corporations and to the creation of a market of environmentally friendly products by means of using the best investment opportunities in the country [8].

Moreover, PPP reduces associated business risks, as it promotes joint development measures that satisfy both the public and private sectors. As such, large Green projects can be implemented in those cases where neither the state nor the private sector can separately achieve significant results due to their limited funding or technological capabilities. Consequently, the distributions of risks among all agreement parties will be more uniform [5; 7].

And, finally, if private sector experience is involved, foreign aid can be employed. As the PPP is capable of initiating and implementing large-scale projects, it is currently used to support Green Economy projects that are of particular interest to the private sector. Public-private partnerships are expected to ultimately improve business conditions by allowing companies to increase their representation in developing countries in case the obstacles hampering the PPP full potential are eliminated (J. Bouma, E. Berkhout, 2015) [7].

In addition to the Green Growth strategy, which incorporates a number of countries, each of them develops their own programs to promote innovations on the market making use of public-private partnership mechanism. The examples are the German National Platform for Electric Mobility (Nationale Plattform Elektromobilität) [9]; Tsukuba Innovation Arena, operating in Japan (Tsukuba

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Innovation Arena - abbreviated as TIA-nano) [10-11]; the Dutch "Top-Sector Policy" [12] and the Industrial Partnership Program [13], et al.

Thus, by exploiting the PPP mechanism, the Japanese TIA-nano establishes and promotes three types of platforms based on advanced equipment, long-term research results, intellectual property, know-how and human resources. They are system and integration platform, advanced material platform, and basic resource platform [11]. For this purpose, a variety of activities are held, such as national research projects performed by companies, technological research associations or consortia, as well as research collaboration, public research centers, research and technology training courses, lectures and summer schools [10-11].

Dutch Industrial Partnership Program (IPP), in its turn, is intended for the staff of the Fundamental Research of the Matter Foundation (FOM) to conduct long-term fundamental research in close cooperation with industry researchers in the areas with promising potential for innovation and complex scientific issues [13]. On January 1, 2017 FOM was converted into three parts. Granting became a part of Domain Science, the Netherlands Organisation for Scientific Research (NWO). Another part was joined to the Operations and Personnel Department providing support to the institutes (AMOLF, ARCNL, DIFFER and Nikhef). Meanwhile university working groups became NWO-I [13].

Dutch Industrial Partnership Program particularly aims at multinational firms that have their own research labs. IPP is funded jointly by FOM and industry partners; the latter provide at least 50% of costs. Scientific quality is the ultimate determining factor for financing the project. Firms "buy" their access to the knowledge accumulated by the Program, and they also gain access to the physical network. Conducting high-quality research and the opportunity to be published in peer-reviewed journals is the starting point for each IPP (P. de Witte, 2012) [14]. The IPP can be "open" or "closed". In the Closed Program, all projects have already been identified and the research consortium has been set up during application. In case of an Open Program, a program proposal is being written, after which a tender of project proposals is organized.

**Conclusions.** On the basis of application peculiarities of public-private partnerships in the innovation sphere and the analysis of foreign experience in this area, in order to stimulate such process in Ukraine, it is reasonable to take the following actions:

- developing a strategy and a strategy-based model of relations between the state and private business in the area of promoting innovations, their introduction to the market and commercialization;
- determining foreground directions of application of public-private partnership mechanism in innovation activity;
- elaborating the necessary stimulating tools to enhance the participation of private business in similar projects;
- developing the necessary institutional provision of PPP in the innovation sector: the authorized government body, non-governmental organizations for promoting the development of innovative PPPs, the mechanism of financing and risk insurance of relevant public-private partnership projects, etc.;
- elaborating and adopting of the relevant legal and regulatory framework;
- implementing pilot projects of public - private partnership in the field of innovation promotion;
- developing a formal mechanism for implementing PPP projects in the innovation sector;
- organizing implementation of the PPP development strategy in the field of innovation promotion.

The fulfillment of the proposed tasks will make it possible to improve the implementation of the innovative potential of Ukrainian economy and, thus, to increase the competitiveness of the country as a whole.

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**FORMATION OF FINANCIAL MANAGEMENT ARCHITECTONICS IN CORPORATE STRUCTURES****ФОРМУВАННЯ АРХІТЕКТОНІКИ ФІНАНСОВОГО УПРАВЛІННЯ В КОРПОРАТИВНИХ СТРУКТУРАХ**

**Urgency of the research.** The need to expand the scope of corporate structures puts new challenges to improve financial security in the direction of establishing benchmarks for sustainable long-term development, which is possible if there is a certain architecture of financial management.

**Target setting.** It is important to reveal the prospects for the development of methodological foundations for the formation of the financial management architecture in corporate structures to ensure the growth of their market value.

**Actual scientific researches and issues analysis.** Development of approaches to financial management is devoted to the publication of a wide range of domestic scientists, including M. Bilyk, I. Blank, I. Zapatrina, O. Tereshchenko, V. Fedosov, I. Chugunov.

**Uninvestigated parts of general matters defining.** At present, despite the presence of numerous scientific developments, opportunities and advantages of forming the architectural structure of financial management in corporate structures are not fully reflected in the direction of ensuring the growth of their market value and sustainable development yet.

**The research objective.** To substantiate the peculiarities of the formation of the architectural structure of financial management in corporate structures, the definition of ways to ensure rational trends in the growth of their market value.

**The statement of basic materials.** The main objectives of financial policy are the search for new opportunities for the formation and efficient distribution of financial flows, the organization of regulation and stimulation of economic and social processes by financial methods, the formation of the architecture of financial management and its development in accordance with changes goals and objectives of the financial strategy of corporate structures, creating an effective system of financial management.

**Conclusions.** Formation of the architecture of financial management should be determined by the creation and coordination of the corresponding components that will ensure the existence of a complex system that can function in conditions of rapid variability of the external environment and can provide synergistic effect.

**Keywords:** architectonics; corporate structures; financial management; development; cost; value.

**Актуальність теми дослідження.** Необхідність розширення масштабів діяльності корпоративних структур ставить нові завдання з удосконалення фінансового забезпечення у напрямі формування орієнтирів стабільного довгострокового розвитку, що можливе за наявності визначеної архітекtonіки фінансового управління.

**Постановка проблеми.** Важливим є розкриття перспектив розвитку методологічних засад формування архітекtonіки фінансового управління в корпоративних структурах для забезпечення зростання їх ринкової вартості.

**Аналіз останніх досліджень і публікацій.** Розвитку підходів до фінансового управління присвячено публікації широкого кола вітчизняних науковців, серед яких М. Білик, І. Бланк, І. Запатріна, О. Терещенко, В. Федосов, І. Чугунов.

**Виділення недосліджених частин загальної проблеми.** На сучасному етапі попри наявність численних наукових розробок ще не повною мірою висвітлені можливості та переваги формування архітекtonіки фінансового управління в корпоративних структурах у напрямі забезпечення зростання їх ринкової вартості та сталого розвитку.

**Постановка завдання.** Обґрунтувати особливостей формування архітекtonіки фінансового управління в корпоративних структурах, визначення шляхів забезпечення раціональних напрямів зростання їх ринкової вартості.

**Викладення основного матеріалу.** Основними завданнями фінансової політики стає пошук нових можливостей формування та ефективного розподілу фінансових потоків, організація регулювання й стимулювання економічних і соціальних процесів фінансовими методами, формування архітекtonіки фінансового управління та його розвиток відповідно до змін мети і завдань фінансової стратегії корпоративних структур, створення ефективної системи управління фінансами.

**Висновки.** Формування архітекtonіки фінансового управління має визначатися створенням та узгодженістю відповідних складових, що забезпечать існування складної системи, яка спроможна функціонувати в умовах стрімкої мінливості зовнішнього середовища і здатна забезпечити синергетичний ефект.

**Ключові слова:** архітекtonіка; корпоративні структури; фінансове управління; розвиток; вартість; цінність.



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**Urgency of the research.** The development of processes of globalization and integration, expanding the boundaries of motion for financial capital, the emergence of new ways of forming and using financial resources determine the need for a new understanding of the role of corporate structures in the effective implementation of the functions of the financial system.

The need to expand the scope of corporate structures puts new challenges to improve financial security in the direction of establishing benchmarks for sustainable long-term development, which is possible only if there is a certain architecture of financial management.

**Target setting.** The experience of developed countries shows that the rational structure of financial management is a powerful element of the development of corporations. Finding the most effective tools and mechanisms of financial management becomes a top priority in the conditions of constant volatility of the external environment that are taking place in the domestic economy. Therefore, it is important to reveal the prospects for the development of methodological foundations for the formation of the financial management architecture in corporate structures to ensure the growth of their market value and sustainable development.

**Actual scientific researches and issues analysis.** The research of theoretical and practical aspects of the development of approaches to financial management is devoted to the publication of a wide range of domestic scientists, including M. Bilyk, I. Blank, I. Zapatrina, O. Tereshchenko, V. Fedosov, I. Chugunov [6].

**Defining the uninvestigated parts of general issues.** However, at present, despite the presence of numerous scientific developments, opportunities and advantages of forming the architectural structure of financial management in corporate structures are not fully reflected in the direction of ensuring the growth of their market value and sustainable development yet.

**The research objective.** The purpose of the research is to substantiate the peculiarities of the formation of the architectural structure of financial management in corporate structures, the definition of ways to ensure rational trends in the growth of their market value and sustainable development in fragile economic conditions.

**The statement of basic materials.** In Ukraine, the complex process of transformation of socio-economic relations is continuing, which is characterized by the strengthening of the role of corporate structures. The laws of a market economy force the corporate structures to look for effective ways to form and use financial resources constantly. Transformations that take place in the economy require the solution of important issues in the field of financial management of corporate structures, which requires a combination of financial, organizational, social and other management methods, the application of new approaches to the most completed detection and use of financial potential.

Financial policy is a special field of activity of corporate structures, it is aimed at mobilizing financial resources, their rational distribution and use for sustainable development. The main objectives of financial policy are the search for new opportunities for the formation and efficient distribution of financial flows, the organization of regulation and stimulation of economic and social processes by financial methods, the formation of the architecture of financial management and its development in accordance with changes goals and objectives of the financial strategy of corporate structures, creating an effective and maximally effective system of financial management.

The characteristic features of modern financial resources are complexity, dynamism, influence on their formation and functioning of unpredictable socio-economic and political factors. Therefore, scientists are increasingly paying attention to the research of financial architecture, architecture of financial space, financial potential and assessment of their impact on all spheres of the functioning of economic systems.

According to Klymchuk S. V., the architectonics of financial space is a system of effective spatial functioning of the financial mechanism, which makes it possible to fix this region qualitatively due to the functional dependencies of structural elements and levers of the financial system [1, p. 30].

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P. A. Steciuc defines certain preconditions of financial architectonics and proves that the characteristic features of financial architectonics are the integrity, interdependence of system elements, hierarchy, stability, harmony, sensitivity, adaptability, integrity and spaciousness. [2, p. 20].

Glushchenko O. V. [3] defines the notion of financial architecture as an integral part of the financial space in which architecture rests - a special composition of the financial space, which enables us to investigate the integrity of the phenomenon, external environment and internal structure. The architectural difference between architecture consists in the fact that architecture always involves integration and hierarchy, architectonics makes it possible to extend this concept at the expense of constellation - spatial communication without connections and hyperarchy. This approach allows us to determine the role of synergies between elements of financial management of corporate structures that are capable of determining the possibilities for self-organization and self-development of such a system. We believe that the effect of synergy in financial management determines the result of the unity of all components and functioning of the self-regulation model, which allows us to synchronize financial flows in the direction of optimizing financial resources, taking into account the nature and strength of the influence of external and internal environments [4, p. 162].

Architectonics is a harmonious combination of parts into a one single thing. Architectonics of financial management plays an important role in the activities of corporate structures. In conditions of market relations its value does not only increase, but does also qualitatively change. The formation of the newest architecture of financial management is a topical issue of the present, because the negative trends existing at this stage of the development of financial relations emphasize the need to reform the principles of existing financial management systems.

It is expedient to define the architectonics of financial management in corporate structures as a logical structuring of components that ensures the rational formation and use of financial resources, optimal correlation between sources of their financing, takes into account external and internal factors of influence, is realized by making financial decisions to ensure the growth of market value.

Taking into account the results of researches of the scientists, it is expedient to note that the basic principles of constructing the architectonics of financial management of corporate structures are as follows:

- scientific (involves the maximum use of the results of scientific research in financial management);
- humanity (it is the orientation of financial decisions on observance of economic, ecological, social, ethical requirements);
- strategic orientation (involves the development of coordinated tactical and strategic financial tasks, forecasts of possible directions of financial resources movement and options for developing a corporate structure for the growth of value);
- synergy (provides the interaction of components of financial management, which reflects the effect, not adaptive to their individual effects);
- hierarchy (provides the financial decisions based on the clear interaction of the relevant hierarchical levels, time horizons, techniques and technologies of financial management);
- harmony (determines the observance of the optimal proportions in the volume of financial resources, the consistency of input and output financial flows, the relationships between the participants in the corporate structure, the joint responsibility of the elements for the development of a strategy for development in a dynamic environment environment);
- integrity (reflects the interaction between elements in the process of financial management and involves taking into account the interrelationships that exist between components);
- systematic (provides in the process of financial management the presence of feedback, signaling the achieved result and the need to adjust the financial objectives);
- consistency (ensures the co-ordinated participation of financial management elements on the basis of cooperation and taking into account their interests);
- adaptability (reflects the rapid adaptation to changes in the environment and adjustments to the tasks of financial management);

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- diversification (provides multidisciplinary and multi-directional actions of participants of corporate structures, allowing to take into account all of the possible alternatives).

In order to comply with the above principles, the basic conditions for the formation of the architectural structure of financial management in corporate structures should be:

- the main link in the architecture of financial management of the corporate structure is the management of financial resources and sources of their formation;
- financial management is an integral part of the overall corporate governance system;
- the management of financial resources is subordinated to the implementation of the overall strategy for the development of the corporate structure;
- the formation of the architectural structure of financial management in the corporate structure should be determined by the internal logic that will result in the implementation of certain procedures and stages;
- taking into account external and internal factors of influence and orientation of the market value growth;
- the indicator of the quality of the formation of the architectural structure of financial management in the corporate structure should be the financial potential that will contribute to its continued development.

As a result, it would be advisable to conclude that under current conditions, the architectonics of financial management in corporate structures should be formed from the standpoint of system, structural, process, functional and situational approach (Fig. 1).



**Fig. 1. The architectonics of financial management in the corporate structure**

Source: created by the authors

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The system approach will reflect the complex of general functions of financial management and the relationship between elements of the system, structural one will reflect the construction of the structure of financial relations and the subordination of elements in it, the process one - the composition and stages of management, the functional one - the procedures for the implementation of functions, the situational one - information communications that have arisen in conditions of dynamic changes. Being interrelated in a certain management cycle, they will be able to distinguish the certain stages, phases, functions. Taking into account the system approach, financial management should reflect the formation of a system that includes organizational subsystems, motivation, planning, control, and their elements, between which the direct and reciprocal relationships are established. Based on the structural approach, it is expedient to distinguish four stages of financial decisions in the financial management. Applying the process approach, it is necessary to allocate the phases of financial management, which include determination of tasks, development of alternative variants, their adoption, execution, recording of implementation facts, record of results, control over implementation, generalization and rejection of irrational decisions. In this case, the financial management should be considered in the spatial-temporal sequence of actions that will determine the movement and a qualitatively new state of financial resources. The functional approach will allow the implementation of certain functions of financial management to be implemented and to determine the directions of their practical implementation. On the basis of a situational approach, an assessment of the situation existing in the external environment and determining the peculiarities of making financial decisions should be made.

Based on the analysis of the practice of financial management in corporate structures and the generalization of the theoretical basis of system transformations, it is advisable to distinguish the following stages of the formation of the architectural structure of financial management in corporate structures:

1. Definition of target parameters for the formation of the architectural structure of financial management in the corporate structure and justification of the goals of functioning.
2. Analysis of the current state of financial management in the corporate structure.
3. Substantiation of financial and other possibilities of the corporate structure for creation of the appropriate architect.
4. Designing an architectural model of financial management in the corporate structure.
5. Determination of criteria and limitations of effective functioning of financial management in the corporate structure.
6. Formation of financial management architectonics in the corporate structure.
7. Definition of the procedure of development and implementation of financial decisions in the field of functioning of a certain architectonics.
8. Development and implementation of a system for monitoring the effectiveness of the components of the architectural structure of financial management in the corporate structure.
9. Ensuring the effectiveness and reliability of the architecture of financial management in the corporate structure.

At the heart of the creation, operation and development of a certain financial management architectonics of in the corporate structure is the idea of the ordering of financial resources, the basis of which is the presence of certain components that perform the established functions, procedures and tasks. It is expedient to include the following tasks: the development and implementation of financial plans and budgets; the modeling of optimal directions of movement of financial flows; the monitoring of the intensity and targeting of financial flows; the analysis of the preferences of participants in corporate structures regarding the formation and movement of financial resources; the estimation of risk and efficiency of tracks of financial resources movement; the current assessment of financial management; the forecasting costs and benefits in achieving mutual financial goals; the ensuring solvency and promising financial stability, expressed in the ability to timely repay current liabilities and accumulate reserves for the formation of financial capacity, the implementation of investment for development [5, p. 214].

## ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

The adoption of operational, tactical, strategic financial decisions involves the formation of a financial management system that will include a subsystem of planning, organization, motivation and control. Their interaction will achieve the synergy effect by ensuring not only the corresponding volumes of financial resources, but also the corporate structures market value growth, with their further effective development.

**Conclusions.** The conducted scientific researches make it possible to state that the formation of the architecture of financial management of corporate structures in the conditions of integration and globalization of economic processes should be determined by the creation and coordination of the corresponding components that will ensure the existence of a complex system that can function in conditions of rapid variability of the external environment and can provide synergistic effect in the process of implementing a strategy in order to grow their market value. Successful realisation requires the implementation of a set of tasks related to the creation of methodology oriented to dynamic equilibrium, the integration of new areas of economic sciences and theories into the conceptual approaches of financial management, the development of methodical approaches to financial management using nonlinear dynamic modeling and non-deterministic forecasting models, the justification of the appropriate toolkit to assess the market value of the corporate structure.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**ECONOMIC CONCEPT  
OF ANDREI SHEPTYTSKY'S****ЕКОНОМІЧНА КОНЦЕПЦІЯ  
АНДРЕЯ ШЕПТИЦЬКОГО**

**Urgency of the research.** While exploring the heritage of socio-economic ideas and attitudes of Ukrainian figures, it is worth highlighting Andrei Sheptytsky's economic views, which can be called Christian paternalism. The interpretation of the individual economic views of the Metropolitan does not lose its relevance in contemporary conditions and opportunities for the influence of the clergy on processes of economic development.

**Target setting.** The modern global economy promotes intensive psychology of enrichment, which leads to the leveling of Christian values in society. That is why the progressiveness views of the Metropolitan requires further scientific research.

**Actual scientific researches and issues analysis.** The study of the genesis of economic development is highlighted in the writings of many scholars in contemporary economic science but the Metropolitan's views deserve special attention in determining the level of development of country and its economy.

**Uninvestigated parts of general matters defining.** However, despite the rather powerful studies of the spiritual activity of the Metropolitan, the questions of a systematic understanding of his economic views.

**The research objective.** The purpose is to study the Metropolitan's contribution in the formation of economic education and culture of management.

**The statement of basic materials.** The article considers the Metropolitan's vision for implementing the idea of social justice. His understanding of the danger of the predominance of capital over labor, which leads to its excessive accumulation, is defined, which is a threat to military conflicts, the destruction of competitive relations to the monopolization of the market.

**Conclusions.** There is no doubt that the significance of journalistic, educational and entrepreneurial activity of A. Sheptytsky for the development of the Ukrainian intellectual and business elite in the period of important transformations of state-building is substantiated.

**Keywords:** economic views; economic activity; clergy; cooperative movement; educational activities; christian paternalism.

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**Актуальність теми дослідження.** Досліджуючи спадщину соціально-економічних ідей та поглядів українських діячів варто виділити економічні погляди Андрія Шептицького, які в сукупності можна назвати християнським патерналізмом. Інтерпретація окремих економічних поглядів митрополита не втрачає актуальності і в сучасних умовах та можливостях впливу духовництва на процеси економічного розвитку.

**Постановка проблеми.** Сучасна глобальна економіка пропагує інтенсивну психологію збагачення, що призводить до нівелювання в суспільстві християнських цінностей. Саме тому прогресивність поглядів митрополита вимагають подальшого наукового дослідження.

**Аналіз останніх досліджень і публікацій.** У сучасній економічній науці дослідження генези економічного розвитку висвітлюються у працях багатьох вчених, однак особливої уваги заслуговують погляди митрополита в частині визначення рівня розвитку країни та її економіки.

**Виділення недосліджених частин загальної проблеми.** Однак, незважаючи на доволі потужні дослідження духовної діяльності митрополита малодослідженими залишаються питання системного розуміння його економічних поглядів.

**Постановка завдання.** Метою дослідження є вивчення вкладу митрополита у формування економічної освіти і культури господарювання, в чому він вбачав гарантію соціальної захищеності населення.

**Виклад основного матеріалу.** В статті розглянуто бачення митрополита щодо реалізації ідеї соціальної справедливості. Розкрито його концепцію перерозподілу доходів у суспільстві. Визначено його розуміння небезпеки переважання капіталу над працею, що веде до надмірного його накопичення, а це є загрозою військових конфліктів, руйнування конкурентних відносин і монополізації ринку.

**Висновки.** Не викликає сумнівів обґрунтування значення публіцистичної, просвітницької і підприємницької діяльності А.Шептицького для розвитку української інтелектуальної і бізнесової еліти у період важливих трансформацій державотворення.

**Ключові слова:** економічні погляди; економічна діяльність; господарювання; духовництво; кооперативний рух; просвітництво; християнський патерналізм.

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**Urgency of the research.** Taking into the account the results of many years of research by Ukrainian and foreign economists, it should be noted that the problems of the role of the church in the economy, in particular, as one of the main institutions of economic development and the identification of the characteristic features and patterns at various stages of social development in the Ukrainian lands, have not yet received comprehensive coverage in modern Ukrainian historical and economic science.

In this connection, the question arises of the more active coverage of the outstanding Ukrainian figures in the Ukrainian economic sciences, their ideas and concepts, in particular, by A. Sheptytsky, with the possibility of using his achievements in modern processes of market reform of the national economy.

**Target setting.** The unusual figure of Andrei Sheptytsky requires comprehensive attention to a more in-depth study of the various directions of his activity. In addition to the spiritual and religious work that was his main field, Sheptytsky had the title of Doctor of Law, was a member of the Vienna Parliament and the Galician Sejm, an authoritative public figure and entrepreneur. His pro-Ukrainian positions, which were reflected in the support of the ZUUR, the attachment to the cooperative movement, active patronage and commercial activities, caused the oppression of the Bolsheviks (the Sheptytsky family was shot at a family estate) and other biased attitudes. Sheptytsky's period of life (1865-1944) was accompanied by important socio-economic and political transformations on the Ukrainian (in particular, Western Ukrainian) lands, which undoubtedly laid aside a significant footprint in his views and increased the significance of his teaching in the consequent context.

**Actual scientific researches and issues analysis.** The results of this study are due to the use of the works of Ukrainian scientists on the economic views of Andrei Sheptytsky. Among them, the authors who investigated the socio-cultural and spiritual aspects of the life of the Metropolitan - A. Bilas [12], O. Volinets [4], R. Kis [7], O. Kekosh, M. Lozynsky, O. Nevmerzhitskaya, L. Roshchina, M. Sabadugha, O. Surmach and others, as well as researchers of the economic direction of his work are R. Augustin [1], O. Verbov [2], I. Gavlish, L. Gentosh, S. Zlupko [5], T. Ivashkov [6], A. Kravchuk, Yu. Rybak [11], L. Fedik [6], M. Shulsky and others.

**Uninvestigated parts of general matters defining.** This publication explores the work of Andrei Sheptytsky with the definition of his economic views. Among contemporary scholars, they are not disclosed so often and certainly such a distinguished person deserves much more attention not only in the scientific-journalistic literature of the present, but also in terms of the development of Ukrainian economic thought.

**The research objective.** The purpose of the article is to investigate Andrei Sheptytsky's contribution to the formation of economic knowledge, emphasizing the value of Ukrainian economic thought and the fact of the formation of intellectual elite in Ukraine.

The objectives of the article are:

- carry out a systematic representation of Andrei Sheptytsky's economic views, distributing them according to the conceptual, socio-labor and financial and economic nature;
- describe Andrei Sheptytsky's most relevant and demonstrative economic views with an emphasis on his ideas on labor and capital opposition;
- to substantiate Andrei Sheptytsky's contribution to the formation of economic knowledge, the development of the Ukrainian intellectual and business elite during the period of important transformations of state-building in Western Ukrainian lands.

**The statement of basic materials.** Before revealing the peculiarities of Andrei Sheptytsky's economic views, we should emphasize the moral basis of their formation and a clearly expressed socially oriented position of the Metropolitan. He wrote: "As in every work and in every word, and in my letter, I seek only the good of the people, to which I feel to the heavy and holy duties for me. These duties impose not only on my position of the Metropolitan, but also on the solemn oath, the day when I joined the monastery, that I will work according to my forces for the good of the public, and most of all, the conviction that puts me in a number of patriotic citizens among whom I would like to be the best "[3]. With this statement Sheptytsky emphasizes the priority of the interests of the people in the processes of state building and economic development with this statement.

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The economic views of Andrei Sheptytsky can be studied both on the basis of facts of his activity and on the results of familiarization with his numerous letters, letters and appeals. It should be understood that they were formed in the period of important transformations. According to T. Ivashkiv and L. Fedik, the activity of the Metropolitan fell within the period of significant changes in both the global economy and the region - from the birth of capitalist relations in Galicia to the global economic crisis of the late 1920's and the economic devastation caused by world wars [6, p. 275].

It should be emphasized that the epistles and statements of Sheptytsky at that time were in fact the first to cause social and political interest in the opinion of the clergy. This is emphasized by I. Franko, who although criticized to a certain extent Sheptytsky's views on social justice considerations, because he did not support them with concrete measures, but highly appreciated the commitment to the Ukrainian people. The publicity and openness of the activities and views of Sheptytsky formed a positive attitude of the population, a high level of trust, and, consequently, the authority of the Metropolitan.

If you concentrate on the economic component of Andrei Sheptytsky's views, then you can identify certain features (Tab. 1). First of all, his fascination with the necessity of the development of science and education is striking. The Metropolitan wrote that "... the wealth of society will not reach without true enlightenment; science for the upper strata of society is a force in the eyes of one, more than wealth.." [10, p. 9; 4, p. 6]. He initiated and joined the implementation of numerous educational projects through the activities of orphanages, schools, universities (his intention was to create a Ukrainian university), and finally - specialized institutions for the training of the clergy themselves, as a desire to raise the level of education of the Ukrainian people. Sheptytsky defended the need for cooperation between the clergy and the intelligentsia, seeing in this way their mutual positive influence: the clergy can thus promote Christian virtues in socio-economic processes, and the intelligentsia, as representatives of the authorities, authoritative institutions, can strengthen the spiritual and moral foundations of their activities. He paid special attention to specialized training, supporting the activities and development of a network of popular at that time trade schools. The Metropolitan gave his personal funds and his land to the organization of a cooperative lyceum, horticultural and horticultural schools and agricultural schools [2, p. 114] as per O. Verbov.

Table 1

**Andrei Sheptytsky's economic views in the main provisions**

No	Position	Description
Conceptual nature		
1	The basis of Christian virtues in economic activity	The basis of any economic activity should lie in the Christian virtues of love for neighbor, honesty, justice. It is necessary to catechize young people during her educational training
2	Necessity of social justice	The society can develop in conditions where more or less equal opportunities for realization of abilities of each person (counterbalance to the capitalist liberal model of management)
3	The value of knowledge and intelligence	Without adequate support for the development of science and education, proper development of society is impossible, and hence further economic development.
4	The need for social solidarity	For the spread of Christian virtues, in particular in economic processes, the solidarity of various social groups, including representatives of the clergy, is important
Social-labor nature		
5	Value of laboriousness, talent, productivity	The basis of the work of the population, especially the peasants, should lie hard-working, savvy and sober



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6	Dependence of the level of well-being on professional activities	The redistribution of wealth in society should be uniformly dependent on the rights and responsibilities of each person, his professional activities
7	Appropriate wage level	The level of remuneration depends on many factors, mainly on the supply of labor; delays in payment of wages are unacceptable, and the worker himself has the right to dispose of his income on his own.
8	Contractual regulation of labor relations	A contract must be concluded between the employer and the employee, which clearly identifies the employee's ability and employer's responsibilities.
9	The validity of the labor of the population to the clergy	Clergy in hiring people, usually rural, to perform agricultural, construction, other works should be fair, do not put such work as a requirement for the performance of pastoral duties
Financial and economic nature		
10	Quality of life as one of the determinants of development and wealth of the economic system	The development and wealth of the economic system should be ensured not only on the basis of accumulation of incomes, but also on the level and quality of life of the population.
11	Priority of national (domestic) investment	In the structure of investment in various forms of economic activity of the country, the national financial resources should occupy the dominant part
12	The danger of monopolizing spheres owing to excessive mergers of capital	Excessive market capitalization, its monopolization leads to the absorption of small capitalists (small business), impedes competition and is a dangerous process.
13	Development of inter-branch economic complex of Ukrainian village	The development of arable land in the countryside should be supported by the development of various crafts, trade
14	Priority of private ownership	Collective ownership is ineffective, as it will not ensure fairness in society, may lead to contradictions between co-owners
15	Advantages of developing cooperative forms of management	The development of cooperatives will provide an opportunity for the improvement of the well-being of ordinary burghers and peasants, will contribute to the formation of the Ukrainian business elite
16	Need for the development of the banking sector of the economy	Financial support is required from "popular" (fair) lending institutions for the possibility of realizing human abilities, including through cooperative forms of management

\* **Source:** created by the authors

The second "thread" of Sheptytsky's economic views can be called his benchmark on the idea of social justice, other Christian virtues. Metropolitan reacted acutely to the retreat of the current authorities and large business groups from the Christian start of economic activity in his publications and speeches. Indicative here is his message "On the Questia Social", in which Sheptytsky highlights the priorities of the opposition to the decline of the economy. The main problems of economic disagreements metropolitan determines the retreat of people from God, the disappearance of concepts of justice, loss of a sense of love for the neighbor, capitalist liberal theory with its legislation [9, p. 139; 4, p. 6]. It is worth mentioning the following quote from the Metropolitan: "We all think of this progress and we want our nation a more comprehensive future. Let us decide on what this progress should be. We understand that

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we must pay special attention to the condition of the farmers, whose excessive impoverishment and darkness sometimes seem an obstacle to progress. We must use all possible means to move the fishery, without which agriculture can not be kept in our time. We must control trade, have to organize those institutions that in any way help people in their lives and work in all villages. There is no single branch of cultural and economic life in our people, which would have made even a hundredth of what is needed. One hundred times more than any other people, we must still think about putting the very foundations of our house, on the whole economic side of people's life, without which even the most light political position will always be senseless and indifferent [9; 11, p. 211].

Sheptytsky did not identify the idea of social justice with the principles of socialism and even more communism that was later implemented in the Soviet lands (the practice of the Metropolit of engaging the clergy in economic activity to form the intellectual and business elite corresponds to the experience of "Catholic socialism" in Italy). Socialism itself, in his opinion, was a utopian idea and had no chance of practical realization; just as liberalism offered magnificent slogans of freedom and equal opportunity, but their realization led to capitalism and the exploitation of the weaker, and socialism threatened to lead in the future to the unnatural domination of the state over the family, inhibition of private initiative, total control of the government over the person [7, p. 307]. The Metropolit assigned a great role to the development of private property, and called its elimination the "new corpses". Thus, in the ideas of socialism, which later was used by the Soviet authorities, Sheptytsky saw the threat on the turn of the century, thus confirming his ability to observe, logical thinking and the ability to accurately predict the situation.

At the same time, promotion of the idea of social justice prompted the Metropolit to publish his thoughts and experiences in this regard. He wrote to wealthy people: "Be savvy, but not miserly. Help the poor not only from time to time, but also so that he can get up from the trouble and could stand on his own feet. Let's have the poorest the chance of earning money - teach him - show him how he can correct his own destiny. "In this way, the Metropolit did not restrict the right to accumulate capital, but pointed to the need to use it according to Christian virtues, as well as from the point of view of general social and economic efficiency. In turn, the metropolit wrote to the poorer sections of the population: "Because it is in your power, correct your destiny, beware of the envy and the desire for another's goods! You can wish for yourself the same kind of goods as he has, but it's not good to mourn for his goodness - and to take away unwillingly "[3].

Sheptytsky's position on labor of the population (peasants at most) at church grounds, in the estates of the clergy, which at that time was a widespread practice, is worth noticing. The Metropolit stressed the need for a fair relationship between the clergy as an employer and the population as workers. He sharply criticized the speculations of the clergy with the forced peasants or simple burghers to free work in the context of pastoral activities.

Generally speaking, those are quite progressive views about the social-labor relations. Bearing in mind the period in which the metropolit lived, when he still had a strong memory and remnants of the practice of serfdom, Sheptytsky propagated the idea of the need to ensure the quality of life of the population. Moreover, he determined the level and quality of life as one of the important determinants of the country's development and its economy. Thus, the metropolit was characterized by the views of a modern economist who is committed to the economic knowledge, the value of intellect and the need to create the best conditions for human development, which will be the opportunity for further economic growth.

At first glance, the superficiality of Sheptytsky's economic views may be due to its origin, proper education, and professional activity. However, in reality, the Metropolit formulated more in-depth concepts, in particular regarding social redistribution of income. He believed that the standard of living of the population should correspond to the social situation that occupies a particular person; this is achieved through the even distribution of wealth among all segments of society, which can be achieved on the condition of equilibrium of rights and responsibilities [6, p. 276]. That is, depending on the social and economic role played by a person in a society, its social status and level of well-being must depend on it.

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Since the Metropolitan lived in a period of rapid development of the cooperative movement on Ukrainian lands, his pro-Ukrainian position, commitment to social justice and human development led to the support of the ideas of co-operation. He wrote in one of the pastoral messages, that "... we must also take the helm in economic labor; it is necessary to help people in the laying of Christian shops, sphinxes (barn for corn), lending offices, various economic and artisan unions and all others under the economic review of livelihoods; let the people know that they can always count on all our help; let them know that we care about their well being..." [8, p. 38]. Sheptytsky understood well that at the time, the cooperative model of the development of the economy could be a great opportunity to improve the welfare of the majority of the population through the realization of entrepreneurial potential, access to new jobs and, most importantly, the possibility of consolidating national capital with a stronger influence on foreign capitalists.

Sheptytsky actively participated in the implementation of projects of such authoritative societies that at that time were active subjects of the expansion of the cooperative movement, such as Prosvita, the Scientific Society. T. Shevchenko, "Native school" and others. It should be noted that Sheptytsky's financial investments are also well-known in the sectoral (profile) cooperatives - "Village Owner", "People's trade", "Maslsoyuz", "Zorya" (handicraft and industrial association).

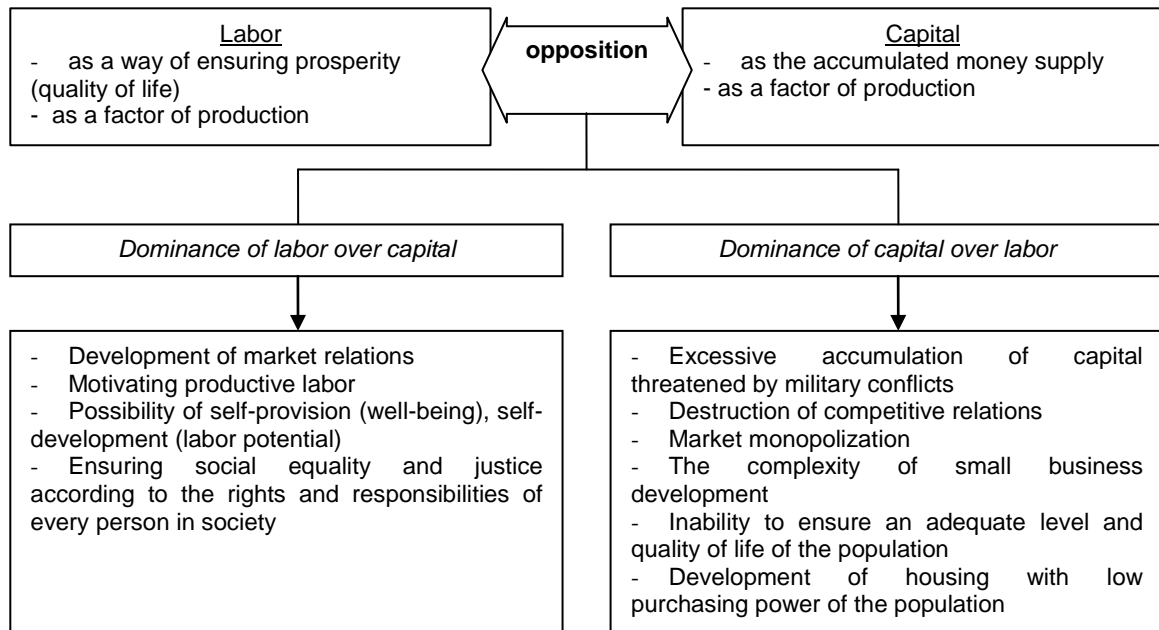
Sheptytsky actively joined the foundation of the Land Bank of the Hypothecary (jointly with the Dniester Company) in 1910 in the framework of the targeted support of cooperative forms of management. Thanks to Sheptytsky Bank, the bank became the only Ukrainian bank to gain recognition in the world, and its securities were paid in all banks in Europe; the bank was engaged in long-term lending of housing construction under the bail of land and real estate and at the same time assisted in the event of temporary financial difficulties for Ukrainian cooperatives and merchants belonging to the "Rural Owner", "People's Trade" or "Oil Union"; loans the bank rendered often under the bail of the Metropolitan, despite the solvency and financial position of the borrower [12, p. 63]. Sheptytsky cared that the bank should buy different types of securities from not one but several owners, reducing the risk of their loss or bankruptcy; The purchase and sale of securities through the bank contributed to obtaining maximum return on shares and this was a reliable way to increase wealth with minimization in the event of financial problems, the threat to its own authority [2, p. 112].

It is worth emphasizing Andrei Sheptytsky's financial literacy, who understood the need for the development of libraries under the leadership of representatives of the Ukrainian intelligentsia, who would be much more interested in providing appropriate services to cooperative and other forms of management. Back in 1894, the Dniester Mutual Credit Society was established, which was led by the Greek Catholic Metropolitan and which later became the co-founder of the Land Bank of the Hypothecary. According to R. Augustine, every member of the society "Dnister" had the right of one vote, regardless of the number of 50-crowned shares; the guarantee of credit was not the property of the borrower, but trust in him; "Dnister" annually improved conditions for its clients and achieved the highest achievements ten years from the beginning of its existence at the time of Metropolitan Sheptytsky, who made significant personal investments in the company, encouraged the clergy and helped to establish cooperation with foreign financial institutions [1, p. 388].

Metropolitan actively advocates cross-sectoral model of Ukrainian village development. He was convinced of the need for the development of "industry", "cultivation", "trade" in a holistic manner, which would allow differentiating ways of ensuring the well-being of peasants, mobilizing the poles of economic growth in rural areas. Sheptytsky well understood the potential of the economic development of the Ukrainian lands and emphasized the threat of a "leaky" position, that is, the absence of the owner. Even then, he understood the importance of entrepreneurial potential, the need for self-realization and the development of each individual. At the same time, equal conditions for different social cohorts should be formed. The level of development of knowledge and intelligence should be determined by the professional capabilities of the person and, as a consequence, his social status. Special attention is drawn to his ideas on the contrast between labor and capital in the system of his economic views. The metropolitan met with a rather critical approach, seeing in practice the numerous threats of monopolization, the destruction of the competitive environment with regard to the capitalization of production. He saw the problem of a "social issue" as the consequence, when the population

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was not able to provide a sufficient level of well-being, realizing its entrepreneurial potential and effectively using labor-cost potential. Sheptytsky wrote: "Look at people in other countries: the land might be way worse in their own country, but by labor and savings people came to the point that even the poorer has a better house and a better meal there than ours the richest man in the village "[3]. Based on his beliefs, the significance of labor, understood by the metropolit's efforts to capital dominance over labor (Fig. 1).



**Fig. 1. Consequences of the contradictions of labor and capital according to Andrei Sheptytsky's views**

\* **Source:** created by the authors

Generally, Sheptytsky assigns a very high role to work. Indicative here is his saying that it is better to work the person for whom labor is not only a means of survival, but for which labor is a duty imposed by God [11, p. 209]. Simultaneously with the substantiation of the value of labor, Sheptytsky pointed to certain requirements for employers to create appropriate conditions. Researchers note the three mandatory Sheptytsky's requirements, which he put forward to his managers or business partners on hired workers - material incentives, normal working conditions and spiritual care [1, p. 388]. Sheptytsky wrote that the worker is obliged to give his employer the services for a fixed pledge, and the employer is obligated to give a fair and equitable remuneration for the work [3].

A very important point is that, through the promotion of the high social, economic, and spiritual significance of the Ukrainian Greek Catholic Church, Sheptytskyi made an inestimable role in the formation of the Ukrainian intellectual elite. During his lifetime, Western Ukrainian lands were in urgent need of training their own, pro-Ukrainian-oriented leaders, in order to spread the ideas of the cooperative movement as a chance to increase the well-being of the population, especially the rural ones. Sheptytsky, advocating the principles of the clergy, thus introduced a new level in the social hierarchy - the church, but is oriented towards the introduction of Christian virtues into economic activity and, most importantly, the priority of the interests of the Ukrainian people. The subsequent influence of the clergy on the self-affirmation of the Ukrainian people made it possible to intensify a whole galaxy of prominent figures of that time, most of whom were leading cooperators - Kostya Levytsky, Ostap Nizhankivsky, Stepan Kuzik, Yulian Pavlykovsky, Omelyan Sayevich and others.

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Andrei Sheptytsky's entrepreneurial practice should be noted in addition to advocacy and journalism, which provided him with the status of the largest entrepreneur in the Ukrainian community of Galicia. His family, possessing significant assets, were admirers of patriotism. At the same time researchers consider him "open to innovations". According to T. Ivashkiv and L. Fedik, the Metropolit had an extraordinary entrepreneurial skill; he invested in oil production, real estate in Europe, was known in the business circles of not only Austro-Hungary, but also England, Germany, Italy, Switzerland, the Netherlands; he was a partner of many European banks, construction and brokerage offices [6, p. 276]. Historians prove that his forest and land were used quite productively. From the materials of one of Sheptytsky's heritage studies, we find the facts that the Metropolit, through the brokers of Wexerson and Wichers and the attorney-at-law of Berends, bought land plots in the German cities of Westerlind-Sild, Leipzig, Hamburg and built houses for sale there; the construction was carried out by Heintz Bomhoff Architekt B.D.A., and real estate sales proceeds came to the already known Land Bank of the Hypothecary; Metropolit conducted a similar activity in Holland. Researchers pay tribute to his intuition: in 1939 Andrei Sheptytsky sold all property in pre-war Europe [12, p. 65].

Thus, the Metropolit made a significant contribution not only to the formation of the Ukrainian intellectual elite, but also to the business, but with clearly pronounced pro-Ukrainian positions and Ukrainian descent. He was opposed to the domination of foreign investment in the country's economy. He saw a progressive role for the Ukrainian people in national (domestic) investment. As R. Augustine writes, at the turn of the 19th and 20th centuries, Western Ukraine had a remarkable investment attractiveness - local oil deposits were actively developing foreign corporations; At that time, in Galicia, 332 oil companies worked, most of which belonged to foreign investors; foreigners were carrying out oil production with special social, economic and environmental cynicism; Metropolit Sheptytsky was a single Ukrainian entrepreneur who was their competition [1, p. 389].

Sheptytsky played a leading role in opening a Ukrainian glass factory (glass gut) in Lviv, providing funds for the purchase of a land plot. The factory had the most up-to-date equipment at that time (the adviser on this issue was the famous Galician activist and entrepreneur Ivan Levinsky, who made a significant contribution to the development of the tile, construction and ceramic business sphere in the West Ukrainian lands). Being an owner of few houses in Lviv, he rented them for retail premises, as well as representations of Ukrainian firms and other cooperative forms of management.

The Metropolit made significant efforts to create a culture of management on Ukrainian lands. He was convinced that the formation of active social consciousness in a society is the greatest guarantor of his social security [5, p. 219]. Thus, the Metropolit confirmed his understanding of the laws of the market with the individualization of development, self-provision of welfare. It is these ideas that are being laid now in most states - as opposed to paternalistic approaches to the expectation of social protection of the dominant section of the population.

In summary, we note that some kind of discussion can be triggered by the active entrepreneurial activity of Sheptytsky as a clergy's representative, especially on a high executive position. The clerical economic activity is perceived negatively in the modern world,. However, we should take into account the period in which the metropolit lived and what conditions the Ukrainian lands were in. The Ukrainian elite always lacked professional leaders, all the more - if they appeared and strengthened their authority, they almost immediately suffered repression. This ruined the possibility of forming influential pro-Ukrainian-minded people. Sheptytsky clearly understood that in such favorable period for development (Western Ukrainian lands for some time were in a relatively loyal hostility to the Austro-Hungarian monarchy), the Ukrainian people need support and affirmation, where the economic component played a significant role.

Therefore, Metropolit's economic direction of the activities was fully justified, and the fact of his ability to dispose of significant assets (financial, land, property) confirms his high literacy. The conclusion of O. Verbova suggests that the economic model of Sheptytskyi is unique for his time - it was Christian personalism [2, p. 114]. This experience and the period of formation of the intellectual and business elite of Ukraine should be remembered and taken into account when determining the historical pre-conditions for the economic development of the present.

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In our opinion, the drawback of economic views of Andrei Sheptytsky was the excessive role of Christian virtues in the management and redistribution of blessings. The metropolitan himself repeatedly wrote that the basis of all relations and processes is the benefit, personal interest. The realities prove that it is difficult to expect that the bulk of the wealthy people deliberately share their incomes with poorer social groups. Undoubtedly, the Christian basis of economic activity is very important. However, adapting the views of the Metropolitan to modern conditions, it is more realistic to look at the power of influence of morality, kindness, charity where there is commercial interest.

We will represent the author's vision of the relevance of Andrei Sheptytsky's views for contemporary market conditions in Tab. 2.

Table 2

**The urgency of the views of Andrei Sheptytsky for current market conditions**

No.	Position	Description
1	Christian virtues in business	Publicistic and educational "pressure" of the clergy on the business environment, promotion of the observance of Christian virtues through preaching
2	Christian virtues in the basis of social relations	Publicistic and educational work of the clergy to form a worldview of responsibility for their own well-being, leveling society in a sense of envy, discontent, injustice, distrust
3	Leadership of clergy in economic processes	Support for various forms of philanthropy, philanthropy in compliance with the requirements of the concept of corporate social responsibility
4	Development of intellectual potential of the population	Active participation in the Christian filling of various curricula of non-formal education
5	The Role of Labor and its Productivity	Organizing public actions on a free-of-charge basis of the type of labor, social work; conducting special trainings on the perception of labor as a value and the search for vocation in a profession for every person
6	Targeted support for the development of rural areas	Various activities (educational, journalistic, organizational) on the formation of economic culture of the rural population, especially depressed territories, participation in the popularization of the idea of the cooperative movement

Source: created by the authors

The publicistic "pressure" of the clergy on the business environment with critical analysis and bringing to the public negative economic practices, with gross violation of Christian values, remains in demand in domestic realities. Clergy play a special role in rural areas. The church is an authoritative institution that can significantly influence the economic behavior of the population at the level of small territorial communities. It is important to use this potential, but without allowing direct participation of clergy in commercial projects.

**Conclusions** Sheptytsky's economic activity and journalism require further in-depth study. His messages deserve more attention, since published researches of Ukrainian scholars tend to quote the same ones. Particular attention is paid to the study of forms of support of the Metropolitan to the cooperative movement as a phenomenon of economic development of Ukrainian lands of the first half of the twentieth century, which will be the subject of our further research. In any case, the domestic scientific thought of historical, economic, historical, cultural, and pedagogical nature should not lose sight of the life of Metropolitan Andrey Sheptytsky, which plays a colossal role in the formation of the modern Ukrainian elite and understanding of the importance of Ukrainians in the development of world economic science.

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**INSTITUTIONAL IMPERATIVES OF THE EXPANSION OF THE FISCAL SPACE OF UKRAINE IN THE PROCESS OF EUROPEAN INTEGRATION**

**ІНСТИТУЦІЙНІ ІМПЕРАТИВИ РОЗШИРЕННЯ ФІСКАЛЬНОГО ПРОСТОРУ УКРАЇНИ В ПРОЦЕСІ ЄВРОІНТЕГРАЦІЇ**

**Urgency of the research.** The expansion of the fiscal space by means of the use of new institutional imperatives should become a priority objective of fiscal policy in Ukraine.

**Target setting.** The current state of public finances in many countries is characterized by fiscal imbalance, and significant amounts of public debt, which has led to the need to develop and introduce into the system of crisis management of the institutional mechanisms for the expansion of the fiscal space.

**Actual scientific researches and issues analysis.** Fundamental and applied aspects of the expansion of the fiscal space that causes the objective possibilities of budgetary regulation in the conditions of European integration processes are highlighted in the works of R. Barrot, J. Buchanan, K. Wicksell, K. Arrow, F. Modigliani, R. Masgrave, M. Oleon, J. Sachs, G. Tabellini, J. Tobin, J. Hanson, V. Bazilevich, V. Baska, T. Bogdan, S. Gasanova, V. Geyets, T. Efimenko, A. Krisovatogo, V. Kudryashova, P. Leonenko, I. Lunina, I. Lyutoha, V. Oparina, K. Pavlyuk, A. Rozhko, A. Sokolovskaya, L. Taragul et al.

**Uninvestigated parts of general matters defining.** The problems of the institutional choice of fiscal expansion directions to reduce the vulnerability of the public finance system remain largely unexplored.

**The research objective.** The article substantiates that the formation and expansion of the fiscal space of Ukraine should be investigated through the prism of the institutional economic theory. The focus of this theory is on the institutions that ensure the evolution of public finances on the basis of norms, rules, laws and procedures and institutions that form the points of expansion of the fiscal space that have proven effective in the EU

**The statement of basic materials.** The authors proved that for the purpose of ensuring the sustainability of public finances it is important to expand fiscal space through institutional reforms as tool of improved conditions for fiscal imperative interactions for economic growth and solve social problems.

**Conclusions.** The expansion of the fiscal space is aimed at the government's ability to obtain and use additional budget resources for development and modernization of the economy in accordance with the multidimensionality of fiscal interactions between existing entities of fiscal, the order of their location in the financial system in accordance with the interests of the participants.

**Актуальність теми дослідження.** Розширення фіскального простору шляхом використання нових інституційних імперативів має стати пріоритетною метою фіскальної політики в Україні.

**Постановка проблеми.** Сучасний стан державних фінансів у багатьох країнах, характеризується фіскальними дисбалансами, значними обсягами державних боргів, зумовивши необхідність розроблення й впровадження в систему антикризового управління інституційних механізмів розширення фіскального простору.

**Аналіз останніх досліджень і публікацій.** Фундаментальні й прикладні аспекти розширення фіскального простору, який обумовлює об'єктивні можливості бюджетного регулювання в умовах євроінтеграційних процесів висвітлено в роботах Р. Барро, Дж. Бьюкенена, К. Вікселя, К. Ерроу, Ф. Модільяні, Р. Масгрейва, М. Олеона, Дж. Сакса, Г. Табелліні, Дж. Тобіна, Дж. Хансона, В. Базилевича, В. Башка, Т. Богдан, С. Гасанова, В. Геєця, Т. Єфименко, А. Крисоватого, В. Кудряшова, П. Леоненка, І. Луїніної, І. Лютого, В. Опаріна, К. Павлюк, О. Рожко, А. Соколовської, Л. Тарангул та ін.

**Виділення недосліджених частин загальної проблеми.** Практично недослідженими залишаються проблеми інституційного вибору напрямів розширення фіскального простору щодо зменшення вразливості системи державних фінансів.

**Постановка завдання.** У статті обґрунтовується, що формування та розширення фіскального простору України варто досліджувати кризь призму інституційної економічної теорії. В центрі уваги даної теорії знаходяться інституції, що забезпечують еволюцію державних фінансів на основі норм, правил, законів і порядків та інститутів, які формують точки розширення фіскального простору, що довели свою ефективність в ЄС.

**Виклад основного матеріалу.** Авторами було доведено, що для забезпечення цілей стійкості державних фінансів важливим є розширення фіскального простору шляхом проведення інституційних реформ як імперативної умови покращення фіскальних взаємодій з метою економічного зростання та вирішення соціальних проблем.

**Висновки.** Розширення фіскального простору спрямоване на можливості уряду отримати й використовувати додаткові бюджетні ресурси на цілі розвитку та модернізацію економіки відповідно до багатомірності моделей фіскальних взаємодій між існуючими суб'єктами фіска, порядком їх розташування в фінансовій системі відповідно до інтересів учасників.



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**Keywords:** *fiscal space; public finance; public debt; the budget deficit; institutional imperatives.*

**Ключові слова:** *фіскальний простір; державні фінанси; державний борг; дефіцит бюджету; інституційні імперативи.*

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**Urgency of the research.** The fiscal space is an imperative of modern socio-economic development – the government's ability to obtain and use additional budgetary resources to achieve a certain goal, taking into account the constraints imposed by the need to ensure the sustainability of the national economy. The urgency of the problem is that in Ukraine the issue of expansion of the fiscal space becomes widespread through the use of new institutional mechanisms and financial instruments for attracting additional funds from physical and institutional persons, etc. In this context, it is advisable to use the experience of the European Union countries in the light of modern debt policy challenges as an important institutional imperative to reduce the pressure on the expenditure side and long-term catalyst for economic growth.

**Target setting.** The expansion of the fiscal space in unstable financial systems, the path to the formation of strategic imperatives, the combination of traditional and specific measures of fiscal policy, the definition of clear time limits in which these measures will remain effective, the change of fiscal policy tools in accordance with changes in its space.

The category of fiscal space management, in essence, has many components related to the setting of tasks and the technologies for their implementation. Undoubtedly, we are talking about leverage effects through financial instruments that are peculiar to the monetary and fiscal and tax sectors to achieve certain macroeconomic goals.

The concept of fiscal space is also important for substantiating the synergetic effects in the development of financial and managerial theories in order to find effective conclusions in scientific research. The boundaries of the fiscal space and the problems of its regulation were formulated by experts of the International Monetary Fund, and later – the World Bank in search of ways to increase financial resources (internal and external) to promote the goals of developing countries with low GDP per capita, as well as Emerging markets. The development of functional and organizational subsystems of state management institution of this kind in a synchronous dimension will make it possible to increase its quality. This is especially important when making decisions in situations with a certain combination of political and economic cycles and spending priorities of states change without logical consistency, under the influence of the engagement of groups with different goals and interests.

**Actual scientific researches and issues analysis.** The study of the problem of fiscal expansion in the context of public finance sustainability has the general theoretical origins primarily related to the evolution of the concepts of public finance and fiscal policy, as reflected in the works of J. Acerlow, A. Afonso, R. Barro, J. Buchanan, K. Michel, C. Arrow, S. Kaplan, F. Modigliani, R. Masgrave, M. Olson, R. Perotti, J. Sachs, G. Tabellini, J. Tobin, P. Fisher, J. Hanson et al. Some aspects of the study of the strategic imperatives of fiscal space and the reduction of fiscal rigidity in Europe and in the world, available in recent years, are covered in the reports of the European Commission, as well as in the reviews and working papers of the International Monetary Fund and the World Bank. The World Bank has published almost the first generalized book by K. Burnside on the theory and practice of determining the parameters of the fiscal space in the context of income formation, taking into account the directions of reforming the coordination mechanisms of fiscal policy.

Fundamental and applied aspects of the expansion of the fiscal space that reflects the strength of the economy and causes the objective possibilities of budgetary regulation in the conditions of globalization and European integration processes are highlighted in the works of Ukrainian scientists: V. Andrushchenko, V. Bazilevich, V. Baska, T. Bogdan, C. Hasanova, V. Gejets, T. Efimenko, A. Krisovatogo, V. Kudryashova, P. Leonenko, I. Lunin, I. Lyuty, V. Mischenko, V. Oparin, K. Pavlyuk, O. Rozhko, A. Sokolovskaya, L. Taragul and others.

**Uninvestigated parts of general matters defining.** At the same time, in recent years, the content and parameters of the expansion of the fiscal space, mechanisms and institutional conditions for its further development are interpreted by both foreign and domestic scientists ambiguously, extremely contro-

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versial, ranging from identification with the stability of fiscal policy and ending with debt sustainability. The above mentioned determines the need to systematize theoretical approaches for the definition and substantiation of the conceptual foundations of fiscal space formation and sources of its expansion taking into account the peculiarities of the national economy and the state of public finances.

Investigation of the institutional essence of the fiscal space as an environment in which the financial relations arising between the subjects of fiscal policy are an indicator of their level of development, depend on objective and subjective prerequisites for the architectonics of the fiscal space of the state.

The problem of choosing fiscal directions of expansion to reduce the vulnerability of the public finance system, in which the risks associated with budget deficits and the level of public debt also require implementation of fiscal policy within the budgetary strategy, provides for the establishment of budgetary restrictions aimed at ensuring the sustainability of public finances.

**The research objective.** The purpose of the article is to provide a comprehensive analysis of theoretical and methodological problems of the expansion of the fiscal space in conditions of economic instability, taking into account the peculiarities of institutional imperatives, their development in Ukraine and the prospects of using in the conditions of the European integration processes.

**The statement of basic materials.** The concept of "fiscal space" originates not in fiscal theory, but rather in the need to change the role of public finances in the institutional field. In this context, the opinion of O. Moldovan deserves attention, according to which, in the modern world, the structure and mechanism of the fiscal system is one of the determining factors of macroeconomic stability. Favorable fiscal space provides a high dynamics of domestic investment, the inflow of foreign investment and, accordingly, stable high-quality economic development of the state [1].

The assessment of fiscal space in the process of regulating the budget process allows within the framework of the parameters of stability in the medium-term and long-term prospect to determine the presence or absence of a budget reserve in order to attract additional funds for economic development. The managerial problem of fiscal expansion is first and foremost when budget revenues are sufficient to cover current expenditures at the level of "survival" needs, and the government faces significant difficulties in servicing the budget deficit and has no resources to invest in development projects. The limitation of domestic demand and the underdevelopment of financial markets are fueled by the expansion of fiscal space at the expense of external borrowing, which is mainly used to finance a negative budget balance due to consumption expenditure, rather than long-term investment. This leads to an increase in external public debt and the costs of its servicing, with fiscal tensions in the next budget period increasing rather than decreasing. Correspondingly, the risks of unstable financial conditions, inflationary surges, inability to service debts, increases the probability of default. Such an approach reduces the scope of regulation to the budget process, where potential tax possibilities are available exclusively in quantitative estimates of the formation of a profitable part of the budget.

In these circumstances, a prerequisite for expanding fiscal space is to ensure the handling processes macroeconomic stability of public finances by the government, to achieve a number of specific progress in the implementation of clearly defined goals and clear public fiscal policy, restore internal and external confidence in the financial institutions of the country, its stability and liquidity. Consequently, the fiscal space outlines the government's ability to receive and use additional budgetary resources to achieve the purpose of counting the restrictions caused by the need to ensure the sustainability of public finances. The statement of the problem of expansion of the fiscal space, as a rule, shows the awareness of the need to strengthen the fiscal policy rigidity.

Of course, any action to ensure the expansion of the fiscal space is a challenge to the task, even for the EU. Support for the deployment of the fiscal continuum processes necessitates the consideration of a large number of factors and the continuous monitoring of probable risks and threats, analysis of the level of effectiveness of the impact measures being carried out, and the assessment of the correspondence of formal institutions with socio-economic development trends [2].

The problem of the fiscal space takes on a completely different meaning, when the government creates fiscal policy goals in a favorable macroeconomic and institutional environment, pursues a balanced fiscal policy in the short run. It becomes relevant to create a fiscal space to increase those budget expenditures that contribute to the factors of long-term economic growth (quality of human

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capital, science, technology, innovation). However, fiscal space regulation should be subject to restrictions within the framework of the parameters of financial and fiscal security. Deviations from the criterion limit values are not allowed despite the fact that in this case, additional resources are created to increase budget expenditures that contribute to the efficiency of the economy.

It is important to draw attention to the fact that the strategic goals of regulating the fiscal space are not only in order to collect more taxes while providing costs. Under certain circumstances, the reduction of the tax burden leads to an increase in revenues, when effective tax regulators operate in the legislation. Therefore, in a managerial context, a model of fiscal space is needed, where the interconnection of the effect of stimulating the economy, both through spending budget funds and in the preferences for taxpayers, is available. In addition, the model of this kind should be a tactic of administration, which enables to adequately assess the processes of accumulation of debts as to the profitable part of the budget, as well as their timely collection [3].

Indeed, the main internal threats to the sustainability of public finances are, in fact, imbalances in the fiscal space, the formation of which is caused by budget expenditures, rising debt burden, problems of inter-budgetary relations, low level of fiscal discipline. Of course, the threats that exist in other elements of the financial sector violate the sustainability of public finances and affect the adoption of fiscal consolidation measures. External threats of fiscal consolidation include globalization crisis phenomena of economic processes, excessive consumption and use of credit resources, which leads to an increase in external debt, a significant negative foreign trade surplus, unregulated inflow of foreign capital, falling stock indexes in the world.

Considering the strategies of expanding the fiscal space in the context of the implementation of the European integration vector, it is appropriate to draw attention to the rather significant differences in the dynamics of the expansion of the fiscal space of the EU.

In the post-crisis period, fiscal policies in the EU are primarily aimed at solving the problems that arise in the process of expanding the fiscal space in the Union as a whole. At the same time, not only the features of the fiscal space of each state are taken into account, but also the institutional mechanisms of their approximation to the norms and recommendations of the EU are introduced. Thus, fiscal policy coordination is intensity towards achieving common goals and is defined as a “deviation corridor” in expanding fiscal space in individual countries.

National fiscal space reflects a set of rules, procedures and institutions that shape fiscal policy at a national level. At the same time, they envisage taking into account European requirements and recommendations aimed at increasing fiscal discipline, as well as maintaining the sustainability of public finances in each country. The most important requirements for the expansion of the fiscal space of the states are ensuring budget efficiency, introducing mandatory fiscal rules, effective medium-term budget planning, budget coordination of the distinctions between different levels of government, the formation of an institution of independent fiscal advisers, ensuring long-term fiscal statistics and effective budget monitoring, impartial macroeconomic and budgetary forecasting [4].

The study of the latest fiscal maneuver tools suggests that fiscal expansion and fiscal adjustment are needed to achieve or maintain debt sustainability. Achievements in certain countries of high rates of budget imbalances may become a factor in the destabilization of fiscal space. At the same time, the “debt ceiling” is not an absolute barrier, but it defines a critical point above which further debt growth may become uncontrollable and threaten to be defaulted. New prerequisites for achieving sustainability of public finances in Ukraine should be new approaches to debt management and the introduction of debt brakes. It is assumed that during the period (2016-2020), the sustainability of public finances as a continuous process will contribute to the gradual reduction of the general state budget: the state balance will amount to 2.2% of GDP in 2020, tax revenues to GDP are expected to increase from 35.8% in 2016 to 36.3% in 2020, and costs, by contrast, will decrease from 43, 4 to 42%, respectively [5].

The purpose of the expansion of the fiscal space is to achieve a complete stabilization of the volume of public debt in developed countries, since its current levels are devastating for the medium and long-term prospects of economic development. A high level of public debt can negatively affect economic growth and inflation. A significant level of current and expected debt can also lead to an aggravation of financial problems, which will lead to an increase in interest rates of government bonds [6].

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The generally accepted criterion for the sustainability of public finances is compliance with the ratio of public debt and GDP at a constant level. The maximum allowable level is a debt that does not exceed 60% of GDP, otherwise there is a risk of debt sustainability. The high values of these indicators are a negative factor for the formation of a high level of debt sustainability in Ukraine (Tab. 1).

Table 1

**The dynamics of the state and state-guaranteed debt of Ukraine**

Indicator	2011	2012	2013	2014	2015	2016	2017(as of 31.06)
The total amount of state and state-guaranteed debt							
UAH billion	473,19	515,51	584,79	1 100,83	1 572,18	1 937, 02	1 957,70
in% of GDP	35,94	36,59	40,20	70,27	79,43	81,0	75,7

**Source:** created by the author on the basis of [7]

Measures to expand the fiscal space (within fiscal policy objectives), aimed at reducing costs, are considered a more appropriate mechanism than the model, which involves reforming the tax system. Only under conditions where the share of taxes relative to GDP is low, the last option is considered acceptable. Reducing costs is preferred because such measures are usually accompanied by reforms aimed at improving the efficiency of public services. At the same time, it is often believed that the introduction of changes to the tax system indicates attempts to stop structural reforms [8].

The reasons for the expansion of fiscal space in the EU countries in the post-crisis period was that, on the one hand, failed to significantly reduce public spending, and, on the other hand, the revenue base narrowed. Such phenomena are due to many factors. Firstly, expanding expenditures (with the availability of debt resources) was possible even under the lower level of the revenue side. Secondly, mechanisms for expanding revenues (through changes to the tax system) have become a more complex way of financing compared with attracting resources through the placement of government debt obligations. In addition, in the early stages of the post-crisis period, the possibility of increasing budget revenues was limited by the rather low rates of economic growth in the EU, and the introduction of more stringent tax regimes would factor in its suppression.

Expansion of the fiscal space in many EU countries has led to the need for partial tax reforms (direct, indirect, as well as deductions to social funds). They are aimed at increasing tax revenues to the budget. About a third of EU member states have introduced reforms to shift from taxation to use of a tax base that is less destructive to economic growth. In such cases, the reduction in workload was combined with an increase in consumption taxation, expansion of property and environmental components [9].

According to foreign experts, over the past five years, there have been tendencies in Europe to increase the tax burden. Governments tried to use it to reduce budget deficits. However, in many countries, instead of further tax increases, they have started to reduce it. As a result, in the Eurozone, the level of taxes relative to GDP in 2013 stabilized and began to decline. The easing of the tax burden is aimed at accelerating economic growth [10].

Today, tax regulation is one of the components of the EU law, and fundamental differences remain between member states. In particular, discussions are ongoing on the taxation of financial institutions. The main argument in favor of further harmonization of legislation in this area is the task of creating a single market for financial services - one of the key prerequisites for accelerating economic growth in the EU. This objective is formulated in the Lisbon Strategy [11], approved by the Council of Europe in March 2000 as a strategic EU development plan aimed at raising the national economies of the member states, creating a consolidated competitive and dynamic institutional environment based on knowledge capable of stimulate sustainable growth with the expansion of the number and quality of jobs and social acceptance.

The evolution of the fiscal space takes place in parallel with the updating of institutional systems. For example, the interaction of fiscal and monetary policy within the framework of measures to stabilize the system of public finances in crisis conditions involves the joint construction and implementa-

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tion of protective mechanisms against shocks in the dynamic environment. Fiscal space as a system of institutions is an innovative mechanism. It performs an informational function: at the same time, rules and regulations, formal and informal restrictions of economic activity are established, and information on the probability of the action of some economic entities, creating opportunities for conscious decisions for other subjects.

In our view, the main problem of expanding fiscal space is the creation of an independent fiscal institution. It is necessary to note the creation of independent fiscal institutions, whose activities are in scenario forecasting the effects of the introduction of certain measures of fiscal policy, the development of fiscal rules. At the same time, the dynamics of fiscal rules of D. North can be substantiated by the peculiarities of processes in the political market, as well as by the volume of transaction costs.

We also believe that the dynamics of fiscal space formation depends on the changes in technology, resource availability or consumer demand, as well as on political and cultural constraints, including the so-called factors of private revenue of institutional innovators, according to the theoretical studies of V. Rottgen and Y. Khayami [12]. Of course, crisis phenomena require the appropriate competence of the subject and the complexity of the problem of decision-making.

**Conclusions.** To sum up, we can conclude that considering the institutional imperatives of the expansion of the fiscal space in the context of the implementation of the European integration vector and the uncertainty of the development of the public finance system, the development of fiscal rules taking into account innovations in tax legislation, it is advisable to turn to the European experience of finding additional sources of expansion of the fiscal space with the target benchmark on the stability of the financial system.

The experience of market transformations of the EU member states is valuable for Ukraine in terms of shaping the vision of socio-economic and fiscal reforms oriented towards European integration and developing a strategy for their implementation. Our state needs to develop its own, in accordance with its economic and institutional basis, a fiscal strategy to promote market transformation, which will take into account the prospect of its integration into the EU. Moreover, at the present stage of transformation, the use of European experience in the development of the economy and the expansion of fiscal space can be very useful [13].

In Ukraine, political and institutional changes can contribute to the formation a fiscal space of this kind, the use of which will ensure the implementation of fiscal consolidation programs. It is intended to change the actual structural model of public finances and their macroeconomic imperatives to maintain a budget balance that stabilizes budget deficits and public debt.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**CROSS-BORDER COOPERATION OF CHINA AND UKRAINE IN E-COMMERCE: THE STATUS AND DEVELOPMENT PROSPECTS****ТРАНСКОРДОННЕ СПІВРОБІТНИЦТВО КИТАЮ І УКРАЇНИ В СФЕРІ Е-КОМЕРЦІЇ: СТАН І ПЕРСПЕКТИВИ РОЗВИТКУ**

**Urgency of the research.** The e-commerce market in Ukraine is one of the most promising, its growth in 2016 was 35%. Significant share is in cross-border trade, in particular with Chinese trading platforms.

**Target setting.** The 2 key trends in the development of the global e-commerce market are highlighted: dynamic growth in the volume of cross-border online trade and the development of subsidiary services; the development of the marketplace model.

**Actual scientific researches and issues analysis.** Many scholars focus their attention on cross-border trade issues with China, including M. Zhang, W. Zuo, and H. Zheng R. Guo and others.

**Uninvestigated parts of general matters defining.** Nevertheless, the issue of ensuring cross-border e-commerce between China and Ukraine has not yet been adequately covered in the scientific literature.

**The research objective.** Now it is important to develop new areas of cooperation with China, primarily through the activation of electronic interaction, which, in turn, can become an element of Ukraine's economy sustainable development.

**The statement of basic materials.** SWOT-analysis of the market entry of China showed that the key opportunities in entering the Chinese market is the capacity of this market and its dynamic growth and a key threat - cultural and mental differences. Sales of goods through marketplaces will partially neutralize the possible impact of threats related to the differences between Ukraine and China.

**Conclusions.** It is recommended to create the conditions for intensification of cross-border cooperation between China and Ukraine in the field of electronic commerce, by:

- 1) the conclusion of international treaties and special agreements;
- 2) improving the logistics infrastructure;
- 3) information provision and training of local producers of products;
- 4) special tax regimes for manufacturers focused on exports to China.

**Keywords:** cross-border e-commerce; e-export; marketplaces; cross-border cooperation; online trading.

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**Актуальність теми дослідження.** Ринок електронної комерції в Україні є одним з найбільш перспективних, його ріст в 2016 році склав 35%. Значну частку складає транскордонна торгівля, зокрема, з китайськими торгівельними майданчиками.

**Постановка проблеми.** Виділено дві ключові тенденції в розвитку світового ринку е-комерції: динамічне зростання обсягів транскордонної онлайн-торгівлі і розвиток допоміжних сервісів та розвиток моделі маркетплейсів.

**Аналіз останніх досліджень і публікацій.** Багато вчених акцентують свою увагу саме на питаннях транскордонної торгівлі з Китаєм, в тому числі М. Жанг, В. Зуо, Н. Жєнг, Р. Гуо та ін.

**Виділення недосліджених частин загальної проблеми.** Питання забезпечення транскордонної е-комерції між Китаєм і Україною поки не знайшло достатнього висвітлення в науковій літературі.

**Постановка завдання.** Наразі важливо розвинути нові напрямки взаємодії з Китаєм, в першу чергу, за допомогою активізації електронної взаємодії, що, в свою чергу, може стати елементом сталого розвитку економіки України.

**Виклад основного матеріалу.** SWOT-аналіз показав, що ключовими можливостями при виході на китайський ринок є ємність цього ринку та його динамічне зростання, а ключовою загрозою – культурні та ментальні відмінності. Обґрунтовано, що продаж товарів через маркетплейси дозволить частково нівелювати можливий вплив загроз, пов'язаних з відмінностями між Україною та Китаєм.

**Висновки.** Рекомендовано створити умови для активізації транскордонного співробітництва між Китаєм і Україною в сфері електронної комерції, шляхом:

- 1) укладення міжнародних договорів і спеціальних угод;
- 2) вдосконалення логістичної інфраструктури;
- 3) інформаційне забезпечення та навчання вітчизняних виробників;
- 4) надання спеціальних режимів в частині оподаткування для виробників, орієнтованих на експорт до Китаю.

**Ключові слова:** транскордонна електронна комерція; е-експорт; маркетплейс; транскордонне співробітництво; онлайн-торгівля.

**Urgency of the research.** The e-commerce market in Ukraine is one of prospective, despite of the crisis in the economy, its growth in 2016, according to Ecommerce Europe, was 35% [10], and this is

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one of the largest indicators in Europe. In our opinion, this trend is due to a number of factors, the main one is the growth of the number of Internet users. According to the research company "We Are Social", during 2016, the growth in the number of Internet users was 13% (or 3 million people) [1]. Noteworthy is that, according to Visa's study, the share of transactions made by Ukrainians on foreign websites in the third quarter of 2016 was 61%. At the same time, the share of transactions on Aliexpress was 34% of the total volume of international transactions [2].

**Target setting.** The trend of "cross-border" becomes № 1 on the e-commerce market not only in Ukraine, but also at the global level. More and more e-buyers around the world make purchases at international virtual venues: Amazon, Alibaba, eBay, Taobao, Otto, etc. In some countries, cross-border transactions account for about 50% of total e-commerce sales (for example, in Canada, this figure is 45%) [3].

These facts indicate 2 key trends in the development of the global e-commerce market:

1) dynamic growth in the volume of cross-border online trade and the development of subsidiary services;

2) the development of the marketplace model (the leaders in e-commerce - Amazon, eBay - are marketplace).

Such trends, in our opinion, as well as in the opinion of e-commerce market practitioners, will be relevant for the next few years [4].

**Actual scientific research and issues analysis.** The share of cross-border transactions in the e-commerce market is growing very dynamically, which draws the attention of many scientific experts with a view to a deeper study of this phenomenon. Separately, I would like to mention the report "Shopping Tomorrow" [5] of scientists and practitioners from the Netherlands, including Jesse Weltevreden, Professor of E-business, Amsterdam University of Applied Sciences, which talks about the trends of cross-border trade. Many scholars focus their attention on cross-border trade issues with China, including M. Zhang, W. Zuo, and H. Zheng [6] revealed the features of the business model of exports from China; M. Giuffrida [7] revealed the features of logistics support for exports from China to the e-commerce market (e-exports); R. Guo [8] disclosed the importance of knowledge of the characteristics of Chinese culture.

**Uninvestigated parts of general issue defining.** Nevertheless, the issue of ensuring cross-border e-commerce between China and Ukraine has not yet been adequately covered in the scientific literature. In our opinion, now it is more important than ever to develop new areas of cooperation with China, primarily through the activation of electronic interaction, which, in turn, can become an element of Ukraine's economy sustainable development.

**The research objective.** In China, where, according to the study of Emarketer [9], sales in the e-commerce market in 2016 reached 0.9 trillion. Which is 47.0% of global sales. At the same time, cross-border e-commerce has become a way for China to sell products produced on the territory of the country.

**Statement of the main material.** To fully understand the status of development of Ukrainian and Chinese e-commerce, the indicators for the main indicators of market development are given (Table 1). As you can see from the table, more than half of the population of China over the age of 15 are Internet users, and more than a third are shopping online. This is significantly higher than in Ukraine, which can be explained by the higher development of ICT in China, the highest degree of public confidence in Internet sites and the popularization of e-commerce at the state level. The result of the above tendencies is a high percentage of sales in the e-commerce market in the total GDP structure (for comparison, in Ukraine from 2013 to 2016, according to different data, this index ranged from 2 to 4%) [10]. Separately it is worth noting that 50% of online payments are made using mobile devices (in Ukraine - 35%), from which we conclude that the trend of "mobility" has gained special popularity in China.

It should be noted that government actively stimulates the activity in the field of electronic commerce by providing infrastructure conducive to the development of the market, as evidenced by the relevant indicators of international indexes of doing business, where China occupies high positions (Tab. 2).



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It is worth to indicate the high index of the LPI Index [15]: the quality of logistics services is very important for the development of e-commerce in China, given the large share of cross-border trade. For comparison, Ukraine in the ranking of LPI takes 80th place. Despite the fact that the state in China has a certain impact on business, the indicators of the Ease of Doing Business Index [16] (78 place, in Ukraine - 80). For the E-government Index, China is next to Ukraine, which has 62nd place [17].

Table 1

### Key indicators of e-commerce development in China and Ukraine

Indicator	China	Ukraine
The number of people over 15 years	1137 million	37,7 million
The number of Internet users	583,1 million (51% from quantity of general population)	21,9 million (58% from quantity of general population)
The number of e-shoppers	431,3 million (36% from quantity of general population)	3,7 million (10% from quantity of general population)
GDP	10,866 trillion dollars	90615 million dollars
The share of e-commerce in GDP	7,05%	3,1%
Share of sales with mobile devices in the structure of online sales	50%	25%

\*created by the authors on the basis of [11; 12; 13; 14]

Table 2

### China and Ukraine in the international indices of 2016 \*

Index	Description	Position of China	Position of Ukraine
Logistics Performance Index [15]	The total LPI score reflects the state of logistics in a country based on, among other things, the assessment of the effectiveness of customs procedures, the quality of trade and transport infrastructure and the quality of logistics services.	27 from 160	80 from 160
Ease of Doing Business Index [16]	The high ease of running a business rating means that the regulatory environment is more conducive to the start-up and operation of companies.	78 from 190	80 from 190
E-government Index [17]	The E-government Index provides a comparative assessment of the e-government development of the UN member states. Important factors that contribute to the high level of e-government development are investments in telecommunications, human capital and the provision of services on-line.	63 from 193	62 from 193

\*created by the authors on the basis of [15; 16; 17]

China has one of the most developed e-commerce in the world due to its excellent digital infrastructure and the emergence of a new generation of innovators and manufacturers. In this area, there is a dynamic business growth due to rising living standards of the population, local people buy better quality products from abroad, including such as food additives and cosmetics. Nevertheless, China is still one of the world's leading exporters. Many industrial products, including drones, motor scooters and smartphones, are manufactured in China at a low price and exported worldwide. This trend is confirmed by figures: in 2015, 29.1% of China's GDP growth was provided by online trade [11].

Ukraine has well-established trade relations with China in the field of import in the e-commerce (e-import) market. According to our study, the Chinese virtual platform Aliexpress is the third most visited by the e-commerce site in Ukraine, its share in traffic is more than 6% [18].

At the same time, Ukraine has a great potential for export development to China. According to the DHL report [19], in 2015 China spent more than \$31.96 billion. On foreign goods, which is a 60% increase compared to 2014. According to the report of WPHI Szanghaj [20], 81% of consumers in 2015 used the services of online stores, in 35% of cases it was the purchase of goods from abroad. In general, more than two million imported goods were purchased in China, including the USA, Japan, South Korea, Hong Kong, Germany, France, Taiwan, France, Great Britain, Denmark [21].

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In this case, the e-buyer in China, according to the results of the study of the company "We are Social" [22], on average, spends \$ 710 annually on the network, which is a rather high indicator. From the above, we can conclude that Chinese buyers are ready to make purchases in the e-commerce market and are positive about buying goods abroad.

In our opinion, the most promising goods for sale in China are food products. The study by WPHI Szanghaj [23] shows that 46% of Chinese consumers buy food online, Ukraine has sufficient capacity to supply food products to China.

At the moment, Ukrainian goods are practically not represented in the Chinese e-commerce market: only chocolate of one Ukrainian factory is represented on Taobao, and only the products of the Ukrainian chemical industry, alcohol, sunflower oil and round wood can be found on the leading B2B sites.

In our opinion, Ukrainian entrepreneurs do not estimate China's market at high level, because under current conditions we can be very competitive in price. Thanks to the devaluation of the national currency, domestic goods received a weighty price advantage. Ukrainians salary in dollar at the current rate is less than in China, by about 40-50%, which directly affects the cost of products produced in Ukraine. Therefore, it is promising to enter the Chinese market with the products of the food industry produced in Ukraine, as well as expand the range of products that are suitable for export.

Thus, entrepreneurs have opportunities to enter the Chinese market, first of all, the capacity of this market and its dynamic growth. The key threat is cultural and mental differences. In detail, the opportunities and threats of entry of Ukrainian enterprises to the Chinese market are listed in the matrix of SWOT-analysis (Tab. 3).

Table 3

**Correlation matrix of SWOT- analysis of the processes of entry of Ukrainian enterprises to the Chinese market\***

	<b>Capabilities</b>	<b>Threats</b>
<b>1</b>	<b>2</b>	<b>3</b>
	China is the largest e-commerce market and dynamic growth will continue in the coming years. Only 51% of the population have access to the Internet, which opens the door for further growth in demand in the e-commerce market. High level of development of the marketplace model. Support of Ukrainian exporters by the state.	Significant cultural differences. Population aging. By 2050, more than a quarter of the population will be over 65 years old. Possible changes in legislation. Instability of demand. Possible increase in the cost of delivery. High level of competition from Chinese manufacturers
<b>Strengths</b>	<b>"Strength and Opportunity"</b>	<b>"Strength and Threats"</b>
A wide range and high quality of products manufactured in Ukraine. Affordable prices for Ukrainian products. Availability of human resources for expansion of production.	The opportunity to enter one of the largest markets in the world and expand production in Ukraine. Affordable prices, a wide range and high quality of products along with an increase in the number of e-buyers will allow Ukrainian goods to occupy their niche in the Chinese market. The opportunity to promote products of Ukrainian production with the help of marketplaces will increase sales volumes. If this direction of export is stimulated by the state, there is the possibility of attracting small producers to this	In conditions of a high level of competition in Ukrainian goods there is a significant price advantage. Low product prices can mitigate the effect of increasing the cost of delivery. Studying cultural particularities will allow to reorient manufacture on the goods which are interesting for the Chinese buyers.

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1	2	3
	activity. The availability of a sufficient number of qualified human resources makes it possible to expand production if necessary.	
<b>Weaknesses</b>	<b>"Weakness and Opportunity"</b>	<b>"Weakness and Threats"</b>
Lack of investment to expand the sales market. Lack of established business ties with Chinese counterparts. Chinese consumers are unfamiliar with the production of Ukrainian products, additional efforts and expenses are needed to popularize the brands Made in Ukraine. Difficulties associated with payment and delivery.	State support for exports to China will make this direction more attractive for investors. Since the Chinese market is very capacious, at the initial stages Ukrainian producers can compete with the help of price levers. The use of the marketplace model partially solves the issues with delivery and payment (with the help of fulfillment, etc.).	There may be difficulties associated with the lack of established ties, as well as the uncertainty of products in China in the face of high competition in the Chinese market. Difficulties associated with payment and delivery, can become even more acute in case of increasing the cost of delivery. Changes in legislation may entail additional risks and expenses. Cultural differences and the lack of established business ties can level out all the competitive advantages of Ukrainian products.

\*created by the authors

Having evaluated the key opportunities and threats, as well as analyzing the strengths and weaknesses in order to optimize the business model, entrepreneurs need to determine the site for selling the goods. The most optimal option is to sell goods through marketplaces, which will solve some of the problems related to the differences between Ukraine and China. At the same time, sales on marketplaces also have disadvantages: long delivery time of goods, hidden payments, the language barrier, the complexity of the return.

Therefore, in the future, in the event of an increase in exports to China, all Ukrainian sellers may be merged on the Ukrainian virtual platform, which will eliminate some of the shortcomings of the existing market in the Chinese market. The Ukrainian marketplace is a good mechanism for supporting domestic production, as well as building the image of the state.

**Conclusions:**

1. The economic crisis in Ukraine pushes to seek new ways of economic recovery, which do not require significant investment. These include the sphere of e-commerce, which can significantly affect the development of the national economy by increasing the export of goods of Ukrainian producers and sales through virtual platforms.

2. A detailed analysis of the Chinese e-commerce market allows us to conclude that it is necessary to intensify cross-border relations in e-commerce, both at the state level and at the enterprise level.

Given the above, it is recommended:

Create the conditions for intensification of cross-border cooperation between China and Ukraine in the field of electronic commerce, by:

1) the conclusion of international treaties and special agreements to reduce the costs of Ukrainian producers when exporting goods to China;

2) improving the logistics infrastructure in terms of international delivery, stimulating the development of competition in this area;

3) informing and training the producers of products regarding e-export opportunities (partially implemented with the help of the E-export School project from Ukrposhta), as well as working on international virtual sites;

4) provision of special conditions in terms of taxation for producers focused on exports to China.

**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ****References**

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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доцент**PROSTITUTION: CHOOSE EFFECTIVE  
MODEL OF STATE REGULATION****ПРОСТИТУЦІЯ: ВИБІР ЕФЕКТИВНОЇ  
МОДЕЛІ ДЕРЖАВНОГО РЕГУЛЮВАННЯ**

**Urgency of the research.** For many years, prostitution remains in the focus of economists, sociologists, criminologists and public figures. The need for state regulation of prostitution is due to many factors: participants' motivation, outreach to the criminal world.

**Target setting.** in the world practice, three main models of state regulation of prostitution are used. The efficiency of the prostitution state adjustment depends on the chosen model.

**Actual scientific researches and issues analysis.** The works by R. Weitzer, H. Wagenaar, S. Altink, A. Schloenhardt have been devoted to the research and comparative analysis of various models for state regulation of prostitution.

**Uninvestigated parts of general matters defining.** The study of practical aspects in applying particular models of state regulation of prostitution requires additional research

**The research objective.** The purpose of the article is to analyze the advantages and disadvantages of applying the models of state regulation of prostitution.

**The statement of basic materials.** The article examines the main models of state regulation of prostitution in the world. On the example of countries with different levels of development, legal, economic and social aspects of prostitution are considered. Based on the analysis of statistical data and the study of expert evaluations, the efficiency of regulatory measures has been identified. The results of the research carried out have shown a generally low effectiveness of the prohibition (criminalization) model of prostitution and mixed (Swedish) model.

**Conclusions.** The results of the research indicate that legal prostitution is not a catalyst for destructive processes in the society. The following thesis has been substantiated that the choice of a model of prostitution legalization is more in line with the needs of modern society.

**Keywords:** state regulation shadow economy; prostitution; efficiency.

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**Актуальність теми дослідження.** Протягом багатьох років проституція залишається у центрі уваги економістів, соціологів, криміналістів, громадських діячів. Необхідність державного регулювання проституції обумовлена багатьма факторами: мотивація учасників, зв'язок з кримінальним світом.

**Постановка проблеми.** У світовій практиці використовуються три основні моделі державного регулювання проституції. Ефективність державного регулювання проституції залежить від обраної моделі.

**Аналіз останніх досліджень і публікацій.** Дослідженню та порівняльному аналізу різних моделей державного регулювання проституції присвячено матеріали R. Weitzer, H. Wagenaar, S. Altink, A. Schloenhardt.

**Виділення недосліджених частин загальної проблеми.** Додаткового дослідження потребує вивчення практики застосування моделей державного регулювання проституції.

**Постановка завдання.** Метою статті є аналіз переваг та недоліків застосування моделей державного регулювання проституції.

**Виклад основного матеріалу.** У статті досліджуються основні моделі державного регулювання проституції у світі. На прикладі країн із різним рівнем розвитку розглядаються правові, економічні та соціальні аспекти проституції. На основі аналізу статистичних даних та вивчення експертних оцінок визначена ефективність заходів регулювання. Результати проведеного дослідження засвідчили в цілому низьку ефективність функціонування моделей заборони (криміналізації) проституції та змішаної (шведської).

**Висновки.** Результати досліджень вказують, що легальна проституція не є катализатором деструктивних процесів у суспільстві. Обґрунтована теза, що вибір моделі легалізації проституції більшою мірою відповідає потребам сучасного суспільства.

**Ключові слова:** державне регулювання; тіньова економіка; проституція; ефективність.

**Urgency of the research.** For many years, prostitution remains in the focus of economists, sociologists, criminologists and public figures. The need for state regulation of prostitution is due to many factors: participants' motivation, outreach to the criminal world.

We proceed from the fact that state regulation of prostitution is a deliberate influence of state authorities on the subjects of prostitution and their interrelations in order to achieve certain goals. The intensity of the processes of state regulation occurs under the influence of two main trends of social development: globalization; transformation of the role of religion in the society.

**Target setting.** The process of state regulation is based on the chosen model. At present, in the world practice, three main models of state regulation of prostitution are used. In the resource [1, p.10-13] the classification of models of state policy in relation to prostitution is presented.

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Taking into account that this classification is given in the scientific literature quite often, we consider it expedient to use its main points, which are grouped as follows: prohibition (criminalization); legalization; mixed (limited legalization). The efficiency of the prostitution state adjustment depends on the chosen model.

**Actual scientific researches and issues analysis.** The researches on this topic have been characterized by the pluralism of thoughts on the effectiveness of a particular regulatory model.

The works by Paul Bisschop Stephen Kastoryano, Bas van der Klaauw [2], Ronald Weitzer [3], Hendrik Wagenaar, Sietske Altink, Helga Amesberger [4], Andreas Schloenhardt & Lachlan Cameron [5] have been devoted to the research and comparative analysis of various models for state regulation of prostitution. We have used the materials of statistical, sociological and other studies on the research issues – 100 Countries [6], Country split on legalizing [7], Estonian Institute for Open Society 2005 and 2008.

**Uninvestigated parts of general matters defining.** Given the fact that supporters of different approaches make arguments in favour of their positions, the study of practical aspects in applying particular models of state regulation of prostitution requires additional research.

**The research objective.** The purpose of the article is to analyze the advantages and disadvantages of applying the models of state regulation of prostitution.

**The statement of basic materials.** The theoretical basis of our research is understanding of prostitution as a complex, socially sensitive type of entrepreneurial activity. The results of the research carried out [6], within the frame of which the legislation regarding prostitution in 100 world countries has been analyzed, has shown that in 61% of countries providing of sexual services is not forbidden. It should be noted that in many countries, where prostitution is formally prohibited, the attitude towards its manifestations is tolerant enough.

Prohibition Model (Criminalization). Its essence lies in the definition of prostitution as an unlawful activity and, consequently, its further prohibition. Given the socially dangerous nature of prostitution, the legislation of the countries using this model contains clear rules for the prohibition of its manifestations. Various types of this model are used in many countries around the world. In our opinion, its formation has been significantly influenced by religious beliefs. Gradually, the norms of religious law and morals have been transformed into public norms.

The most severe punishment for prostitution can be seen in the legislation of countries where religion plays a dominant role in the public life. For example, the Criminal Code of the UAE foresees a 1-year or more term of punishment for prostitution and a payment of fixed penalty [9]. Similar rules exist in Bahrain, Saudi Arabia and other countries.

Among the countries, in which religion does not play a decisive role in the society, a considerably strict liability is observed in the United States. For example, legal acts of Kansas [10] foresee an imprisonment up to 6 months and a fixed penalty of up to 1 000 USD. The Legislation of North Dakota is less stringent [11], imposing a punishment of up to 30 days of imprisonment and a fixed penalty of 1000 USD.

The analysis shows that in many countries, where prostitution is prohibited, the responsibility for such legal offense is, in fact, declarative.

For example, the Article 181-1 of the Code of Ukraine on Administrative Offenses [12] states that prostitution is punishable by a warning or by imposing a fixed penalty of five to ten tax-free minimum incomes. The same punishment for prostitution is provided by the legislation on administrative offenses of the Republic of Lithuania [13]. This model of state regulation is aimed at the fight against the offer of services. It is also advisable to agree with [16] that criminalization of prostitution creates antagonistic relationships between employees of the following sphere and employees of legal social institutions (for example, law enforcement agencies, medical institutions). As a result, prostitutes usually have limited access to health services and do not report offenses against themselves or others.

In 1999 the described above model was slightly modified by Swedish government. The Act on Prohibiting the Purchase of Sexual Services (SFS 1998: 408) has introduced amendments to the Section 6 of the Swedish Penal Code exactly on prohibiting the purchase of sexual services.

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Thus, the norms of the Criminal Code establish the liability in the form of a fixed penalty or an imprisonment of up to four years for individuals that buy or encourage casual sexual relations with another person in exchange for a fee or improperly use them for commercial purposes. This means that only buyers of sexual services are prosecuted, not those who are engaged in prostitution.

At the same time, in [15] it notes that it is not possible to solve this problem only by reducing the demand. An important element of the Swedish model is the implementation of initiatives on public support for the prostitutes who want to get another job. Moreover, the Swedish government has additional funding for educational programs in order to raise public awareness of prostitution.

The analysis of the results of implementation of this law, given in [15], have shown that over the period 1999-2005, the number of prostitutes in Sweden has dropped by 150 people to about 500 people. The research carried out [17, p.35] has proved that the volumes of street prostitution in Stockholm in 2008 were three times lower than in the cities of Oslo and Copenhagen. At the same time, starting from 2003 there has been a rapid increase in the number of criminal proceedings for violating the prohibition on the purchase of sexual services. The results of the following experiment have been determined as positive by the Government of Sweden.

A similar approach as for the changes in the legislation on prostitution has been used by Iceland and Norway, and it is quite popular in the United States. So, according to the results of the research carried out by YouGov (2015), the vast majority of Americans (74%) believe that the responsibility for breaking the laws against the sale of sexual services should be mutually exclusive. 18% of respondents believe that only clients should take the liability, while 7% consider the responsibility of prostitutes themselves. [20, p. 3]

However, in the report [17] it is indicated that evaluating the effectiveness of the Swedish model is quite a complex procedure. In our opinion, the practice of its functioning has shown the existence of some debating points.

First, we believe that the definition of individuals involved in prostitution as the victims of sexual violence is actually not correct. For a certain part of prostitutes, provision of sexual services on a paid basis is a conscious choice for them.

Secondly, the criminal liability of the buyer does not affect the further formation of his needs of a sexual nature. In this case, the prohibition on the purchase of sexual services in Sweden is offset by the increasing popularity of sex tourism to the countries where prostitution is actually and / or juristically legalized. Our own analysis has shown that within the geographical structure of outbound tourism in Sweden [18, p. 9] 82% go to Turkey (as prostitution is legalized there) and Thailand (the country with a tolerant attitude towards prostitution). In the period of 2005-2008, the growth rate of tourist flows from Sweden to the countries, where prostitution has been legalized or, in fact, not prohibited, has increased substantially. For example, in India, the tourist flow has increased by 105% (with an average growth of 53% in Asia), in Nigeria by 110% (Africa + 28%), in Thailand by 75% (South Asia + 66%) [18, p.10].

Thirdly, the researches proving a reduction of prostitution in Sweden include mainly the sector of street women's prostitution. Instead, there were other forms of prostitution left behind the topic – male prostitution, indoors sexual services, the Internet prostitution.

At the same time, the results of the National Survey of Swedish Citizens held in 2009 [17, p. 21] showed that 56% of young people with the experience in the sale of sexual services through the Internet are using it in order to find the buyers. This figure is three times higher than in 2004, when just over 16% of respondents identified the Internet as a way of selling sexual services.

Consequently, in our opinion, the above mentioned facts identify the controversy and inadequacy of the so-called efficiency of the "Swedish" model in prostitution regulation.

Legalization. The legislation of the countries, that have legalized prostitution, defines it as a form of legitimate economic activity.

The report [19] states that main reasons for the legalization of prostitution in the Netherlands are: control and regulation of the process of hiring employees into this activity with the help of municipal licensing system; protection of personal property rights and non-property rights of employees; protection from coercion to prostitution; protection of minors from sexual violence; reduction of the level of



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prostitution among foreign residents illegally living in the Netherlands; reduction of the level of mutual influence between prostitution and crime. The results of the survey among the USA citizens, conducted by YouGov in August 2015 (Tab. 1), showed that the main arguments in favour of decriminalization of prostitution were: reducing the level of state interference in the private life of citizens, the necessity of socialization and tolerant attitude to prostitutes.

We believe that legalization of prostitution also creates prerequisites for solving other problems: facilitation of social adaptation for individuals who stopped prostitution; increase of the revenue part of budgets of all levels due to the taxation of this type of activity; reduction of unemployment; raising the level of self-realization, economic and other types of human freedoms.

Table 1

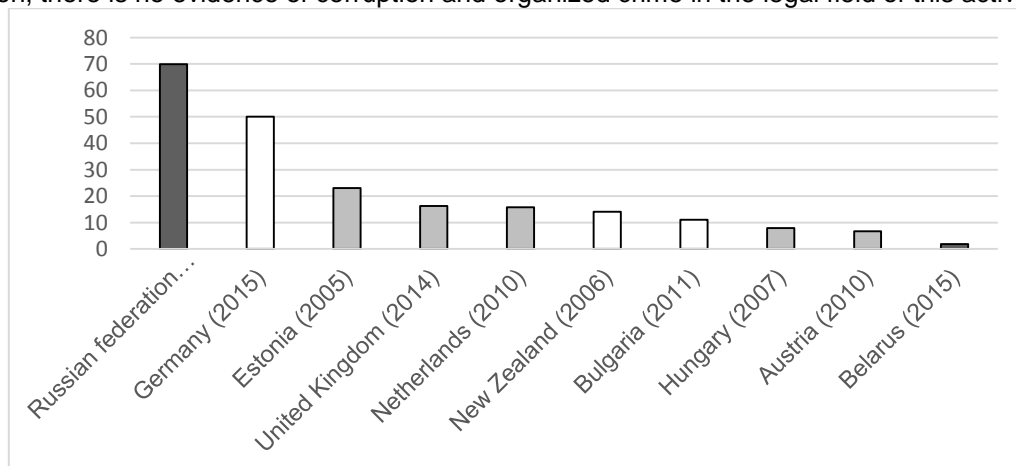
**Arguments in favour of decriminalization of prostitution**

Argument	Men, % of respondents	Women, % of respondents
voluntary sex between adults should be free of state interference	55	30
reduction of the level of negative perception of prostitution	38	31
the possibility to officially earn money	21	15
professional activity that can provide retirement and employment	22	16
simplifying the exchange of information about unscrupulous clients	33	29
none of the above	17	25
I do not know	11	20

Source: [20]

The process of legalization of prostitution is characterized by the presence of two opposite tendencies. In the countries with the established legalization of prostitution a rapid increase in the number of people employed in this area is observed, together with the growth in the number of illegal houses of debauchery, intensification of organized crime [21], the increase in the number of cases of human trafficking for the purpose of sexual exploitation.

It is estimated that 50% or more of female prostitutes in Denmark are victims of human trafficking [15, p. 20]. M. Farley also points out [22] that legal sexual business creates places where sexual exploitation and violence against women take place with impunity. Legalization, in fact, does not contribute to creation of real prerequisites for the change of workplace among individuals engaged in prostitution. Still, there is another point of view as for the problem of legalization of prostitution. In the 2004 report [27] it is concluded that Queensland (Australia) has a safe and effective business model for prostitution, there is no evidence of corruption and organized crime in the legal field of this activity.



**Fig. 1. The number of prostitutes per 10 thousand of citizens (excluding prostitutes who work outside the country)**

Note: black – prohibition; gray – mixed; white - legalization

Source: calculations are based on [4, p. 27; 8; 19; 23; 24; 25; 26]

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In the 2004 report [27] it is concluded that Queensland (Australia) has a safe and effective business model for prostitution, there is no evidence of corruption and organized crime in the legal field of this activity. It also indicates the minimal impact of legal brothels on the society. In summary, the above mentioned information is provided in the following resource [28].

The results of the research [29] have proved that 84% of the polled sex workers who are legally working in Nevada (US) feel safe, and they have not been subjected to commerce or forced into prostitution.

Quite interesting, in our opinion, is the study completed by Devin Bowen [30] as for the impact of prostitution on the level of crime. The statistical data of 34 member countries of the Organization for Economic Cooperation and Development for the period of 1990-2010 has become the information base for the research conducted. According to the results, legalization of prostitution, in general, will not have a negative impact on the number of violent crimes. Also, the results have shown that in the countries, where the average annual income per person is from 35684 USD, legalization of prostitution is accompanied by the increase in the number of crimes committed. However, in economically underdeveloped countries, where the average income per person ranges from 12512 USD per year, legalized prostitution promotes reduction in the number of registered crimes. It should be noted that taxation and other proceeds from prostitution can be a significant source for the budget revenues at all levels.

The analysis of Nevada's income from prostitution [31] indicates that through its legalization 20000 USD of federal taxes per one working person in this area can be generated annually. In its turn, the legalization of prostitution does not mean the absence of its state regulation. In Austria and Netherlands, prostitution, as a type of activity, is governed by the principles of observance of public order, as well as health and financial responsibility [4, p. 48].

Mixed model (limited legalization). This model involves the following elements: legalization of individual prostitution and / or lack of responsibility for the provision of sexual services on a paid basis; prohibition on the functioning of specialized objects, where paid services of a sexual nature are provided; prohibition of mediation institution (pimping). Among the countries using the mixed model of prostitution regulation are Bulgaria, Brazil, Estonia, India, Kazakhstan, Malaysia, Hungary, the Czech Republic, Japan, and others.

Considering the fact that the distinctive features of this model from the model of full legalization are mostly formal, the further liberalization of the prostitution legislation will be possible. This is confirmed, to a certain extent, by the data of sociological surveys. For example, according to [8], about 60% of the male population of Hungary agrees with the need to legalize prostitution.

**Conclusions.** The results of numerous researches confirm the thesis that legal prostitution is not a catalyst for destructive processes in society. Instead, its criminalization does not affect the social and economic background of the existence of prostitution, does not fight the reasons that actually force people to choose this type of activity, and only deepen social stratification.

The analysis of legislation in European countries testifies to the gradual decriminalization of prostitution. This is explained by the low effectiveness of criminalization and intensification of the influence of public authorities on this area as a result of some preventive measures, reducing the shadow economy component. In our opinion, these facts indicate the lack of advantages of a mixed model and a prohibition model. Their application (with the exception of the United States and the countries in which religion is defined as the basis of social existence) does not imply real responsibility, but it promotes development of the shadow economy in prostitution and related spheres. In addition, obvious advantages of the legalization model have not been used.

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ЕКОЛОГО-ОРІЄНТОВАНОЇ ДІЯЛЬНОСТІ  
СУБ'ЄКТІВ ГОСПОДАРЮВАННЯ**

**Urgency of the research.** Modern financial and economic activities of business entities aimed at obtaining economic benefits and increasing current and future cash flows can lead to the destruction of non-renewable natural resources, which are a prerequisite for the existence of life.

**Target setting.** Today in Ukraine the issue of financial incentives and motivation for subjects of economic relations to carry out environmental measures is getting more public attention.

**Analysis of recent research and publications.** Theoretical and methodological principles of nature conservation activities are reflected in the works of R. Burling, V. Vernadsky, V. Gavran, E. Libanova, A. Ness, A. Pigou, S. Podolinsky, K. Shilin and others.

**Uninvestigated parts of general matters defining.** Nevertheless, the issues of formation of financial and organizational preconditions of ecologically oriented activities of domestic business entities remain unsolved.

**The research objective.** The purpose of the publication is to outline the financial and organizational foundations of environmentally oriented activities of business entities in the context of sustainable human development ideology.

**The statement of basic materials.** The article substantiates the necessity of making economic systems more ecologically friendly. It analyses the problem aspects of financing nature conservation activities in Ukraine. The research also shows the specifics of ecological taxation as an effective financial instrument for the implementation of the state environmental policy.

**Conclusions.** In order to prevent the fatal impact of technological progress on the environment, economic entities need to increase their environmental protection costs. Being an effective financial tool for stimulating investment and innovation activities in the field of environmental protection, ecological taxation contributes to raising the levels of environmental safety and social security of the people.

**Key words:** environmental protection financing; ecological taxation; ecological policy; sustainable human development.

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**Актуальність теми дослідження.** Сучасна фінансово-господарська діяльність суб'єктів господарювання, спрямована на отримання економічної вигоди, збільшення поточних і майбутніх грошових потоків може призводити до знищення невідновлюваних природних ресурсів, які є необхідною умовою існування життя.

**Постановка проблеми.** Сьогодні в Україні актуалізується проблема фінансового стимулювання та мотивації проведення природоохоронних заходів суб'єктами економічних відносин.

**Аналіз останніх досліджень та публікацій.** Теоретико-методологічні засади природоохоронної діяльності закладено у працях Р. Берлінга, В. Вернадського, В. Гаврана, Е. Лібанової, А. Несса, А. Пігу, С. Подолінського, К. Шіліна та ін.

**Виділення недосліджених частин загальної проблеми.** Разом із цим, не вирішеними залишаються питання формування фінансово-організаційних передумов еколого-орієнтованої діяльності вітчизняних суб'єктів господарювання.

**Постановка завдання.** Метою публікації є окреслення фінансово-організаційних засад еколого-орієнтованої діяльності суб'єктів господарювання в контексті ідеології сталого людського розвитку.

**Виклад основного матеріалу.** У статті обґрунтовано необхідність екологізації економічних систем. Проаналізовано проблемні аспекти фінансування природоохоронної діяльності в Україні. Розкрито особливості екологічного оподаткування як ефективного фінансового інструмента реалізації екологічної політики держави.

**Висновки.** З метою запобігання фатального впливу технічного прогресу на екологію суб'єктам господарювання необхідно збільшувати витрати на охорону навколишнього середовища. Екологічне оподаткування як ефективний фінансовий інструмент стимулювання інвестиційно-інноваційної діяльності у сфері охорони навколишнього природного середовища сприяє підвищенню рівня екологічної безпеки та соціальної захищеності людини.

**Ключові слова:** фінансування природоохоронної діяльності; екологічне оподаткування; екологічна політика; сталий людський розвиток.

**Urgency of the research.** Modern financial and economic activities of business entities aimed at obtaining economic benefits and increasing current and future cash flows can lead to the destruction of non-renewable natural resources, which are a prerequisite for the existence of life. At the same time, as noted by V. Vernadskyi, people should understand that they are an inevitable manifestation of a large natural process, which naturally lasts for at least two billion years [1, p. 59]. However, today

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human beings have to adapt not so much to natural conditions, as to the created negative factors of anthropogenic origin.

**Target setting.** Due to the unfavorable environmental situation in Ukraine, the problem of financial incentives and motivation for business entities to implement environmental protection measures is getting more public attention.

**Actual scientific researches and issues analysis.** The theoretical and methodological principles of nature conservation are laid down in the works of R. Burling, V. Vernadsky, V. Gavran, E. Libanova, A. Ness, A. Pigou, S. Podolinsky, K. Shilin [1-7], and others.

**Uninvestigated parts of general matters defining.** At the same time, the issues of formation of financial and organizational preconditions of ecologically oriented activities of domestic business entities remain unsolved.

**Setting objective.** The purpose of the publication is to outline the financial and organizational foundations of environmental oriented activities of business entities in the context of sustainable human development ideology.

**The statement of basic materials.** The foundations for the implementation of sustainable human development ideology are in the plane of overcoming the technospheric nature of human thinking and economic behavior. The feeling of the chosen path to be erroneous is the stimulus that leads to the emergence of semantic approaches to identify ways to overcome not only environmental, but also social and economic problems. Despite all the modernization efforts, the technogenic path of socio-economic development remains prevalent in Ukraine. At the same time, this economic model has quite a heavy impact on the nature thus being rather nature-consuming, which together with meeting all the modern requirements to the productivity of the economy, undermines the reproduction of the natural basis as such. Technogenic type is followed by rapid and depleting use of non-renewable natural resources, over-exploitation of renewable resources that exceeds the possibilities of their reproduction, as well as economic and consumer pollution of the environment [3].

We tend to distinguish between two main approaches that describe the interaction of humans with nature: a technocratic approach, built on the idea of subjugating nature for unlimited consumption, and ecosophic one, stating that human activity on the planet should be based on the priorities of integrity with accent on education of ecological consciousness and preservation of nature.

Considering the first approach, we should note that civilization technological growth admissibility limits are currently not defined. At the same time, the complete rejection of scientific and technological progress is also unacceptable, as is the current scenario of technological overheating, facing such socially dangerous consequences as environmental disasters. The advantage of a nature-oriented economy is that the basis for the economic development of the state is formed without significant social and intellectual costs. The disadvantages are seen as follows: economic development is limited to dependence on certain natural resources; depletion of exhaustible natural resources; insufficient attention or neglect of social component; the emergence of environmental problems, etc.

Today, the ecology covers all spheres of human life. S. Podolinsky was among the first Ukrainian scientists who paid attention to the ecological component of social development. The center of his main study, "The Work of Man and Its Relation to the Distribution of Energy" (1880) [6] is a person as the main subject of ecological and economic processes. Investigating the versatility of the concept of "energy," the scientist concludes that it has the ability to dissipate in the process of transformation from one kind to another, which means that human labor should provide an absolute increase in the energy budget.

Principles of environmental policy were reflected in "Ruska Pravda", the first collection of laws of the Kyiv state [8]. This document regulated the use of all kinds of natural resources. Contemporary environmental policy is understood as a scientifically sound policy aimed at preserving and recreating a healthy and safe habitat, solving social and environmental conflicts through gradual environmental modernization of all spheres of society's life, from transformation of the basic system of values, observance of civil rights and freedoms and to restructuring of industrial production widely using nature conservation technologies.

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Considering the abovementioned, it is the second approach that gets special attention, since, from ancient times, humans not only treated the nature with awe, but also tried to live in harmony with it, which formed the basis of the ecosophic concept. The term "ecosophy" was introduced in 1973 by the Norwegian philosopher A. Ness, who interpreted it as "... the philosophy of ecological harmony or equilibrium." He noted that "Like any "sophia" (wisdom), it includes norms, rules, postulates, priorities and hypotheses regarding the situation in our universe. It is the ecological wisdom, whose diverse interests vary, and cover not only the "facts" of pollution, resources, population, etc., but also value priorities" [4].

Thus, ecosophy is human awareness of the wisdom of nature; it is based on living knowledge and living logic. Environmental wisdom derives from the creative harmonious communication of humans with the world of nature. Russian researcher K. Shilin dedicated his works to conceptualization of ecosophy [7]. In his analysis K. Shilin disputes the basic principle of the concept of human development, according to which the economy should exist for the development of a person, and not vice versa. In particular, he is interested in the type of a person the economy exists for: whether it is an economic person (what economists usually mean by consumer) or it is a person who lives in a wide world of harmony with nature. In view of the above, the question is raised about what kind of philosophy should be the basis of modern economic policy.

It should be stated that the issue of the relationship between ecology and economy is relatively new to philosophical analysis. However, its comprehension within the ecosophy contributes to the re-valuation of the traditional paradigm of economic thinking and the search for a new axiological rationale for another theory of economics, the ecological economy, which implies the need for integration of the economy and the environment. After all, for Ukraine joining the European Union involves not only economic stability, but also ecological safety, that is, the state of the environment in which measures are taken to prevent the destruction of the ecological environment and endangering human health. Thus, it is the ecosophic approach that acts as the modern social guide.

Anthropogenic impact on the environment causes the need for concentration of efforts on the financial aspects of environmental activities of economic entities. In the context of forming sustainable human development foundations, entrepreneurs have to make expenditures to reduce the attraction of natural resources to economic activity; reduce production and consumption wastes; limit waste products access to the environment or their transformation; reduce the amount of harmful substances in the waste; avert any negative impact of polluted environment on recipients [2, p. 256].

Financing of environmental protection measures and objects in Ukraine is done in the form of capital investments (through the purchase of new and used, or creating own, intended for personal use, tangible and intangible assets; costs of major repairs and modernization of equipment) and current expenses on keeping (maintenance and operation) the object (main means of environmental protection) in working condition.

Comparing the values of capital investment and current expenditures on protection and rational use of natural resources, which are covered by own funds of enterprises, organizations or institutions (Tab. 1, 2), we conclude that current expenditures prevail in the structure of total environmental costs of economic entities.

*Table 1*

### **Capital investment in the protection and rational use of natural resources at the expense of own funds of enterprises, organizations and institutions in Ukraine**

Capital investment in the protection and rational use of natural resources at the expense of own funds of enterprises, organizations and institutions (thousand UAH)	2010	2012	2013	2014	2015
	2145135,3	3893043,7	3593450,6	3924536,8	2692250,5
Percentage of enterprises, organizations and institutions' own funds in capital investments on protection and rational use of natural resources in general	77,7	59,0	54,5	49,3	35,1

**Source:** created by the author according to the State Statistics Service of Ukraine [9]

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The share of own funds of enterprises, organizations and institutions in all current expenditures on protection and rational use of natural resources for the research period amounted to an average of 96% (Tab. 2), which indicates the active participation of business entities in solving current environmental problems in order to minimize the negative environmental impact.

Table 2

**Current expenditures on protection and rational use of natural resources at the expense of own funds of enterprises, organizations and institutions in Ukraine**

Current expenditures on protection and rational use of natural resources at the expense of own funds of enterprises, organizations and institutions (thousand UAH)	2010	2012	2013	2014	2015
	9983078,8	13452387,8	13815490,4	13509177,6	16382103,3
Percentage of enterprises, organizations and institutions' own funds in current expenditures on protection and rational use of natural resources in general	93,3	96,6	96,3	96,7	96,8

**Source:** created by the author according to the State Statistics Service of Ukraine [9]

Analysis of the dynamics of the share of own funds of enterprises, institutions and organizations in all capital investments on protection and rational use of natural resources showed that since 2010 it has gradually decreased (Table 1). On the one hand, this indicates an increase in the share of other sources of financing (including budget funds), whereas, on the other hand, it shows the lack of incentives for business entities to finance upgrading of the nature-conservation infrastructure.

Environmental taxation of economic entities proves to be an effective financial instrument for implementing the state environmental policy. Environmental taxation was updated and reflected in the writings of the well-known representative of the Cambridge Neoclassical School A. Pigou. In his book "The Economics of Welfare" [5], he expanded the traditional notion of human well-being by such dimensions as the quality of the environment, the nature of labor, and the level of security in society. A. Pigou also noted that people distribute resources between present and future generations on the basis of a rational system of preferences, that is, they prefer the minor present-day benefits to a significant level of well-being in the future. He believed that to a certain extent this is natural, since human life is short-lived, and thus sacrificial behavior for the sake of the future cannot be evaluated accordingly.

The scientist argued that economic entities that have a negative impact on the environment have to pay special taxes, and a system for stimulating environmental activities in the form of grants should be implemented as well. A. Pigou believed that the optimal rate of environmental tax should be equal to the marginal environmental damage. The damage that corresponds to V. Pareto's optimum is considered significant. However, there are still certain obstacles to the practical implementation of A. Pigou's concept of taxes, since the question of utilizing the proceeds from environmental taxes is extremely important.

Today, the environmental tax can be considered as an economic tool for making production more environmentally friendly. However, the current system of payments to offset negative environmental impacts in Ukraine is not entirely consistent with its fiscal and incentive targets. The environmental tax does not perform its primary stimulating function and does not aim at achieving specific environmental results, thus acting as a kind of payment for the use of the environment. Therefore, the issue concerning the expansion of the tax base, especially with regard to the introduction of payment for manufactured products, which upon utilization pollute the environment, is still pressing. World experience suggests that environmental taxation system efficiency increase can be achieved through the targeted use of accumulated funds and tax breaks. In developed countries environmental taxation revenues are allocated for the development of ecological infrastructure, the introduction of environmentally safe technologies (including waste processing and recycling), etc. In addition, there are effective mechanisms for preferential taxation and price incentives for environmental activities.



## ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

**Conclusions.** Summarizing, we state that environmental protection is one of the most pressing issues of the present. The active development of technologies together with the introduction of upgraded equipment has led to a sharp deterioration of the environmental situation in the world. People not only develop the environment, thus altering and destroying the existing natural ecosystems, but also contaminate natural areas in ever expanding scale. All civilized countries of the world recognize the need to increase the costs of preserving natural resources and preventing the fatal impact of technological progress on the environment. Ukraine, which occupies 5.7% of the territory of Europe and 0.44% of the world, is no exception in this process, which is based on a fundamentally new economic philosophy. In particular, it is an idea of a high-quality and safe life of people on the basis of preservation and reproduction of the environment for present and future generations.

Environmental taxation as an effective financial tool for stimulating investment and innovation activity in the field of environmental protection contributes to raising the level of environmental safety and social protection of the people. Therefore, it is extremely important to establish such rates of environmental tax that stimulate business entities to apply environmental technologies and ecologically balanced production. The application of a system of tax privileges to business entities that have positive dynamics in minimizing pollution and make environmentally friendly products, which requires the development of an effective mechanism for granting these privileges, is also considered perspective.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**STATE REGULATION OF FOREIGN ECONOMIC ACTIVITY****ДЕРЖАВНЕ РЕГУЛЮВАННЯ ЗОВНІШНЬОЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ**

**Urgency of the research.** The article analyzes the mechanisms of state regulation of foreign economic activity, carried out under the influence of globalization trends, integration processes and modernized in the context of security.

**Target setting.** Strengthening the state as a public institution is accompanied by the development of its many functions, in particular economic. The study of mechanisms of state regulation of foreign economic activity proves that it is a multi-level and multifaceted phenomenon.

**Actual scientific researches and issues analysis.** The issues of research in risk management and customs administration are rather actively engaged in such Ukrainian scientists as Algin A. P., Berezhnyuk I. G., Pashko P. V., Tereshchenko S. S. and others.

**Uninvestigated parts of general matters defining.** At the same time, many theoretical and practical questions of the problems remain little studied in terms of complexity and systemic nature, which gives grounds to assert that it is necessary to study the experience of mechanisms of state regulation of foreign economic activity.

**The research objective.** It consists in the substantiation of theoretical, methodological and applied provisions for the improvement of mechanisms of state regulation of foreign economic activity.

**The statement of basic materials.** The uniqueness of customs is that by keeping balance on interstate borders, it provides protection from external threats to national customs interests and security by implementing a balanced state customs policy in accordance with strategic priorities in the field of state customs.

**Conclusions.** One of the tasks solved within the framework of management in the customs system, as an element or subsystem of public administration in general, is the administration of customs risks. Therefore, the customs authorities should manage their risks, while the administration of risks should be viewed not as a specific separate or independent direction of work, but as an integral part of the customs administration as a whole.

**Keywords:** risk; customs risk; customs risk management; customs risk management; public administration; state regulation.

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**Актуальність теми дослідження.** У статті проаналізовано механізми державного регулювання зовнішньоекономічної діяльності, які здійснюються під впливом глобалізаційних тенденцій, інтеграційних процесів й актуалізованих у контексті безпекових викликів сьогодення.

**Постановка проблеми.** Зміцнення держави як суспільного інституту супроводжується розвитком її численних функцій, зокрема економічних. Дослідження механізмів державного регулювання зовнішньоекономічної діяльності доводить, що воно є явищем багаторівневим та багатограним.

**Аналіз останніх досліджень та публікацій.** Питаннями дослідження у сфері управління ризиками та митного адміністрування досить активно займаються такі українські вчені, як Альгін А. П., Бережнюк І. Г., Пашко П. В., Терещенко С. С. та ін.

**Виділення недосліджених частин загальної проблеми.** Разом із тим, чимало теоретичних і практичних питань проблематики залишаються малодослідженими з точки зору комплексності та системності, що дає підстави стверджувати про необхідність вивчення досвіду механізмів державного регулювання зовнішньоекономічної діяльності.

**Постановка задачі.** Полягає в обґрунтуванні теоретичних, методичних та прикладних положень щодо удосконалення механізмів державного регулювання зовнішньоекономічної діяльності.

**Виклад основного матеріалу.** Унікальність митниці полягає в тому, що утримуючи рівновагу на міждержавних кордонах, вона забезпечує захист від зовнішніх загроз національним митним інтересам і безпеці шляхом реалізації виваженої державної митної політики відповідно стратегічних пріоритетів в галузі державної митної справи.

**Висновки.** Одним із завдань, що вирішуються в рамках управління у митній системі, як елемента або підсистеми державного управління в цілому, є адміністрування митних ризиків. Тому митні відомства мають управляти своїми ризиками, при цьому адміністрування ризиків слід розглядати не у вигляді певного окремого, самостійного напрямку роботи, а як невід'ємну частину митного адміністрування в цілому.

**Ключеві слова:** ризик; митний ризик; управління митними ризиками; адміністрування митних ризиків; державне управління; державне регулювання.

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**Urgency of the research.** The article analyzes the mechanisms of administration in the system of state regulation of foreign economic activity, carried out under the influence and taking into account globalization trends, integration processes and modernized in the context of security. Foreign economic and customs policies are in constant dynamics, transformation and adaptation to the new changing market and economic conditions, necessitates the optimization of mechanisms for state regulation of foreign economic activity and determines the particular relevance of scientific research on ways to improve management in the public sector at all stages and levels of customs Administration.

**Formulation of the problem.** The strengthening of the state as a public institution is accompanied by the development of its numerous functions, in particular economic ones. The study of administrative mechanisms in the system of state regulation of foreign economic activity and customs administration undoubtedly proves that it is a multilevel and multifaceted phenomenon. Finding the optimal and effective interaction of the state and business sectors is an urgent problem of economic reality.

**Actual scientific researches and issues analysis.** The issues of research in risk management and customs administration are rather actively engaged in such Ukrainian scientists as Algin A. P., Berezhnyuk I. G., Pashko P. V., Tereshchenko S. S. and others.

**Uninvestigated parts of general matters defining.** At the same time, many theoretical and practical questions of the problems remain little studied in terms of complexity and systemativeness, which gives grounds to assert that it is necessary to study the experience of administrative mechanisms in the system of state regulation of foreign economic activity.

**The research objective.** To justify theoretical, methodological and applied provisions on improving the mechanisms for administering customs risks in the system of state regulation of foreign economic activity.

**The statement of basic materials.** Risk, as a characteristic attribute of social life, is associated with all spheres of human activity in the process of social interaction and the achievement of relevant goals, in particular to ensure national customs interests and state security. Since modern society is risky, and risks accompany all spheres of public relations, in particular, the sphere of state administration, emphasis is placed on individual aspects of the phenomenon that are indirectly related to them. However, customs risk has not yet been adequately researched in the context of state regulation of foreign economic activity and remains in the science and practice of state management a kind of "terra incognita". The uniqueness of customs among other government departments is that it is neither a purely internal body nor an international agency. By keeping balance on interstate borders, it not only expresses the sovereignty of the nation, but also provides protection from external threats to national customs interests and security through the implementation of a balanced state customs policy in accordance with strategic priorities in the field of state customs.

One of the tasks solved within the framework of management in the customs system, as an element or subsystem of public administration in general, is the administration of customs risks in the system of state regulation of foreign economic activity. This task is not isolated, detached from most other management functions. Continuous work to prevent and minimize risks is an integral part of the effective functioning of any organization, including the state, as its specific social and legal form that realizes its legal personality through the system of public administration and regulation.

Practical risk management should help decision-makers make informed choices, prioritize actions and differentiate between alternative actions in order to properly and effectively handle risks. A magic formula with which you can always get the right answers does not exist. Risk management is an image of work and thinking through which you can get the right answers to the right questions. Risk management requires recognition of the fact that there is always a risk of unfavorable situations when managing risks [4, p. 8].

An integral condition for the modernization of public administration, as noted in his study by Kulik G. Yu., is the application of management-oriented methods of carrying out official activities by officials of public authorities, including risk management. Risk management in the sphere of public administration is the management activity of officials of public authorities within their official activities aimed at reducing the likelihood of unfavorable results and minimizing the possible losses arising from the implementation of risks by identifying, analyzing, evaluating and developing risk measures [1]. In gen-

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eral, risk management can operate in any organization - in manual or automated mode, from tactical to strategic issues, and can be used in almost any decision-making environment. Risk management in any organization consists of clearly defined activities that, by their consistent implementation, support the best decision-making process through an in-depth understanding of the risks and their impacts.

In this way, we can indirectly assume that the meaning of the category "management" in the customs business is disclosed by providing interpretations of the term "customs control", "customs procedures", "customs clearance" and other. Some researchers of the management aspects of the above concepts [1] argue that, for example, the object of administrative influence (management) in the implementation of customs procedures are employees of customs authorities carrying out certain operations determined by legislation in the exercise of customs control. Customs procedures, as a set of certain operations, are carried out by the official of the customs body, while only she takes the final administrative decision on the declared (declared) goods, therefore the customs official is the direct subject of management [2]. We agree with this opinion, but it should be noted that the customs authorities are endowed with exclusive powers to implement the state customs business, including with regard to the exercise of customs control as the main form of exercising power, also finds its external expression in taking measures to ensure the correct application, Strict observance and prevention of non-fulfillment of requirements of the customs legislation and creation of favorable conditions for facilitating trade through dix procedures.

At the same time, traditional procedures include physical control over the movement of persons, goods and vehicles across the customs border, carried out in the form of document checks and physical examination in order to detect smuggling and violation of customs regulations. Such control is one of the forms of risk management, however, not the fact that it is efficient and productive. However, we also observe that the management processes are in the actions aimed at realizing the functions of the subject of management, are generally recognized functions that are inherent in any management activity. These functions include the following: planning, organization, motivation and control. Each of the presented management functions is also a definite process, which has the basic features of the whole set of management functions. At the same time, it is worthwhile to note that the driving force in the management process is a certain problem of the management object, subject to a decision on the part of the management entity [3].

Accordingly, risk management, like any other management system, should consist of two subsystems: a managed subsystem - a management object and a control subsystem - of a management entity. At the same time, the so-called Ross Ashby law must be respected, according to which for the ability of a certain system to control another, it must be no less complex than the controlled system. From the point of view of customs risk management mechanisms regulated by foreign economic activity can be considered as a complex multi-level system, including: 1) supranational or global level; 2) national level; 3) the level of organization; 4) the level of the individual.

At the same time, risk management is a relatively new, modern and progressive direction in the theory and practice of managing organizations. Understanding the importance of risk management as a means of production stability arises at the beginning of the twentieth century. So in 1955 Professor Wayne Snyder first proposed the term "risk management", and Russell Gallagher a year later gave a rationale for the risk manager's profession. Since the end of the twentieth century, risk management has become a fundamental philosophy of managing organizations and one of the most important functions of management, in particular in public administration.

Thus, since risk situations take place in any sphere of public relations, including in the sphere of public administration, it becomes necessary to determine the correlation of management and state risk management in the field of customs and foreign economic activity. Customs management can be considered as rational management of a customs organization, which is interrelated with improving the organization of customs activity on the basis of the introduction of new principles, forms, structures and management methods in accordance with the requirements of the external and internal environment [3]. The essence of risk management is the systematic application of management procedures and methods that provide the customs services with the information necessary to work with transport operations or consignments that pose a certain risk. "Thus, the use of the term" risk management "in

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its direct sense (manage risks) is not very correct. More precisely, it should be called "managing risk situations" - this conclusion comes to Dr. Pashko P., Berezhnyuk I. and other authors of the relevant study [1].

Risk management is viewed in a scientific context based on different approaches. And mostly it is identified with a certain organizational process of influencing the controlled objects to overcome risks, as well as minimizing harm or loss, and so on. Conducted by Jumurat A. V. research, showed a tendency to actively implement the achievements of risk in the practice of public administration. Scientific achievements of risk as a direction of scientific research are spread in all spheres of state regulation [1].

Noting that, in fact, the definition of the category "risk in the customs business" was offered by Berezhnyuk I. G, Dzhumurat A. V. With the following conclusion: "Rizicology in the customs business is a relatively new field of research aimed at studying the risk factors of certain professional activities, developing a technological and methodological tool for analyzing and assessing risks in the activities of customs authorities. Hence the subject of risk in the customs sphere is the customs risk, which is considered primarily as a kind of social and economic risk" [1].

As noted by Prof. David Viddousson and Stefan Holloway [5, p. 100] risk management, in a technical sense, is a logical and systematic method for determining, analyzing and managing risks that can be associated with any kind of activity, function or process in customs departments to minimize potential losses and increase opportunities. The World Customs Organization, in fact, defining risk management as a systematic implementation of management methods and procedures that provide customs authorities with the information necessary to take appropriate measures for the movement of certain types of cargoes representing risk, discloses it from three positions: first, as a set of operations On risk assessment, secondly, as one of the fundamental principles of all management activities, and thirdly, as an organizational element that realizes this principle [4].

At the same time, today WMO, including both main types of risk for customs administrations - both potential non-compliance with customs legislation, and a potential failure to provide assistance to international trade, expands the content of risk management in customs and defines it in the Risk Management Compendium [4] As coordinated activity of administrations on conducting and control of risks. At the same time, the WTO defines a number of risk management guidelines: 1) risk management should promote better achievement of certain objectives of the organization; 2) risk management should be included as an integral part of all organizational processes, in particular, strategic planning; 3) risk management should help decision-makers make informed choices, prioritize actions and identify adequate and effective measures to minimize risk among alternative options; 4) risk management should be systematic, structured and timely; 5) Risk management is always based on the best available information obtained from analytical work and from sources such as past events, experience, stakeholder information (feedback), observation, forecasts, expert assessments; 6) risk management should be dynamic, iterative and respond to change; 7) risk management should take into account human and cultural factors, identifying the opportunities, perceptions and intentions of "external" and "internal" persons who can contribute to or impede the achievement of the goals of the customs administration.

Analysis of approaches to risk management in WTO customs administrations [3] found that 83% of the administrations surveyed had their own formal definitions of this process. Such definitions have certain differences, but they also have certain common features. Most of them are characterized through the systematic implementation of risk management procedures, in particular identification, evaluation and their ongoing monitoring with a view to ensuring effective and efficient identification of risks and prevention of violations of customs legislation. The administration of customs risks requires management and staff to understand the nature of risks in the relevant areas, as well as to systematically identify, analyze, evaluate, take measures, monitor and verify the status of risks [2, p. 154].

Qualitative organizational risk management is the fundamental basis of effective management activity. The introduction of a risk-based approach and principles of integrated risk management into practice makes it possible for customs administrations to achieve the right balance between the simplification of the terms of trade and the regulatory control in the process of implementing law enforcement and, in contrast, incentive functions. The promotion of legitimate trade and the monitoring of its

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implementation are not in conflict or contradiction, which ensures more efficient execution of customs procedures due to their reasonable and balanced combination and limitation.

Risk management today is a key element in achieving the set goals and objectives, first of all ensuring the rule of law, and therefore should become an integral part of the customs control program in the modern customs administration. Administration of customs risks requires the availability of sufficient resources, which can appropriately influence the risk. When applying risk management as a method that can be associated with any kind of activity, function or process to minimize potential losses, it is necessary to strike a balance between costs and benefits, since it is obvious that the same attitude to risks is not cost-effective. The necessary criteria for deciding what constitutes an acceptable or unacceptable level of risk [5].

In striving to ensure a reasonable balance between regulatory control and trade facilitation, customs are faced with the need to simultaneously manage two types of risks - a potential inability to simplify the terms of foreign trade and possible non-compliance with customs legislation [5, p. 98]. The use of a risk-based approach in the regulatory system makes it possible to balance the contradictory nature of the functions of customs control bodies. Taking into account the above and proceeding from the above proposed approach to the content of customs risks, we define the administration of customs risks as a process of implementation by the competent subjects of a risk-oriented strategy related to ensuring the adoption of effective management decisions aimed at adequately addressing the risks of regulation of the risk situation in the field of state customs. The analysis and management of risks in the field of state customs are provided through the appropriate mechanisms of public administration. Accordingly, there is a need to determine the content of such mechanisms in the system of state regulation of foreign trade activities and customs administration. The mechanism as such, according to vocabulary interpretations, is a system or internal arrangement that determines the order of any kind of activity or process; System of functioning of something, the apparatus of any kind of activity. The word "mechanism" (from the group Μηχανή mechané - machine) is a system of bodies designed to convert one or more bodies into the desired motion of other bodies. It can also be defined as an "instrument" designed to ensure the implementation of a particular type of activity or its separate direction or process.

Given the above, we can determine that the mechanisms of public administration based on the principles of customs risk management are the mechanisms for administering customs risks, we define as an appropriately ordered set of elements and backbone components united by internal and external legal and organizational links, which in its Ensure the administration of customs risks, that is, the process of implementation by the competent actors of a risk-oriented strategy, With the provision of effective managerial decisions aimed at an adequate degree of danger in regulating the risk situation in the field of state customs.

**So we can draw conclusions** that one of the tasks solved within the framework of management in the customs system, as an element or subsystem of public administration in general, is the administration of customs risks. This task is not isolated, detached from most other management functions. Like any other organization, customs agencies must manage their risks. The administration of risks should not be considered as a separate, independent direction of work, but as an integral part of the customs administration as a whole. Therefore, the administration of customs risks is defined as the process of implementation by the competent entities of a risk-oriented strategy related to ensuring the adoption of effective management decisions aimed at an adequate degree of danger in regulating the risk situation in the field of state customs. The latter is considered as a combination of various circumstances, factors and factors, in its synergy creating favorable prerequisites for the realization of risk. Then the mechanisms for administering customs risks are defined as an ordered set, or a system of elements and system-forming components that are united by internal and external organizational and legal links, which in their unity provide the process of administering customs risks.

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**BALANCED SCORECARD: FORMATION WITH PERSPECTIVE TO ENSURE ECONOMIC SECURITY OF HIGHER EDUCATIONAL INSTITUTIONS**

**ЗБАЛАНСОВАНА СИСТЕМА ПОКАЗНИКІВ: ФОРМУВАННЯ З ПЕРСПЕКТИВОЮ ЗАБЕЗПЕЧЕННЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ ВИЩИХ НАВЧАЛЬНИХ ЗАКЛАДІВ**

**Urgency of the research.** The lack of widespread introduction of BSC in work of higher educational institutions creates the basis for research of peculiarities of its use at the level of higher education.

**Target setting.** The most acceptable in terms of domestic educational services is the strategy of "reducing overall costs" as such, which will increase the efficiency of higher educational institutions functioning and, as a result, increase their level of economic security, state and national security in general.

**Actual scientific researches and issues analysis.** The aspects of BSC formation within the strategic management of economic entities have been considered in the works of R. Kaplan, D. Norton and many others, and peculiarities for state institutions have been determined by P. Niven.

**Uninvestigated parts of general matters defining.** There is no comprehensive research in the context of ensuring the economic security of higher educational institutions, using the basic approaches to the development of BSC.

**The research objective.** There is feasibility study of using BSC at the university level with the perspective to ensure the economic security.

**The statement of basic materials.** There have been considered methodical approaches to use BSC at the university level. There have been conducted an ABC (ABCD) analysis – the time expenditures of academic staff for certain work types and further regression analysis taking into account the perspective to ensure the economic security of higher educational institutions.

**Conclusions.** The practical use of BSC at the university level will, in the future, contribute to their economic security and, as a result, state and national security in general.

**Keywords:** higher educational institutions (HEIs); balanced scorecard; financial and customer components of the strategy of higher education; the effectiveness of internal processes; economic security of higher educational institutions.

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**Актуальність теми дослідження.** Відсутність поширеного впровадження BSC в діяльності ВНЗ створює підстави для досліджень особливостей її використання на рівні вишів.

**Постановка проблеми.** Найбільш прийнятною в умовах вітчизняного ринку освітніх послуг є стратегія "за зниженням загальних витрат" як така, що сприятиме підвищенню ефективності функціонування ВНЗ, а у результаті, підвищенню рівня їх економічної безпеки, держави та національної безпеки в цілому.

**Аналіз останніх досліджень і публікацій.** Аспекти формування BSC в межах стратегічного управління суб'єктами господарювання розглянуті в працях Р. Каплана, Д. Нортон та багатьох інших, а особливості для державних установ – П. Нівена.

**Виділення недосліджених частин загальної проблеми.** Відсутні комплексні дослідження у контексті забезпечення економічної безпеки ВНЗ з використанням при цьому основних підходів до розробки BSC.

**Постановка завдання.** Дослідження можливостей використання BSC на рівні ВНЗ з перспективою забезпечення їх економічної безпеки.

**Виклад основного матеріалу.** Розглянуто методичні підходи до використання BSC на рівні ВНЗ. Проведений ABC (ABCD) – аналіз витрат часу НПП на окремі види робіт та подальший регресійний аналіз з урахуванням перспективи забезпечення економічної безпеки ВНЗ.

**Висновки.** Практичне використання BSC на рівні ВНЗ сприятиме у перспективі забезпеченню їх економічної безпеки та, як результат, держави й національної безпеки загалом.

**Ключові слова:** ВНЗ; збалансована система показників; фінансова та клієнтська складові стратегії діяльності вишів; результативність внутрішніх процесів; економічна безпека ВНЗ.

**Urgency of the research.** In current development environment of Ukraine there is no widespread use of the balanced scorecard (Balanced Scorecard – BSC) in the work of state institutions (even in developed countries). When its efficiency is proven, it creates a basis for research of BSC features at the level of higher education institutions (HEIs).



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**Target setting.** BSC as a tool for strategic management involves establishing coherence (phase-balancing) performance of all components of business strategy (financial, customer, internal processes of the organization, staff development and training).

Among the known variants of balancing financial performance and customer components at higher educational institutions the most appropriate in terms of domestic market of educational services are those that are formed on a "reducing overall costs". This offer of educational services with the best correlation "quality-price" is associated with high level of price competition and widespread nature of the demand for educational services, which, in its turn, is important in the growing competition between universities for students, employers and graduates in the domestic and international labor markets.

**Actual scientific researches and issue analysis.** The issues considered in the formation of BSC are mentioned in works of Robert Kaplan and David Norton [1; 2] and other sources [3; 4], including government organizations – in the work [5]. Robert Kaplan and David Norton noted logic linking between indicators of strategic and operational plans to enhance the efficiency of implementation of strategic tasks [2]. The authors in papers [3; 4] cover the general nature of this connection with the example of HEIs. The scientific literature [6; 7] considers the basic aspects of the HEIs specific to their activities and studies (which mainly concern institutions as entities) that result in the assessment of economic security.

**Uninvestigated parts of general matters defining.** Acknowledging the achievements of scientists [1-7], it should be noted that in current economic environment of Ukraine there is no comprehensive theoretical and practical research on economic security of higher educational institutions. It should be taken into account the possibility of cooperation with the government and employers in the labor market and the use of the main approaches to BSC development that makes allowance for the possibility of its implementation at the level of HEIs.

**The research objective.** There is feasibility study of using balanced scorecard at the university level with the perspective to ensure the economic security of HEIs.

**The statement of basic materials.** Taking into account the nature of national security (the Law of Ukraine "On National Security" [8] it is treated as "protection of vital interests of man and citizen, society and the state, which ensured the sustainable development of the society, early detection, prevention and neutralization of real and potential threats towards national interests ..."), economic security (is a major component of national security<sup>1</sup>) and the role of higher educational institution in sustainable economic growth, it is advisable to pay attention to the development of measures to promote improving their financial and economic indicators. One way to achieve this is to use BSC at universities, in particular to implement the strategy for "reducing overall costs".

The analysis of the actual time expenditures (for certain work types) of academic staff is made using ABC analysis (modified version that provides the distribution of indicators into 4 groups – ABSD) (Tab. 1).

The calculations show that only 18 of 96 work types that can be performed by academic staff should have a share higher than 1% each and together account 87,2% of total time expenditures of academic staff in the university as a whole. However, only the first five work types listed in Table 1, are characterized by proportion of at least 6% each, as a result, their share is 57,5%. So in fact 18.8% of the academic staff hours are spent to prepare for the teaching process, which is important in the implementation of the strategy of "reducing overall costs". To implement the strategy of "reducing overall costs", there have been performed a regression analysis based on multiple regression model by constructing efficiency of internal processes depending on the time expenditures for certain work types of academic staff (Tab. 2).

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<sup>1</sup> According to the methodological recommendations as for calculations of economic security of Ukraine, approved by the Ministry of Economic Development and Trade of Ukraine from 29.10.13 number 1277 [9], it is a "state of national economy, which allows to store resistance towards internal and external threats, to ensure high competitiveness in global economic environment and describes the ability of national economy towards sustainable and balanced growth".

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Table 1

**Results of the analysis of the actual time expenditures for certain work types of academic staff, which were taken into account when forming the regression model of internal processes at higher educational institution**

Work types of academic staff (Xi – factors included in the model)	Internal processes	Share
Preparation for lectures, practical classes, seminars (X2)	methodological	18,8
Conducting practical classes	educational	17,9
Conducting consultations on disciplines	educational	7,9
Conducting lectures (X5)	educational	6,6
Conducting laboratory lessons	educational	6,3
Theses (projects) management	educational	5,4
Preparation of a teaching-methodical complex on discipline	methodological	3,7
Conducting semester control	educational	3,1
Guidance of curricular practical training (X7)	educational	2,5
Articles publication in domestic editions (including professional ones)	scientific	2,4
Checking of independent types of students' work (calculations, abstracts, reviews)	educational	2,1
Management and acceptance of term papers, projects	educational	1,9
Publishing: monographs; dictionaries, reference books	scientific	1,8
Preparing and publishing a textbook (manual) (X12)	scientific	1,7
Scientific research work under international and state programs, on contractual topics; receiving grants from international programs	scientific	1,4
Leadership of students' scientific work	scientific	1,4
Article publication in foreign scientific journals. Conducting scientific and methodological seminars with participation of representatives of enterprises and foreign firms (X17)	scientific	1,2
Thesis defense	scientific	1,1
Accumulated share in the total time expenditures of academic staff		87,2

Table 2

**Multiple regression results**

	BETA	Standard error BETA	B	Standard error B	t (1) Student index	p-level
Intercept			0,0	0,000342	0,0	1,0
X 2	0,810847	0,001617	0,810847	0,001617	501,4723	0,001269
X 7	0,160941	0,001012	0,160941	0,001012	159,0674	0,004002
X 17	0,114316	0,001104	0,114316	0,001104	103,5665	0,006147
X 12	0,056014	0,001035	0,056014	0,001035	54,1274	0,011760
X 5	-0,065677	0,002323	-0,065677	0,002323	-28,2731	0,022507

The column B in Tab. 2 shows the coefficients of the regression equation at each variable and intercept in the regression model, which would look like this (Formula 1).

$$Y_i = 0,810847 \times X_2 + 0,160941 \times X_7 + 0,114316 \times X_{17} + 0,056014 \times X_{12} - 0,065677 \times X_5, (1)$$

where  $Y_i$  – total academic staff hours.

The data in Tab. 2 show that among all work types, the most important to ensure the effectiveness (quality) of internal processes are factors that are characterized by the highest proportion (funding

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amount) in total time expenditures and have relatively high regression coefficients (influence level on performance of internal processes), including X2 with regression coefficient 0.81. In contrast, all other work types are characterized by low impact, so it is advisable to browse planning allowances or vary the time of execution for these work types. For further formation of a balanced scorecard taking into account the requirements of internal processes there have been singled out works related to academic staff development and training (Tab. 3).

Table 3

### **Results of the analysis of the actual time expenditures for certain work types of academic staff, which were taken into account when forming the regression model of learning development of higher educational institution**

Work types of academic staff (Xi – factors included in the model)	Internal processes	Share
Preparation for lectures, practical classes, seminars (X1)	methodological	18,8
Preparation of a teaching-methodical complex on discipline	methodological	3,7
Articles publication in professional editions in foreign languages; publishing and republishing of monographs; dictionaries, reference books	scientific	2,4
Preparing and publishing a textbook (manual)	methodological	1,7
Leadership of students' research papers; preparation of scientific articles; applications for the issuance of security documents for objects of intellectual property; work on a competition / exhibition; reports to the conference. Guidance of a scientific club	scientific	1,6
Implementation of the scientific research work under the state program of research work on the subject of negotiation, scientific research work under the international program. Receiving grants from international programs (X5)	scientific	1,4
Articles publication in foreign scientific editions (X7)	scientific	1,2
Thesis defense (candidate's, doctorate's)	scientific	1,1
Scientific reports at conferences, seminars, abstract publication	scientific	0,5
Obtaining security documents for objects of intellectual property	scientific	0,3
Obtaining the academic title: associate Professor, professor	scientific	0,2
Creating a scientific laboratory, its certification and certification. Manufacturing a new educational laboratory stand	scientific	0,2
Obtaining awards of Ukraine for outstanding scientific achievements (State Prize of Ukraine in the field of science and technology, other academic prizes for scientific achievements)	scientific	0,1
Receiving by young scientists state awards, scholarships and grants of the President of Ukraine, the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, National and Branch Academy of Sciences of Ukraine	scientific	0,1
Preparation and publication (re-publication) of methodical materials on educational disciplines in a foreign language (X14)	methodological	0,1
Implementation of information technologies in the educational process	methodological	0,1
Results of commercialization and introduction of scientific developments in production: sales of licenses in Ukraine and abroad	scientific	0,1
Accumulated share in the total time expenditures of academic staff		33,6

According to the time expenditures to perform the above work types there has been done a regression analysis based on multiple regression with determination of significant regressors (Tab. 4) and formed the model of academic staff development and training (Formula 2).

$$Y_i = 1,113464 \times X1 + 0,246725 \times X7 - 0,200039 \times X5 - 0,198496 \times X14 \quad (2)$$

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Table 4

Multiple regression results						
	BETA	Standard error BETA	B	Standard error B	t (2) Student index	p-level
Intercept			0,0	0,007531	0,0	1,0
X 1	1,113464	0,080367	1,113464	0,080367	13,85466	0,005169
X 7	0,246725	0,023060	0,246725	0,023060	10,69935	0,008623
X 5	-0,200039	0,028049	-0,200039	0,028049	-7,13183	0,019099
X 14	-0,198496	0,080524	-0,198496	0,080524	-2,46505	0,132609

In the regression model (Formula 2) the index-number X1 also has the largest regression coefficient (1.11), indicating the importance of quality control and planning complexity of this type of strategy for the implementation of educational activities. Regression coefficients for all other factors (work types) are no more than 0.24, indicating that these factors (work types) which are selected as important for strategy implementation of educational activities "reducing overall costs", according to the results of regression analysis have little (or negative) impact on staff development and training. For such work type planning it is advisory to develop and implement measures to revise the rules of time on their performance or improve academic staff productivity, which generally can be used in the formation of development strategies of both universities in general and entities of different ownership; and in the methodological recommendations development to evaluate economic security of higher educational institutions.

**Conclusions.** Taking into account all the above it should be noted that the practical use of the balanced scorecard at the level of HEI can promote the rational use of different types of resources, including labor (intellectual). It can be done through balancing labor costs and results of its use; spreading autonomy and improving HEIs functioning, strengthening their position in national and international rankings and as a result, preventing or at least eliminating the threat activity, and thus improving their economic security and, in total, state and national security.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**PECULIARITIES OF IMPLEMENTATION OF ECONOMIC AND TRADE PARTS OF THE UKRAINE-EUROPEAN UNION ASSOCIATION AGREEMENT**

**ОСОБЛИВОСТІ ІМПЛЕМЕНТАЦІЇ ЕКОНОМІЧНОЇ ТА ТОРГОВЕЛЬНОЇ ЧАСТИН УГОДИ ПРО АСОЦІАЦІЮ УКРАЇНИ З ЄС**

**Urgency of the research.** The declared European choice of Ukraine was marked by the signing of the Association Agreement, which initiated a new stage in development of the cooperation between Ukraine and the EU.

**Target setting.** The success of socio-economic reforms in Ukraine largely depends on the implementation of the Association Agreement, which should become a key priority of the state policy of our country.

**Actual scientific researches and issues analysis.** The study of issues related to the Ukraine-European union association agreement is made in the works by I. Burakovskiy, V. Heyts, V. Savchenko, O. Shnyrkov and others.

**Uninvestigated parts of general matters defining.** Despite the available scientific works, the question of the peculiarities of implementation of the Ukraine-European union association agreement provisions in the fields of economic and trade cooperation remains insufficiently studied.

**The research objective.** The article is aimed at conducting an analysis of the general status of implementation of the economic and trade parts of the Ukraine-European union association agreement and justifying the ways of its provision.

**The statement of basic materials.** The article defines the main elements of the economic and trade components of the Ukraine-European union association agreement. The general status of the implementation of the Ukraine-European union association agreement in the areas defined in Title V "Economic and Sector Cooperation" is analyzed. The opportunities opened for Ukraine by the Association Agreement and free trade with the EU are systematized. New challenges and risks that may arise in implementing its provisions are identified. The ways of ensuring the implementation of the Agreement are substantiated.

**Conclusions.** The result of the study is the proposed ways to accelerate the implementation of the Association Agreement. Only in case of the practical fulfilment of all the components of the Association Agreement, Ukraine is able to get significant benefits from the integration with the EU.

**Keywords:** the Association Agreement; the European Union; implementation; free trade area

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**Urgency of the research.** The most important and monumental international legal document of today is the Ukraine-European union association agreement, which fully entered into force on September 1, 2017. The agreement can be considered as an integrated plan for conducting systemic socio-

**Актуальність теми дослідження.** Задекларований європейський вибір України ознаменувався підписанням Угоди про асоціацію, що започаткувало новий етап розвитку співпраці України і ЄС.

**Постановка проблеми.** Успіх соціально-економічних реформ в Україні значною мірою залежить від імплементації Угоди про асоціацію, яка повинна стати ключовим пріоритетом державної політики нашої країни.

**Аналіз останніх досліджень і публікацій.** Дослідженню проблем, пов'язаних з Угодою про асоціацію між Україною та ЄС, присвячені наукові праці І. Бураковського, В. Гейця, В. Савченка, О. Шниркова та ін.

**Виділення недосліджених частин загальної проблеми.** Незважаючи на наявні наукові напрацювання, питання щодо особливостей імплементації положень Угоди про асоціацію у сфері економічної та торговельної співпраці залишаються недостатньо вивченими.

**Постановка завдання.** Стаття спрямована на проведення аналізу загального стану імплементації економічної та торговельної частин Угоди про асоціацію між Україною та ЄС й обґрунтування шляхів її забезпечення.

**Виклад основного матеріалу.** У статті визначено основні елементи економічної та торговельної складових Угоди про асоціацію між Україною та Європейським Союзом. Проаналізовано загальний стан імплементації Угоди про асоціацію України з ЄС за напрямками Розділу V "Економічне та галузеве співробітництво". Систематизовано можливості, які відкриває перед Україною Угода про асоціацію і вільна торгівля з ЄС. Визначено нові виклики та ризики, що можуть виникнути під час реалізації її положень. Обґрунтовано шляхи забезпечення імплементації Угоди.

**Висновки.** Результатом дослідження є запропоновані шляхи прискорення імплементації Угоди про асоціацію. Лише у разі практичного виконання всіх складових Угоди про асоціацію Україна здатна отримати значні вигоди від інтеграції з ЄС.

**Ключові слова:** Угода про асоціацію; Європейський Союз; імплементація; зона вільної торгівлі.

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economic reforms in Ukraine, aimed at gradual economic and political rapprochement of our country with the EU.

An integral part of the Association Agreement is an economic and trading part, the implementation of which requires appropriate changes in many sectors of the national economy, aimed at modernizing the economy of Ukraine, ensuring its competitiveness, establishing closer relations with the countries of Europe, strengthening the position of the state on the world stage.

**Target setting.** The effective use of the potential of the Association Agreement depends on the full and timely fulfillment of the commitments of Ukraine on the establishment of a developed and stable democracy and a market economy, the harmonization of its legal system with European legislation. Therefore, the implementation of the Agreement should become a key priority of the state policy of our country.

**Actual scientific researches and issues analysis.** The problems of the implementation of the Ukraine-European union association agreement attract the attention of many domestic researchers today. Significant works, in particular by I. Burakovskiy [1], V. Heyts [2], V. Savchenko [3], O. Shnyrkov [4] and others, analyze the main provisions of the Agreement, its importance for Ukraine, positive and negative consequences for the national economy, and in particular the expected results (costs and benefits) from the establishment of a in-depth free trade area between Ukraine and the EU.

**Uninvestigated parts of general matters defining.** At the same time, the complexity of implementing the provisions of the Association Agreement requires further scientific research in this field. In particular, the peculiarities of the implementation of the economic and trade parts of the Agreement are insufficiently investigated.

**The research objective.** The purpose of the article is to study the current state of the implementation process of the economic and trade parts of the Ukraine-European union association agreement and to substantiate the ways of its ensuring.

**The statement of basic materials.** The Ukraine-European union association agreement stipulates that the political association and economic integration of Ukraine with the European Union will depend on the progress in the implementation of this Agreement, as well as on the achievements of Ukraine in ensuring respect for common values and the progress towards approaching the EU in the political, economic and legal spheres.

The Association Agreement provides for the implementation of a number of the EU legal acts in Ukrainian legislation in separate parts. In particular, it is stipulated to introduce gradually (until 2025) into the legislation of Ukraine certain provisions of the EU legislation: directives, regulations, decisions of the Council of the EU, etc.

The main economic part of the Agreement is Title V "Economic and Sector Cooperation". This part of the Agreement contains provisions on conditions, modalities and timelines for the harmonization of the legislation of Ukraine and the EU, commitment of Ukraine to reform the institutional capacity of the relevant institutions and the principles of cooperation between Ukraine, the EU and its member states in a number of sectors of the economy of Ukraine and areas of implementation of the state sectoral policy. In the 28 chapters of this title of the Agreement it is provided for the appropriate measures in the sectors: energy sector (including nuclear issues), transport, environmental protection, industrial and enterprise policy, agriculture, taxation, statistics, financial services, tourism, audiovisual policy, space research, healthcare, cooperation in science and technology, education, culture, sport, etc. [5].

The implementation of this title of the Agreement will allow for a more in-depth implementation of the provisions of the Free Trade Agreement, as it will contribute to the approaching of the legislation and regulatory environment of Ukraine to the EU, and hence, elimination of non-tariff trade barriers. The Agreement will also contribute to the integration of Ukraine into the EU internal market and the single regulatory environment in the vast majority of sectors of the economy and public life of Ukraine.

The general status of the implementation of the Ukraine-European union association agreement in the areas determined in Title V "Economic and Sector Cooperation" as of September 3, 2017 is illustrated in the Tab. 1.

According to the Table 1 data, only 2 (in terms of energy cooperation, including nuclear issues) out of 410 required normative legal documents were adopted, 9 documents were partly adopted, and 83

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documents failed to be fulfilled within the specified period. Thus, today Ukraine is far behind the timetable for implementation of the economic part of the Association Agreement with the European Union, for the adaptation of the legislation and for the adoption of by-laws, partial success was achieved only in the energy sector.

Table 1

**The status of the implementation of the Ukraine-European union association agreement in the areas determined in Title V “Economic and Sector Cooperation” as of September 3, 2017**

Title V ECONOMIC AND SECTOR COOPERATION		To adopt	Failed to be fulfilled in the specified period	Adopted	Partly adopted
Chapter 1	Energy cooperation, including nuclear issues	30	11	2	5
Chapter 4	Taxation	9	2	0	0
Chapter 6	Environment	155	55	0	1
Chapter 7	Transport	64	4	0	0
Chapter 13	Company law, corporate governance, accounting and auditing	16	4	0	0
Chapter 17	Agriculture and rural development	59	0	0	0
Chapter 20	Consumer protection	18	0	0	0
Chapter 21	Cooperation on employment, social policy and equal opportunities	42	2	0	0
Chapter 22	Public health	17	5	0	3
Total		410	83	2	9

**Source:** calculated by authors on the basis of [6]

We consider that it is worth focusing on those areas where certain provisions of the EU legislation (directives, regulations, decisions of the EU Council) have already started to operate, and outlining the prospects for their further implementation. It should be noted that the implementation of the provisions of Title V should prepare Ukraine for the complete establishment of the free trade area.

Since January 1, 2016, the temporary application of Title IV of the Ukraine-European union association agreement has started (except for Article 158 to the extent it concerns the enforcement of intellectual property rights during criminal proceedings, as well as Articles 285 and 286 to the extent they are applied to administrative proceedings and review and appeal at the level of the member states) as part of an in-depth and comprehensive Free Trade Area (IC FTA). At the same time, the EU autonomous trade preferences regime for Ukraine, started on April 3, 2014, has come to an end.

The provisions of Title IV “Trade and Trade-related Matters” of the Association Agreements determine the in-depth and comprehensive free trade area between Ukraine and the EU (FTA). The temporary application of the IC FTA regime implies the gradual expansion of the access to the Ukrainian market for the European import within the liberalized customs regime, changes in the legal and administrative regime of the export of Ukrainian goods to the European market in accordance with the provisions of the Association Agreement, the introduction of the regulatory reforms in Ukraine under the IC FTA.

The Parties shall gradually establish a free trade area during a transitional period of not more than 10 years from the date of this Agreement enters into force in accordance with the provisions of this Agreement and in accordance with Article XXIV of the General Agreement on Tariffs and Trade of 1994.

But it should be noted that the Association Agreement and the free trade area between Ukraine and the EU do not mean an automatic increase in export and recovery of foreign trade. The Association Agreement and free trade with the EU provide only opportunities: to enter one of the largest, most powerful and most high-margin markets in the world; to take a place in the global and regional value-



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added chains; to diversify export flows in order to minimize risks in the event of the impossibility of the access to the markets of certain CIS countries; to access the markets of third countries; to receive high-quality and cheaper imported goods; to simplify processes of attraction of technological and innovative decisions, realized in the EU countries; to receive foreign investments; to reduce non-tariff barriers in trade with agricultural products in terms of cooperation in the sphere of sanitary and phytosanitary measures; to preserve sovereignty in the determination and implementation of the foreign economic policy.

At the same time, the Association Agreement and the establishment of a free trade area between Ukraine and the EU member states not only open new opportunities for Ukraine, but also lead to new challenges and risks: increased competitive pressure from the EU companies; need for re-equipment and modernization of the existing enterprises; lack of cheap credit resources; search for new foreign partners; current and potential anti-dumping measures; lack of opportunities for a significant export increase in the near future; trade wars with the Russian Federation (barriers, embargo).

As far as the implementation of the Association Agreement provisions related to the establishment of the FTA with the EU is concerned, it should be noted that certain progress has been made in such areas as: public procurement, transparency of extractive industries, technical regulation, sanitary and phytosanitary measures. A large number of the by-laws were adopted. However, the ineffective work of the parliament and the delay in the approval procedure of the draft legal acts at the level of the Cabinet of Ministers slow down the implementation of the important institutional changes.

In order to accelerate the implementation of the Association Agreement, it is necessary to develop and implement a mechanism for the rapid passing through of the legal acts aimed at the implementation of the Agreement. In this regard, it is important to simplify the procedure for reviewing (approving) draft legal acts at the level of the Cabinet of Ministers; to establish effective communication at the level of the Cabinet and Parliament; to carry out an explanatory work among people's deputies, aimed at realizing the importance of European legislation.

At the same time, it is important not only to develop and enforce the legal norms of the adapted European legislation, but also to create real conditions for the implementation of these norms and ensure their positive impact on the economic situation in the country.

**Conclusions.** Thus, in the course of the implementation of the Ukraine-European union association agreement, both new opportunities and new factors that hinder the effective use of the integration benefits arise. Moreover, the integration processes currently taking place in Ukraine are carried out with different pace, depth and complexity.

Integration of Ukraine with the European Union is not an end in itself and is not a guarantee of success on its own. Ukraine is able to get significant benefits from integration with the EU only in case of the practical implementation of all its parts, both, economic, institutional and political. Therefore, the implementation of the provisions of Title IV "Trade and Trade-related Matters" and Title V "Economic and Sector Cooperation" of the Ukraine-European union association agreement stipulates a series of reforms, first in the sphere of technical regulation, sanitary and phytosanitary measures, raising the standards of quality and safety of products.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**A. O. Pinchuk**, Candidate of Economic Sciences, Associate Professor**А. О. Пінчук**, к. е. н., доцент**GENESIS OF TRANSFORMATIONS IN ECONOMICS****ГЕНЕЗА ТРАНСФОРМАЦІЙ В ЕКОНОМІЦІ**

**Urgency of the research.** Most countries in the world are trying to make a transition to a "new economy" in which the main factors of the country economic growth and competitiveness are information, knowledge and innovation. All over the world, thousands of scientific articles, monographs and conferences are dedicated to the study of the "new economy", which suggests the relevance and significance of this study.

**Target setting.** New knowledge definitely becomes the basis for the development of a "new economy". For all countries of the world, the construction of a "new economy" (knowledge economy) becomes a pressing problem of the twenty-first century, therefore, it becomes increasingly important to identify the strengths and weaknesses of Ukraine on its way to building a knowledge economy.

**Actual scientific researches and issues analysis.** The theoretical and applied aspects of the "new economy" formation were made by such well-known foreign and domestic scientists as P. Drucker, A. Toffler, F. Machlup, Y. Masuda, M. Porat, D. Bell, Z. Brzezinski, Y. Bazhal, A. Chukhno and many others.

**Uninvestigated parts of general matters defining.** Despite the large number of publications, we can affirm that there are still differences in understanding and building a new format economy.

**The research objective.** The article is devoted to structuring scientific approaches and statements about the development of a new model of socio-economic development in Ukraine.

**The statement of basic materials.** The article substantiates the expediency of transition of Ukraine from the industrial economy to the knowledge economy. In the course of the study, it was determined that education, science and innovation became the source of knowledge economy development. In Ukraine intellectual potential holds high positions in the international rankings of the world, which is the most important factor in building up the knowledge economy and the competitiveness of the state.

**Conclusions.** As the world experience shows, the key factor to the development of the knowledge economy is the use of information, innovations and diverse knowledge that can be applied in technical, economic and social aspects. The emergence of innovative goods and services is possible with decent investment in education and science only.

**Keywords:** knowledge; information; innovation; "New economy"; information economy; knowledge economy; innovative economy.

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**Urgency of the research.** The demand for human resources is increasing in modern life. Today, the intellectual potential of any economically developed country is used as an instrument of economic growth.

**Актуальність теми дослідження.** Більшість країн світу намагаються здійснити перехід до «нової економіки» в якій головними чинниками економічного зростання та конкурентоспроможності країни виступають інформація, знання та інновації. По всьому світу, дослідженню «нової економіки» присвячені тисячі наукових статей, монографій та конференцій, що говорить про актуальність і надзвичайну значимість даного дослідження.

**Постановка проблеми.** Нові знання, безперечно стають фундаментом розвитку «нової економіки». Для всіх країн світу побудова «нової економіки» (економіки знань) стає назрілою проблемою ХХІ ст., тому актуальним стає виявити сильні та слабкі сторони України на шляху розбудови економіки знань.

**Аналіз останніх досліджень і публікацій.** Теоретичні та прикладні аспекти формування «нової економіки» внесли такі відомі зарубіжні та вітчизняні вчені як: P. Drucker, A. Toffler, F. Machlup, Y. Masuda, M. Porat, D. Bell, Z. Brzezinski, Ю.Бажал, А. Чухно та багато інших.

**Виділення недосліджених частин загальної проблеми.** Не дивлячись на велику кількість публікацій, можна стверджувати, що ще і досі існують розбіжності в розумінні та побудові економіки нового формату.

**Постановка завдання.** Стаття присвячена структурувати наукові підходи та твердження про розбудову нової моделі соціально-економічного розвитку в Україні.

**Виклад основного матеріалу.** У статті обґрунтовується доцільність переходу України від індустріальної економіки до економіки знань. В ході дослідження, було визначено, що освіта, наука та інновації стають джерелом розвитку економіки знань. В Україні інтелектуальний потенціал займає високі позиції в міжнародних рейтингах світу, що являється найважливішим чинником в розбудові економіки знань та конкурентоспроможності держави.

**Висновки.** Як свідчить світовий досвід, вирішального значення в розвитку економіки знань, є використання інформації, інновацій та різноманітних знань, які можуть застосовуватися в технічних, економічних та соціальних аспектах. Поява інноваційних товарів та послуг, можливе лише при адекватних інвестиціях в освіту і науку.

**Ключові слова:** знання; інформація; інновації; «нова економіка»; інформаційна економіка; економіка знань; інноваційна економіка.

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**Target setting.** The emergence of the "new economy" is associated with the information revolution, which falls in the second half of the twentieth century and which has a number of trends such as: globalization, informatization, softization and innovation, and the main productive resources are information and knowledge. Today, the competitiveness of any state that is building up a "new economy" depends on the way effective information, knowledge and information will be created, disseminated and used. The first one who began to describe a new society that substituted industrial one was American economist Daniel Bell. Subsequently, many scholars began to give their own names and features to the new society. Such a diversity of views on a new society requires the systematization of such concepts as "new economy", knowledge economy, information economy and innovative economy.

**Actual scientific researches and issues analysis.** Ukrainian and foreign scholars are paying a lot of attention to the formation and development of a "new economy". The theoretical basis for the development of the doctrine of the "new economy" was the concept of "post-industrial society" (D. Bell), "Information society" (M. Porat, T. Stonier, Y. Masuda), "technotronic society" (Z. Brzeziński) "The third wave of civilization" (A. Toffler), "network society" (M. Castells), "post-capitalist society" (P. Drucker) etc. Great contribution was made by domestic scientists, namely: M. Zgurovsky, A. Chukhno, S. Scarlet, V. Belotserkivets, as well as Russian scientists A. Chernov, R. Nizhegorodtsev, A. Aristonbekova and many others. The common feature for all of the above concepts is that information and knowledge become the main factors for the further progressive development of society.

**Uninvestigated parts of general matters defining.** Despite the great attention of many scholars and theoreticians to the establishment and formation of a new society and a new model of the economy - the knowledge economy, there are still a lot of issues that are not fully explored and which are renewed all the time.

**The research objective.** Information, knowledge and innovation are one of the main factors of economic growth in connection with the transformational processes taking place around the world. In such circumstances, it is necessary to consider Ukraine according to the Knowledge Economy Index (KEI), the Global Competitiveness Index (GCI), the Global Innovation Index GII, which will determine the strengths and weaknesses of our state on the way to building a knowledge economy.

**The statement of basic materials.** There are fast and dynamic changes in the modern economy of Ukraine and in society that change the nature of economic, socio-economic, managerial and social relations. The main factors that influenced the transformation processes were globalization, neoteric technologies, growth of knowledge scope, information and development of scientific and technological progress, which rapidly develops in knowledgeable, high-tech industries.

Many centuries ago, the famous scientist Jean-Baptiste Say (1767-1832) distilled three main factors of economic growth such as land, labor and capital, later J. B. Clark (1842-1924) added to them another factor - entrepreneurial skills. These factors have had a great influence on economic growth in agrarian and industrial economies, but from the middle of the twentieth century, with the transition to a "new economy", when the competitiveness of countries is not determined by a static model of growth, there is an objective need to add such factors as knowledge, information and innovations, which are a characteristic feature of the progressive development among the traditional development factors of a number of countries.

Today, most scholars lean toward thought that the global economy is moving rapidly into the knowledge economy, in which knowledge, information and intellectual resources are of prime importance. This means that in the world leading countries material resources go to the background, and intangible resources (information and knowledge) go to the foreground.

The "new economy" most scholars interpret as the knowledge economy, which involves the production, processing, and management of knowledge, and the emergence of this category is associated primarily with the development of information and communication technologies, which are deeply embedded in all spheres of human activity.

The close terms used by scientists in their work are innovation economy, informational economy, knowledge society, informational society, etc. Despite the fact that there is still no unity in determining

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the current state of the economy in the scientific community, it becomes clear that the development of a modern economy is based on knowledge, information, innovations, knowledgeable and high-tech industries.

These concepts emerge in the second half of the XX century as a result of significant innovational changes in all spheres of life of the population and society as a whole. "New Economy" combines all of the above categories, each of which undoubtedly reflects certain directions of development of modern society.

It is necessary to consider such terms as "new economy", knowledge economy, information economy, innovative economy, in order to understand and distinguish them in detail and define them.

"New Economy". The term "new economy" appeared in the middle of the XX century and is associated with the development of modern information and communication technologies and the development of the Internet. "New economy" is formed on the basis of widespread intellectualization of production and its dematerialization, i.e. there is an increase in the share of intellectual labor (which content lies in the scientific, innovative and creative component) and the decrease of the material component (material and energy resources).

The "New Economy" is not widely used, so this definition is not yet available for a specific definition, but some of them are given below.

According to definition given by Wikipedia, the "new economy" (neo-economy) is an economic infrastructure characterized by the predominance of intangible assets (services and technologies) and a diminution of the role of tangible assets. That is, the economy of knowledge, new information technologies, new business processes that provides leadership and competitiveness. The fact of the emergence of a "new economy" is reflected in many official documents. In particular, in the "Economic Report of the US President for 2001", which states: "The radical transformation of the American economy over the last eight years has given many observers to believe that we are witnessing the creation of a new economy that consists of firms and industries most closely associated with the revolution in digital technology and the development of the Internet "[1].

The American computer magazine "PC Magazine Encyclopedia" noted that the "new economy" appeared in the late 1990's under the influence of information technology for the economy, traditional cost measures have lost their strength, because technology is rapidly changing the world, so the new economy is identified with the "digital economy". It is also noted that if companies in their activities do not use the Internet in a larger volume, then they are doomed to failure in the future [2].

Taking into account the above, in our view the transition to an informational (post-industrial) society provoked the emergence of a "new economy" that brought fundamental changes to all spheres of human life. "New Economy" is a new era in the globalizing development of the world economy, in which the main conditions of economic growth are intangible assets, soft products, intellectualization of production and its dematerialization.

"New economy" is directly associated with innovations, knowledge and information. Innovations are the driving force behind socio-economic growth, but one must understand that the production of any innovation is possible only with the possession of certain information and knowledge. In the future, the development of the "new economy" will undoubtedly play a major role in knowledgeable and high-tech industries that will provide countries and companies with competitiveness in world markets, raise living standards and security of the state as a whole.

Knowledge economy. The three graduates of the University of Vienna - Friedrich Hayek, Fritz Machlup, Joseph Schumpeter - established the foundations for studying the "knowledge economy". They considered the knowledge economy as one of the sectors of the economy.

The founder of the knowledge economy as a discipline is F. Machlup, author of "The Production and Distribution of Knowledge in the United States" published in 1962. However, the scientist did not provide the definition of knowledge economy, but analyzed the knowledge industry, which included five main types of human activity: 1) education; 2) research and development; 3) means of communication; 4) information machines; 5) information services [3].

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The "knowledge economy" started to be considered as a new economic model of development, where knowledge played a decisive role. P. Drucker - another American economist of Austrian origin - popularized (but did not invent) the term in this sense.

Experts from the World Bank interpret the knowledge economy as follows: "It is an economy that creates, distributes and uses knowledge to accelerate its own growth and increase its competitiveness" [4].

Studies conducted by the World Bank indicate that the key to sustainable economic and social growth of the country is the development of science, education and information and communication technologies.

UN experts note that this is an economy in which knowledge is created, disseminated and used to ensure economic growth and international competition of the state [5].

And such Ukrainian scholars as V. V. Belotserkivets and A. V. Lyaschenko interpret knowledge economics as "the stage of development of a post-industrial economy, in which the intellect and human knowledge, information and other high technologies turn into a decisive factor that determines the trends of production and socio-economic transformation of society"[6].

In the light of the foregoing we can state that the knowledge economy is a new stage in the development of mankind, in which the dominant factor of growth and competitiveness of the state is the creation, accumulation, use and dissemination of diverse knowledge.

Information economy. The foundation of the information society is the information economy. In the middle of the 20th century, among scholars who investigated qualitative changes in society, the term "information society" became widely known thanks to the scientific works of D. Bell, A. Toffler, Z. Brzeziński, F. Machlup, M. Porat and others.

For example, F. Machlup in his works studied not only the knowledge economy, which was understood only by a separate sector of the economy as it was mentioned above, but also defined the information economy - an economy where a large part of the gross domestic product is provided by the activity of production, processing, storage and transmission of information and knowledge [3].

According to the definition provided by Wikipedia, the information economy is an economy with most of the GDP provided by the activity of producing, processing, storing and disseminating information and knowledge, and more than half of the employees are involved in this activity [7].

According to A. Chukhno, the new economy (information economy) is characterized by a qualitatively new structure, i.e., the material production, which was typical for the industrial economy, is replaced by post-industrial economy, which is associated with such a scientific and technological level of the economy with a relatively small proportion of the workers involved in material production provides the volume of material products that meet the needs of society and its exports. This creates opportunities for the bulk of the employees to focus on services, which are non-material production (education, science, culture and other industries) [8].

Thus, it can be noted that the economy acquires a certain informational character due to the development of information and communication technologies, which formed the economic activity on the Internet, that led to the emergence of the electronic market and changes in the conduct of business.

Innovative economy. Innovation comes from the Latin "innovationem", noun of action from "innovare" (to renew or change). The founder of the theory of innovation believed to be the Austrian scientist J. Schumpeter, who considered innovation as a means of entrepreneur to generate income in his work "Theory of Economic Development".

Recently, more and more new theories that say the country's economic growth is based on innovation are emerging. Most scientists of the innovative economy say that it is based on knowledge and information and communication technologies.

The well-known American futurist, A. Toffler, points out that a new type of economy, the so-called "innovative economy", has begun to show itself since the 1950s, when the "white collar" and employees were numerically higher than factory workers with "blue collar" [9].

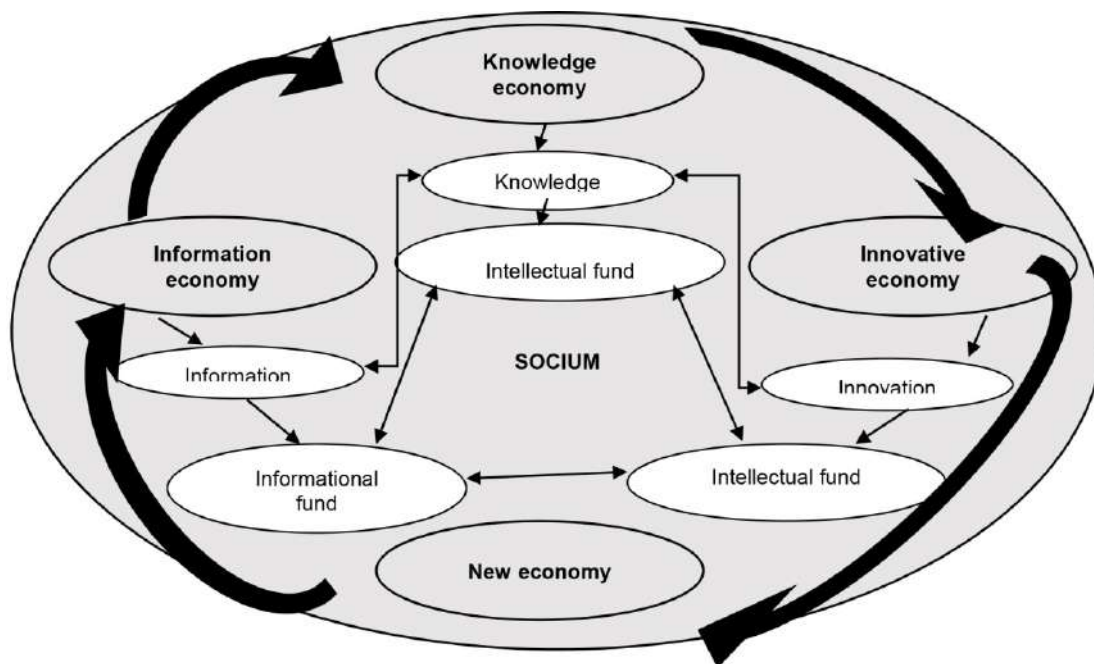
Thus, we can observe that a transition to an innovative type of development take place in in the global economy where the main factors of economic growth are modification, innovations (patents,

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licenses, know-how, etc.) that are used in technical, economic and social aspects. Innovations come from new knowledge, which turns into new products and services, and therefore the key source of innovation is education and science. For the dynamic development of an innovative economy, countries need to increase the cost of education, research and development (R & D), and develop information and communication technologies.

As it was mentioned above, there is a need to define the terms "knowledge", "information" and "innovation". Information is the structured data that a person receives as a result of the search, study, processing of certain information, but they remain passive until a person interprets them. Knowledge is the formulated information, which is systematized due to the mental activity of the individual. Innovation is a new product that is created by a person possessing information and knowledge. That is, information, knowledge, innovations serve as unlimited resources and become the main key feature of the "new economy".

We can observe that all the economic categories discussed above combine the importance of information and knowledge that are becoming the most important productive resources, resulting in the development of information and communication technologies, telecommunication facilities, software, biotechnologies, nanotechnologies, etc. In our opinion, the "new economy" combines all the revised above economic terms, that is, the economy of knowledge, the information economy and the innovative economy as it is shown at Fig. 1.



**Fig. 1. "Tangle" of knowledge economy**

Thus, it can be noted that the "new economy" acts as:

- 1) Information economy, since the information itself becomes dominant in the field of production.
- 2) Knowledge economy, since knowledge becomes a factor of growth and competitiveness of the country.
- 3) Innovative economy, since the development and implementation of innovations is a key source of socio-economic growth.

As already mentioned above, many scholars interpret "new economics" as "knowledge economy", which is accompanied by an ever-increasing share of intellectual fund in its total volume (the production component in the share of GDP of developed countries is 20% and 80% are intangible resources), that is, the GDP growth is ensured, due to the release and implementation of

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knowledgeable and high-tech products. For example, the US is one of the countries where the "new economy" is most evident, as the largest global information technology corporations (computer manufacturers, software, network equipment) are concentrated in this country. And such countries as Japan and Korea are countries with limited resources, but this did not prevent them from achieving leading positions in the global economy in the second half of the twentieth century, all thanks to people's new knowledge which are the main resource in the development of knowledge-intensive industries.

The OECD (Organization for Economic Cooperation and Development) experts measure investment in knowledge for a set of national spending on higher education, R & D, and software development. Over the years of its independence Ukraine's economy is even more lagging behind the leading countries of the West in terms of quality indicators of development.

It should be stressed that information, knowledge and innovation are the main drivers of economic growth and competitiveness in modern society, and therefore the readiness of Ukraine to the following issues should be examined: information economy as the determining direction is the level of development of information and communication technologies, knowledge economy - as the main direction of development is the scientific and educational spheres, and the innovation economy - as the effectiveness of innovation determines the competitiveness of the state.

One of the most popular comprehensive approaches for measuring knowledge economy is the Knowledge Economy Index (KEI) developed in 2004 by the World Bank Group of Experts in the framework of the implementation of the Knowledge for Development (K4D) special program, this method allows to evaluate the readiness of countries to transition to a qualitatively new stage of development based on knowledge. The World Bank Institute's experts have developed the Knowledge Assessment Methodology (KAM), which includes a complex of one hundred and nine indicators, grouped into four main groups, namely:

- *The Economic Incentive and Institutional Regime* – evaluates the conditions where the economy and society develop as a whole. The objects of evaluation are the economic and legal environment, the quality of regulation, business development and private initiative, the ability of society and its institutions to use effectively existing knowledge and create new one.

- *Education and Human Resources* – assesses the level of education of the population and the availability of sustainable skills for the creation, dissemination and use of knowledge; contains indicators of literacy of the adult population, the ratio of studying people (students and schoolchildren) to the number of people of the corresponding age, as well as a number of other indicators.

- *The Innovation System* – assesses the state of development of the national innovation system in terms of readiness for the perception and adaptation of global knowledge for local needs, as well as the ability to create new knowledge and new technologies based on them. It takes into account the number of scientific workers employed in the field of R & D; number of registered patents, quantity and circulation of scientific journals, etc.

- *Information and Communication Technology — ICT* – It assesses the level of development of information and communication infrastructure, which facilitates the effective dissemination and processing of information.

Also, the methodology for assessing knowledge involves the calculation of two consolidated indexes. The first one is the Knowledge Economy Index (KEI) – a complex indicator for assessing the effectiveness of the country's knowledge use for its economic and social development. It is calculated as the average number of four indices - the index of economic and institutional regime, the index of education, the index of innovation and the index of information technology and communications. And the second one is the Knowledge Index (KI) – a comprehensive economic indicator for assessing the country's ability to create, accept and disseminate knowledge, which is calculated as the average number of three indexes - the index of education, the index of innovation and the index of information technology and communications. The comparison can be carried out both on separate indicators and on the combined indicators.

For each group of indicators the countries get the points - from 1 to 10. The higher the score, the more highly evaluated the country according to this criterion.



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According to the World Bank, the dynamics of consolidated indexes of knowledge economy and their subindexes for different countries of the world for 2009 and 2012 are presented in Tab. 1.

Table 1

### The dynamics of consolidated indexes of knowledge economy and their subindexes for different countries of the world for 2009 and 2012 [10]

Rating		Country		Consolidated indexes				Subindexes							
				Knowledge Economy Index (KEI)		Knowledge Index (KI)		The Economic Incentive and Institutional Regime		Education and Human Resources		The Innovation System		Information and Communication Technology (ICT)	
2009	2012	2009	2012	2009	2012	2009	2012	2009	2012	2009	2012	2009	2012	2009	2012
1	1	Denmark	Sweden	9,52	9,43	9,49	9,38	9,61	9,58	9,87	8,92	9,49	9,74	9,21	9,49
2	2	Sweden	Finland	9,51	9,33	9,57	9,22	9,33	9,65	9,29	8,77	9,76	9,66	9,66	9,22
3	3	Finland	Denmark	9,37	9,16	9,39	9,00	9,31	9,63	9,77	8,63	9,67	9,49	8,73	8,88
4	4	Netherlands	Netherlands	9,35	9,11	9,39	9,22	9,22	8,79	9,21	8,75	9,45	9,46	9,52	9,45
5	5	Norway	Norway	9,31	9,11	9,25	8,99	9,47	9,47	9,60	9,43	9,06	9,01	9,10	8,53
51	55	Ukraine	Russian Federation	6,00	5,78	6,58	6,96	4,27	2,23	8,15	6,79	5,83	6,93	5,77	7,16
60	56	Russian Federation	Ukraine	5,55	5,73	6,82	6,33	1,76	3,95	7,19	8,26	6,88	5,76	6,83	4,96

From Tab. 1 we can see that Denmark has the best achievements in building a knowledge economy in 2009 (first place in the CAM methodology rating means that the country has an effective economic and institutional regime, an established innovation system, a modern education system and information and communication technologies). However, in 2012 Denmark fell to third place in the ranking. As for Ukraine, according to the results of the World Bank, in comparison with 2009, it fell to the 56th place. The index of knowledge economy is 5.73, it is lower than the average European, but compared with 2009 there is a tendency to decrease. We can also observe a decrease in the points and on other indexes: the index of knowledge decreased from 6.58 to 6.33; economic and institutional regime shows a low economic and legal environment from 4.27 to 3.95; the decline in the index of innovation from 5.83 to 5.76, which means the ineffective implementation of innovations in production; the introduction of ICT has fallen from 5.77 to 4.96, and this is one of the lowest points, despite the fact that education has one of the largest indicators of 8.26 and it is the only indicator that has increased comparing to 2009. According to the quality of education, Ukraine is on a high level, and this is one of the competitive advantages in developing a "new economy".

According to the information above, we can say that the development of a "new economy" is possible due to scientific knowledge, the introduction of innovations and the development of information and communication technologies, which can only be developed through scientific research and technical development (SRTD), therefore the state should stimulate the development of SRTD. Implementation of innovations is an important tool for the development of countries, and the costs of the SRTD are the main indicator of the country's innovative efforts. In order to compare the innovativeness of a country, the indicator of the specific weight of expenditures on SRTD is used in the GDP of the country.

In Ukraine, each year there is a decrease in the amount of science-intensive of GDP, and in 2015 the specific weight of expenditures on SRTD is already only 0.62%, while the level of science-intensive knowledge in the world is constantly increasing. For example, investment in science has grown from 2.35% to 4.15% in South Korea, in Japan it is 3.47% of GDP, and in the United States - 2.77% of GDP, which suggests that state policy is focused on education and research in these countries [11]. The insufficient financing of science is one of the main reasons for weak innovation in the economy in Ukraine.

Looking at the world experience in the formation and development of the innovation system, it is necessary to develop its own national innovation strategy, which requires large financial resources for implementation. It should be emphasized that insufficient funding for innovation produces a low return on science, research and low efficiency in the processing and use of new knowledge and information.

The most important indexes of innovation activity are:

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1) Global Competitiveness Index (GCI) of Global Competitiveness Index (GCI). The Global Competitiveness Index consists of more than 100 variables, which make up the three main subindex groups: "Essential Requirements", "Performance Enhancers" and "Innovations and Improvement Factors." The result of this study is the ranking of countries in the world in terms of economic competitiveness. Each component in the rating is estimated by a certain number of points. The lower the overall score, the higher the position of the country.

2) Global Innovation Index (GII) of Cornell University, the INSEAD Business School and the World Intellectual Property Organization (WIPO). The Index of Innovation makes it possible to characterize the ability of the countries of the world to create a supportive environment for innovation.

*Table 2*

**Dynamics of the Global Competitiveness Index and the Global Innovation Index in Ukraine and some countries of the world [12]**

<b>Global Competitiveness Index</b>				
Year	2014-2015	2015-2016	2016-2017	
Number of countries surveyed	144 countries	140 countries	138 countries	
Poland	43	41	36	
Russian Federation	53	45	43	
<b>Ukraine</b>	<b>76</b>	<b>79</b>	<b>85</b>	
<b>Global Innovation Index</b>				
Year	2014	2015	2016	2017
Poland	45	46	39	33
Russian Federation	49	48	43	39
<b>Ukraine</b>	<b>63</b>	<b>64</b>	<b>56</b>	<b>50</b>

According to Tab. 2 on a seven-point scale, the total score of Ukraine by the competitiveness index in 2015 is 4.3 and in 2016 is 4.0, which corresponds to 76th place in the rating and 85th place. We can observe that Ukraine has lost its position in the rating during the last three years (six positions during last year). The first places in the ranking for many years in a row is Switzerland, followed by Singapore, the United States, the Netherlands, Germany and Sweden.

Analyzing the global index of innovations from 2014 to 2017, we can observe the improvement of Ukraine's position at 13 positions, which allowed the country to score 37.62 points and be on the 50th place in the world ranking.

Ukraine achieved the highest results due to the results of scientific research (32nd place), human capital (41st place). Compared to 2016, the country lost one position, due to the reduction of public expenditures on education and science.

Let's analyze the main indicators of the global competitiveness index of Ukraine for 2014-2017 years, which are presented in Table 3.

Thus analyzing the data from the Tab. 3 it should be noted that Ukraine occupies the largest position in the components of higher education and professional training (33rd place), which, in its turn, remains a competitive advantage for the country. Despite the loss of 9 positions in 2016, "health care and elementary school" takes high position in the ranking (54th place); Ukraine has gained competitive advantages for innovation and has risen to several positions (52nd place).

However, our country have lost many positions in such key components as the macroeconomic environment - 29 positions has been lost in 2015, this is primarily due to inflation, but in 2016 it has already risen to 6 positions (128th place); the quality of institutions remains unchanged (129th place); the efficiency of the goods market (108th place); and the development of the financial market (130 place) has diluted greatly compared with 2014 and 2015, the 107th place, this is primarily caused by the inability to finance the business properly due to the economic situation in the country.

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Table 3

**Analysis of the main indicators of the Global Competitiveness Index of Ukraine for 2014-2017 [12; 13; 14]**

The main components of the Global Competitiveness Index	2014-2015	2015-2016	2016-2017
Basic Requirements	87	101	102
Institutions	130	130	129
Infrastructure	68	69	75
Macroeconomic environment	105	134	128
Health care and elementary education	43	45	54
Enhancing performance	67	65	74
Higher education and vocational training	40	34	33
Efficiency of the commodity market	112	106	108
Labor market efficiency	80	56	73
Financial market development	107	121	130
Technological readiness	85	86	85
Market size	38	45	47
Innovations and Improvement Factors	92	72	73
Compliance with modern business requirements	99	91	98
Innovations	81	54	52

**Conclusions.** In order to build a knowledge-based economy in Ukraine with the knowledge as one of the main factors of economic growth, the state needs to restructure those institutions that are primarily concerned with knowledge, namely, ministries and departments involved in the development of science and technology, quality and availability of education.

In the conditions of the formation of the knowledge economy, global competition in all markets will definitely increase: the labor market, the market for innovations, information, resources, etc. Under such conditions Ukraine needs to build its own strategy for the development of a knowledge economy, which will give priority to investments in education and science, which will allow the state to keep highly skilled scientists, researchers and educators in their country to build a powerful, new knowledge economy. Moreover, according to the studies conducted, it can be noted that Ukraine has a decent intellectual and innovative potential.

There are many international ratings of the countries of the world that allow us to consider the weak and strong sides of the state; we considered Ukraine only in some of them, namely: the Knowledge Economy Index (KEI), where Ukraine ranked 56th place in 2012, with rather low development scores information and communication technologies (4.96), however high scores (8.26) are in the level of population education; Global Competitiveness Index (GCI) occupies only 85th place; in 2017 Ukraine took the record positions 50th place in the Global Innovation Index (GII) rating. As well, Ukraine occupies high places in the ranking on the effectiveness of innovations (11th place), indicating the creation of favorable conditions for innovative performance.

The competitiveness of any country can be divided into three main components: education, science and innovation. From the research conducted we can see that the educational and scientific level in Ukraine holds high positions that allow the formation of a highly skilled potential that can create innovative products and services and bring them into life.

Scientists consider Ukraine to be at the stage of efficiently developing economies, but it needs to go to the higher stage of development - the stages of development through innovation, information, and in particular the operation, use and application of information in a broad aspect of innovative activity. Moreover, our state has both an innovative and a scientific potential, which use will fully allow Ukraine to rise to high positions in international ratings.

We live in an era when the "new economy" (knowledge economy) appeared in front of us, the intellectualization of society is intensifying and the entire social class is an integral part of it. Therefore, humanity needs a constant learning, enhancing its intelligence and level of IQ throughout life, because it is rational work that becomes the fundamental basis of intellectual capital of both companies and the state in general.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**MUTUAL POSITIONING OF SOCIAL AND ECONOMIC STRATEGIES****ВЗАЄМНЕ ПОЗИЦІОНУВАННЯ СОЦІАЛЬНИХ ТА ЕКОНОМІЧНИХ СТРАТЕГІЙ**

**Urgency of the research.** Current trends in the development of enterprises, reflected in socio-economic strategies, are determined without taking into account the correspondences of the personal needs of the participants of labor collectives and the interests of enterprises, without taking into account the mutual positions of social and economic priorities of entrepreneurship and prospects for the future, and the most important – without taking into account the specific principles of formation and valuation of individual social and economic strategies.

**Target setting.** The article is aimed on identification of mutual positions of economic and social strategies and studying the peculiarities of social strategies for the activation of labor activities of the staff.

**Actual scientific researches and issues analysis.** Issues of the formation of socio-economic strategies and their components found their reflection in the works of such scholars as R. Kaplan, M. Mescon, G. G. Savina, S. S. Skobkin and others.

The questions of motivation and activation of labor activity were widely discovered in works: A. S. Afonin, I. V. Baldina, T. F. Vitevskaia and others.

**Uninvestigated parts of general matters defining.** At the same time very few of scientific papers highlights the need to encourage the development and use of creative abilities of the individual as the most effective economic resource the need to encourage the development and use of creative abilities of the individual as the most effective economic resource.

**The research objective.** Identification of mutual positions of economic and social strategies and studying the peculiarities of social strategies for the activation of labor activities of the staff.

**The statement of basic materials.** The article deals with scientific approaches to the definition of socio-economic, economic and social strategies. The author's vision of the essence of the concept of "social strategy" is given. The principle and criteria of social strategy evaluation are substantiated. There are types of social strategies. The peculiarities of social strategies of activation of labor activity of personnel are researched.

**Conclusions.** Economic and social strategies are independent strategies that have independent principles of formation, evaluation and different results. At the same time, they are mutually supportive.

**Keywords:** social strategy; economic strategy; activation of labor activity; the principle and criteria of strategy evaluation.

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**Актуальність теми дослідження.** Сучасні напрями розвитку підприємств, відображенням яких є соціально-економічні стратегії, визначаються без урахування відповідностей особистісних потреб учасників трудових колективів та інтересів підприємств, без урахування взаємних позицій соціальних та економічних пріоритетів підприємництва та перспектив на майбутнє, а головне – без урахування специфічних принципів формування та оцінювання окремо соціальних та економічних стратегій.

**Постановка проблеми.** Стаття спрямована на визначення взаємних позицій економічних та соціальних стратегій та дослідження особливостей соціальних стратегій активізації трудової діяльності персоналу.

**Аналіз останніх досліджень і публікацій.** Питанням формування соціально-економічних стратегій та їхніх складових приділяли увагу у своїх працях такі науковці, як: Р. Каплан, М. Мескон, Г. Г. Савіна, С. С. Скобкін та ін.

Питання мотивації та активізації трудової діяльності широко висвітлювалися в працях: А. С. Афонін, І. В. Балдіна, Т. Ф. Вітевська та ін.

**Виділення недосліджених частин загальної проблеми.** У той же час недостатньо наукових праць висвітлюють необхідність заохочення розвитку і використання творчих можливостей особистості як найефективнішого економічного ресурсу

**Постановка завдання.** Визначення взаємних позицій економічних та соціальних стратегій та дослідження особливостей соціальних стратегій активізації трудової діяльності персоналу.

**Виклад основного матеріалу.** В статті розглянуто наукові підходи до визначення соціально-економічних, економічних та соціальних стратегій. Надано авторське бачення сутності поняття «соціальна стратегія». Обґрунтовано принцип та критерії оцінювання соціальної стратегії. Виділено види соціальних стратегій. Досліджено особливості соціальних стратегій активізації трудової діяльності персоналу.

**Висновки.** Економічна та соціальна стратегії є самостійними стратегіями, які мають самостійні принципи формування, оцінювання та різні результати. В той же час вони є взаємопідтримуваними.

**Ключові слова:** соціальна стратегія; економічна стратегія; активізація трудової діяльності; принцип та критерії оцінювання стратегій.

**Urgency of the research.** The need for social and economic sources of motivation for activation of labor activity is an objective condition for the coexistence of different types of labor activity in certain proportions between different branches of material and spiritual production. However, current trends in the development of enterprises, reflected in socio-economic strategies, are determined without taking

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into account the correspondences of the personal needs of the participants of labor collectives and the interests of enterprises, without taking into account the mutual positions of social and economic priorities of entrepreneurship and prospects for the future, and the most important – without taking into account the specific principles of formation and valuation of individual social and economic strategies.

**Target setting.** The article is aimed on identification of mutual positions of economic and social strategies and studying the peculiarities of social strategies for the activation of labor activities of the staff.

**Analysis of recent research and publications.** Issues of the formation of socio-economic strategies and their components found their reflection in the works of such scholars as R. Kaplan, M. Mescon, N. M. Belova V. A. Goremikin, O. P. Gradov, O. V. Brodovsky, O. I. Kovtun, M. V. Makarenko, O. M. Mahalina, I. G. Nedilko, G. G. Savina, S. S. Skobkin and others.

The questions of motivation and activization of labor activity were widely discovered in the scientific literature, in particular in foreign and blighty works: A. S. Afonin, I. V. Baldina, T. F. Vitevskaya, A. G. Zdravomyslov, V. I. Kovalev, A. V. Nelga, A. A. Ruchka, V. G. Podmarkov, V. A. Yadov, G. E. Yasnikova and others. The need to encourage the development and use of creative abilities of the individual as the most effective economic resource is grounded in the writings of foreign scholars A. Maslow, A. Marshall, G. Becker, J. Grayson, K. O'Dayle, P. Drucker, M. Porter, J. Schumpeter, B. Twiss, H. Hechauzen, T. Schulz and others.

**Uninvestigated parts of general matters defining.** At the same time very few of scientific papers highlights the need to encourage the development and use of creative abilities of the individual as the most effective economic resource the need to encourage the development and use of creative abilities of the individual as the most effective economic resource.

**The research objective.** Identification of mutual positions of economic and social strategies and studying the peculiarities of social strategies for the activation of labor activities of the staff.

**The statement of basic materials.** A strategy of economic management or economic strategy develops rules and techniques that ensure economically effective achievement of strategic goals; develops rules and techniques for achieving strategic goals based on disturbing the interest of all participants in the process of developing and implementing strategic programs in order to achieve these goals effectively. Thus, the economic strategy implies effective achievement of goals by economic methods and means. Within the statement, that the main individuals who implement economic methods through the use of economic means are representatives of labor collectives, it becomes obvious that the social nature of participants in economic processes affects the level of implementation of economic strategies definitely.

There is no demarcation in scientific literature of social and economic strategies. For example, Logvin V. M. defines the concept of the socio-economic strategy of the enterprise, as reconciling the contradictions between the need for social development of workers and the economic capabilities of the enterprise [1]. This definition, unfortunately, contains more questions than answers. So, the question arises: what should be understood by the process of the social development of workers, how the level of consistency is determined, and at what level the strategy becomes socio-economic, what kind of strategy is it if the level of consistency has not been reached, by which principle it is possible to compare the dynamic category of "development" and the static category of "opportunities"?

Many other approaches of defining a socio-economic strategy were grounded on approaches of combining and harmonizing activities in the social and economic spheres.

On the other hand, the definition of strategies that distinguish only the social or economic sphere, have the disadvantage that they use separate elements that are inherent in the opposite field of activity.

So in the work [2] the economic strategy of an enterprise is viewed as a set of interconnected and interconnected constituent elements combined with a single global goal – the creation and maintenance of a high level of competitive advantage of the enterprise. Thus, the economic strategy is a system for ensuring the competitive advantage of the enterprise. The most important system-forming elements of the economic strategy are: commodity strategy, strategy of interaction with the markets of factors of production, strategy of reduction of transaction costs, strategy of investment activity of the enterprise, strategy of preventing insolvency of the enterprise, strategy of stimulation of the staff of the enterprise.

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Thus, emphasizing that the economic strategy is a system of ensuring the competitive advantage of the enterprise, the author loses the logical link, such as: competitive advantages are created also at the expense of the social strategy of the enterprise. In addition, there is some confusion with the elements of strategies. The author relates the strategy of stimulating the company's staff to the economic system-forming elements, while in its essence, this strategy is more in line with the social goals and, therefore, the social strategies of the enterprise.

The author proceeds from the fact that the economic goal is the goal of a higher level of management, and all other purposes are subject to it. Thus, the objectives of functional strategies (production, marketing, financial, staff) are aimed at achieving the economic goal [3].

The peculiarity of the functioning of modern organizations lies in the fact that they carry out their activities in the formation of a socially oriented market economy, therefore, the social strategy becomes a major strategy whose task is to identify and meet the needs and expectations of groups of people interested in the activity of the enterprise: owners, employees workers, state and local authorities, as well as representatives of various informal movements and organizations (trade unions, environmentalists, etc.).

The social sphere of the enterprise in the work [4] is considered as a set of social processes and relations of the internal and external environment of the company. Based on this concept, it is organically interconnected with the economic subsystem of the organization and forms an integral whole with it, which leads to the inability to achieve high efficiency and balance of enterprise management apart from the development of social sphere.

The determination of social strategy as an independent functional strategy is a necessity, since at present neither central nor regional governments can provide citizens with the necessary set of goods and services that ensures their normal livelihoods. In these circumstances, the organization is forced to pay more attention to the solution of social issues, offset the lack of work in this area by the state and local authorities [4]. At the same time, one can not agree with the opinion of the authors that the social strategy is functional, since the goals of functional strategies are related to the objectives of the economic strategy, while the realization of social goals involves, on the contrary, reduction of profit by directing a certain part of it to the realization of social goals. That is, the social strategy, unlike the economic strategy, is not generating profit, but, conversely, absorbing profits.

Social strategy – a leading direction in the development of the social subsystem of the enterprise and each employee as structural elements of society. Unlike social policy, it is developed in the presence of a shortage of resources or changes in the business environment and involves an analysis of various options for choosing a better alternative to realizing social priorities and areas of development that can actually be provided with available resources [4]. In our opinion, such a resource-based approach to differentiating social strategy and social policy is unreasonable and does not allow us to understand the difference in management tools “strategy” and “policy”, which limits the possibility of determining the necessity and appropriateness of applying each of them in a particular situation in the implementation of certain goals.

The principal difference in the designation of management tools “strategy” and “policy” is given in papers [5; 6]. So, according to Savina G. G. the main difference between strategy and policy should be found in the context of the results from the application of each of these management tools. In particular, the strategy is aimed at increasing the likelihood of achieving a certain result due to long-term targeted actions, and the policy is aimed at obtaining optimal results in the short and medium term due to adaptation to social factors of the internal and external environment.

Thus, the social strategy can be considered as a comprehensive system of ways and actions to achieve long-term social goals of the enterprise, which contribute to increasing the likelihood of the implementation of economic strategy. Such a definition takes into account the connection between social and economic strategy and at the same time delimits them on the basis of different goals. By its very nature, the social strategy can be considered as a supportive economic strategy, but different principles of implementation and the nature of the results of each of these strategies.

The suggested definition outlines simultaneously the reciprocal positions of the economic and social strategy and contains the principle of assessing the social strategy, which can be formulated so that the

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probability of implementing an economic strategy in realizing social goals is higher, the higher the assessment of the social strategy. Thus, the main criteria for assessing a social strategy are the probability of implementing an economic strategy and the level of achievement of social strategic goals.

Forming the social strategy of activating the work of staff, the unconditional priority should be given to areas that contribute to preventing a sharp escalation of threats in the economic sphere of the enterprise. In this regard, the strategy should be of a mixed nature and ensure a gradual reduction in staff turnover; creation of conditions for activating the movement of labor within the enterprise; creation of conditions for effective vocational training and retraining.

To realize the ways of increasing the labor activity of the participants in the production process, it is necessary to intensify the activities of management personnel in the direction of social support, as a motivating factor.

In modern conditions, special attention should be paid to young specialists, because the conflict of generations, if it arises under certain conditions that are not controlled by the leadership, can lead to destructive changes of irreversible nature. In particular, such negative consequences may be: loss of knowledge transfer, increased distrust between workers of different age groups, decrease of professionalism and productivity of labor in general on the enterprise; reduction of general motivation in connection with the recognition of inequality in the application of moral and material incentives, the growth of staff turnover.

Market relations, enterprise development, social and scientific and technological progress lead to a complication of the content of labor, require the formation of highly qualified competitive personnel of enterprises, which, according to theoretical training, system of work skills, production experience, social and psychological motivation, can provide high performance of the company, enterprises, firms, etc. In addition, the development of market relations enhances the effect of the law of labor change. Therefore, in today's conditions of restructuring of the industrial complex and the intangible sector of the economy, the issue of professional reorientation, which is directly related to those employees who, by their own will or as a result of structural changes, have decided to change their professional activities, acquires a special significance. In this connection, the problem of the formation of the corresponding motivation and constant psychological readiness of a person to change the profession and reorientation to a new kind of activity arises. V. Korostelov rightly observes that "we have time to get used to the fact that a person acquires a profession for life" [7].

Professional mobility, therefore, should be considered as a process of changing the profession (specialty) under conditions of objectively necessary structural adjustment of the economy and the employee's own awareness of the need for this change. Rationalization of professional mobility takes place when, even when working, there is psychological preparation for the possibility of its losses: "holding in the head" several options for possible employment, continuous replenishment of their personal "data bank" about jobs, expansion of their professional capabilities, etc. In modern conditions, the orientation of a person to one profession is insufficient, and the basis of professional mobility is the process of professional reorientation, which is an important element of the general professional self-determination of the individual. Questions of professional reorientation are considered by V. Petrov, that defines it as "the process of forming the appropriate motivation and constant psychological readiness of man to change professions" [8]. Here, the main attention is paid to the psychological aspects of professional reorientation at a time when the socio-economic basis of the problem is important. L. Kalen considers the professional reorientation of only unemployed citizens [9], but in most cases it begins long before the loss of work. I. Nazimov notes that professional reorientation is a mandatory component of professional life, a constant independent activity of the individual [10]. The work [10] defines a professional reorientation as "a long, extremely complex and contradictory process of transfer of personality from one profession to another based on already acquired professional qualities, an important personal and social value." This understanding of professional orientation most fully reflects its meaning, but does not take into account the system approach, taking into account scientific and methodological substantiation. We believe that the most generalizing is the definition: professional reorientation is a process of ensuring the professional mobility of the workforce, a scientifically grounded



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system of conscious change of profession (specialty) on the basis of personal potential, education, experience and requirements of the labor market.

**Conclusions.** Thus, one can state that economic and social strategies are independent strategies that have independent principles of formation, evaluation and different results. At the same time, they are mutually supportive. Among the social strategies of activation of labor activity as a system-forming can be considered as follows: strategy of intensification of the activities of management staff, strategy of succession generations, strategy of professional mobility.

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**THE DIRECTIONS OF ANTICRISIS STRATEGY FORMING FOR SHOPPING MALLS IN RUSSIA****НАПРАВЛЕНИЯ ФОРМИРОВАНИЯ АНТИКРИЗИСНОЙ СТРАТЕГИИ ТОРГОВЫХ ЦЕНТРОВ В РОССИИ**

**Urgency of the research.** The continuing economic crisis in many post-Soviet countries leads to the necessity to analyze and generalize different approaches towards anti-crisis policy. Such an analysis has not yet been made for shopping malls which confirms the urgency of the present research.

**Target setting.** The goal of the present research is to find out main approaches towards formation of anti-crisis strategy of shopping malls in case of their interaction with retailers in Russia.

**Actual scientific researches and issues analysis.** The analysis of existing publications showed that a study of anti-crisis policy of shopping malls has not yet been made. Researches dedicated to shopping malls did not deal with anti-crisis issues, and publications dedicated to anti-crisis management did not take into account specific features of shopping malls.

**Uninvestigated parts of general matters defining.** General approaches towards formation of anti-crisis strategies of shopping malls hat not yet been investigated

**The research objective.** The objective of the present research is to analyse anti-crisis actions of shopping malls in Russia and to identify main directions of formation of anti-crisis strategy in case of interaction with retailers.

**The statement of basic materials.** The analysis of the anti-crisis actions of shopping malls demonstrated that they can be divided into two groups. The first group is oriented towards ensuring price affordability of shopping malls services for retailers. The second group transforms the model of cooperation between shopping malls and retailers in order to organize long-term partnership.

**Conclusions.** We recommend to use the approach based on long-term partnership between shopping malls and retailers as a basis for anti-crisis strategy. This approach helps to improve the effectiveness of shopping malls thanks to common interest of retailers and shopping malls.

**Keywords:** shopping malls; anti-crisis strategy; long-term partnership.

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**Актуальность темы исследования.** В условиях затянувшегося экономического кризиса в ряде пост-советских государств большое значение имеет обобщение подходов к формированию антикризисной политики. Для торговых центров такого обобщения предложено не было, что обуславливает актуальность исследования.

**Постановка проблемы.** Выявление основных подходов к формированию антикризисной стратегии торговых центров при взаимодействии с ретейлерами на примере России.

**Анализ последних исследований и публикаций.** Изучение существующих публикаций показало, что анализ антикризисной политики торговых центров пока не проводился. Исследования по проблемам функционирования торговых центров не затрагивали вопросы противодействия кризису, а в работах, посвященных антикризисному управлению, не изучалась специфика торговых центров.

**Выделение неисследованных частей общей проблемы.** В существующих работах отсутствует описание общих подходов к формированию антикризисной стратегии применительно к специфике торговых центров.

**Постановка задачи.** Задача исследования заключается в анализе антикризисных мероприятий торговых центров в России и выявление, путем систематизации этих мероприятий, основных направлений формирования антикризисной стратегии при взаимодействии торговых центров с арендаторами.

**Изложение основного материала.** Анализ антикризисных мероприятий торговых центров показал, что они выстраиваются по двум направлениям. В рамках первого направления торговые центры обеспечивают ценовую доступность своих услуг для арендаторов, в рамках второго – меняют модель взаимодействия с ними с целью перейти к долгосрочному сотрудничеству.

**Выводы.** В качестве основного направления формирования антикризисной стратегии мы рекомендуем подход, направленный на выстраивание партнерских отношений между арендаторами и торговыми центрами, поскольку это позволяет повысить эффективность деятельности торговых центров на основе совместного интереса.

**Ключевые слова:** торговые центры; антикризисная стратегия; долгосрочное партнерство.

**Urgency of the research.** Commercial real estate is very sensible to changes of economic situation and the current crisis in Russia is not an exception. Shopping malls have lost many

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international partners (who decided to stop their operations in Russia), many retail networks revised their plans of development and decreased their demand for commercial spaces, and some retail companies went bankrupt. Due to all these reasons the level of vacant spaces in shopping malls (SM) grew dramatically, and retailers who stayed ask for new terms of cooperation [2]. This is why SM operators are working out and implementing anti-crisis strategies in the field of their cooperation with retailers.

However, despite the existing experience in the field of anti-crisis strategies (the current crisis in Russia began three years ago so SM operators have had enough time to acquire this experience), one can say that this experience has not been studied and analyzed yet. The goal of the present paper is to carry out such an analysis. We think that that this task is very important both from practical and theoretical points of view. Systematization of existing approaches towards anti-crisis strategies will enable SM operators to use effective tools and will help them to avoid mistakes, which is very important from the point of view of business practice. As for the theory, we think that it is extremely important to identify the methodological basis beneath different approaches towards anti-crisis strategies.

**Actual scientific researches and issues analysis.** The sources we analyzed contain no mention of problems of anti-crisis strategy of shopping malls. There are many publications dedicated to SM efficiency analyzing problems of selection of retailers, relations with customers etc [1; 3; 6; 12; 13], but all these papers do not study anti-crisis issues.

Practical journals published in Russia after 2014 contain many articles that describe the present situation on the SM market as well as strategies implemented by SM operators (or, better, steps that were taken in order to prevent flight of tenants) [9; 10; 11]. However these papers are too general and do not provide a detailed analysis of SM anti-crisis strategies. These papers can be useful sources of empirical information about the situation on the market but they cannot be considered as scientific research in the field of anti-crisis policy.

One may also mention a huge amount of literature dedicated to anti-crisis management [8], but these papers are either too general (they elaborate basic principles of anti-crisis management without any application in a concrete industry) or are related with areas of activities that have nothing to do with the commercial real estate.

So we may conclude that there are no scientific papers dealing with analysis of anti-crisis strategies of shopping malls in Russia which is an additional confirmation of the importance of our research.

**Target setting.** Identification of ways of elaboration of anti-crisis policy of shopping malls in Russia.

**The statement of basic materials.** We will analyze anti-crisis strategies of shopping malls belonging to the highest level because they are interested in setting up a tenant mix attractive for their customers (beyond simple rent of space). These SM pay attention to tenant relations management and dramatic changes in the pool of leaseholders will lead to transformation of the image of this shopping mall for its customers. Obviously it is crucial for these SMs either to hold current tenants or, in case of their refusal to continue cooperation, to find new retailers of similar quality.

Let us describe the distinctive features of the model of cooperation between tenants and SM operators before 2014:

- Negotiation power belonged to SM operators because of the lack of top level commercial real estate in Russia [1]. As a consequence, competition for the commercial space was high (the most popular SMs even had waiting lists for potential leaseholders).

- Distribution of risks was uneven – economic risks were taken by retailers. For example, rent prices were in US dollars or Euro [9; 10; 11].

- Pricing policy – prices were set up as fixed payments for one square meter and were regularly increased. There were no discounts for non-key leaseholders.

The situation described above was typical but exceptions were also possible. For example, in 2013 operators of newly built SMs faced the problem of lack of leaseholders [10], and had to reduce their requirements for tenants and to make concessions in price and pricing model (first of all, fixed prices

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were partially replaced by a share of leaseholder's turnover). In addition, special terms were introduced, like grace periods (which means that there were no rent payments during some period – normally until the leaseholder reaches the planned turnover).

Events that happened in 2014 (dramatic fall of the exchange rate and decrease of the real income of customers that lead to the decrease in demand for the products that are traditionally sold in SMs) lead to the transformation of the market of commercial real estate in Russia.

Many foreign companies decided to stop their activities in Russia, while Russian retailers closed their stores in Moscow. The Moscow market lost such famous companies like American Eagle Outfitters, Hauber and Desigual [10]. The Finnish retailer Stockmann (very active in St. Petersburg) sells its department stores to Reviva Holdings Ltd. In addition, during the last months of 2015 and first months of 2016 at least 35 Russian brands left the market of Moscow. The intensity of launch of new brands was below the intensity of exit of old ones, which means that new brands cannot compensate the exit of old brands [7; 10]. It led to a new distribution of the negotiation power on the market of commercial real estate. SM operators started to compete for attractive leaseholders (trying to attract new tenants and to hold old ones) [7]. In the new market situation tenants are ready to cancel the contract of rent (if it is possible) if the SM operators does not modify the terms that do not correspond to the new reality.

In addition, in 2014-15 many new SMs were launched [10]. They faced a very harsh problem of lack of tenants (as the demand for commercial real estate decreased due to bad economic situation), so they further increased the competition for leaseholders. Lack of tenants for new SMs (in average about 50% of spaces in SMs in Moscow, launched in 2015, stayed without tenants in March 2017) led to the freeze of a part of planned SMs. Nevertheless, new SMs still appear (12 SMs were launched in Moscow in 2015), and one can suppose that they will hardly find enough tenants in the present economic situation.

The events listed above showed that the old model of cooperation between SM operators and retailers is obsolete and has to be replaced by a new one:

- Decrease of the purchasing power of the population means that there is no reason to have a point of sales in a SM. Competition for commercial space between different retailers decreases or even disappears. It means that the negotiation power now belongs to retailers.

- Leaseholders cannot afford to pay prices set up in US dollars because of the dramatic fall of the exchange rate (which more than doubled). In many cases tenants would prefer to close their store if the SM operator refuses to switch to prices in rubles. It is important to remember that SM operators used prices in US dollars only as tool of risk reduction (in order to be sure for the real income), but not as a tool of cost management (as all costs were in rubles).

- Low flexibility of pricing policy of SM operators in situation of decreasing demand for commercial spaces also lead to refusal of tenants to continue cooperation. Natural response of SM operators is to increase flexibility of contract terms. SM operators started paying more attention to specific needs of lease-holders, taking into account their requirements and adapting the offer to the new economic reality. Steps taken by SM operators include:

- refusal to use US dollars for payments. This refusal may be carried out as a complete change to payments in rubles, or as a special fixed exchange rate, or as a use of exchange rate brackets. It is interesting to mention that the refusal to use US dollar for payments is not a temporary action whose only goal is to smoothen the negative consequences of the dramatic fall of the ruble in September-December 2017 for lease-holder. Stabilization of the ruble occurred after January 2016 did not lead to the revival of USD-based pricing;

- refusal to use fixed rent rates and switch to payments in form of a share of tenant's turnover. This model represents an implicit discount given to the lease-holder during the first months of its business in the shopping mall (but in the future the SM operator will get a compensation for this discount thanks to increase of tenant's sales – of course, if this tenant is successful). Within the traditional model the lease-holder must pay a fixed rent which does not depend on its sales. During the first months of its business in the SM, when this tenant is not yet popular among customers and its sales are relatively low, this model had a negative impact on its profitability. The rent paid as a share of tenant's sales is

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low during these first months (as the sales are low) which makes this payment affordable for the lease-holder. In addition this model helps to organize more correct sharing of risks and profits between the tenant and the SM operator. The amount of payment in this case depends not only on tenant's efforts, but also on general economic situation (if it gets worse then the sales and the rent payment decrease, which means that a part of general economic risks is taken by the SM operator which was not the case within the traditional model of pricing), and on efforts of the SM operator in the field of creation of flow of customers. The SM operator has high stimuli to create this customer flow and to increase the rate of conversion (that is, to ensure high level of correspondence between the customer flow and the tenant mix – if the rate of conversion increases, the sales go higher and so does the rent). It means that this model of rent payment based on a share of tenant's turnover has to be seen not only as an anti-crisis step (which should make SM service more affordable for lease-holders), but also as a transformation of the model of cooperation between SM operators and lease-holders. The rent represents in this case a kind of royalty which ensures the participation of the SM operator in lease-holder income generated by the conversion of the customer flow created by the SM operator [4; 5; 14];

- decrease of prices. For example during 2015 the rent in rubles for commercial real estate in the center of Moscow decreased by 22% (this decrease is even higher if one uses rents in USD);

- special payment terms. There are different discounts which include: discount from the basic rent during first years of the contract, rent vacation etc. In addition the rent rate takes into account the share of the free area within the SM. There are cases when the lease-holders pays no rent at all and pays only for electricity etc [7; 11]. This model, despite the fact that it does not allow the SM owner to pay back its investments, still generated a cash flow which cover the current cost of the shopping mall;

- SM operator pays for the repair. This step makes commercial real estate more affordable for lease-holders and represent a sales promotion campaign (thanks to which potential lease-holders get an additional value for the same price). It is difficult to say now how long this offer will be active – will it become an integral part of the SM service product or SM operators will abandon it and lease-holders will have to make repairs on their own account when the economic situation in Russia becomes better and the demand for commercial real estate increases;

- division of commercial real estate into smaller lots. It also increases the affordability of commercial real estate for potential lease-holders. Thanks to this offer even little companies may start their business in shopping malls. But it creates risks for SM – they may lose their image because of lower status of new tenants as well as because of excessive number of these sales points. SM may start looking as a market.

The analysis of the anti-crisis strategies described above shows that they follow two main directions which may be called quantitative and qualitative. Qualitative measures include direct and indirect discounts, special payment terms, possibility to rent smaller spaces. Thanks to these measures the SM operator ensures higher affordability of its services for potential lease-holders, but in the same time it reduces its income and creates additional risks (like worsening of its image for the target audience). These measure can be described as traditional anti-crisis steps and their only potential consists in direct and indirect price reductions for lease-holders.

Qualitative measure is in our opinion the switch from fixed rent towards rent as a share of the tenant's sales (royalty-based rent). Of course, this measure also helps to increase affordability of SM services for potential lease-holders but this is not its only goal. Royalty-based rent [5; 14], helps to redistribute risks between the shopping mall and the tenants (rent is now depending on the economic situation) and to create stimuli for the SM operator for the maximal effectiveness in the field of creation of customer flow (as this flow generates sales for tenants and rent for the SM operator) [4; 6]. It means that along with a temporary price decrease the tenant gets an additional value and its cooperation with the SM operator becomes a partnership. It is an important advantage of qualitative measures. As the switch to the royalty-based rent become very popular in Russia after 2014 one may suppose that the trend of transformation of relation between SM operators and lease-holders into partner ones is general. One should mention that this model has its advantages for SM operators. First of all, the increase of sales will lead to the increase of rent which may even become higher than in case of

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traditional model. In addition, an effective tenant that generates high sales is an additional point of attraction for this SM, which increases the competitiveness of this SM and may lead to higher sales for other tenants.

**Conclusions.** We may conclude that the anti-crisis policy of shopping malls in Russia includes now not only traditional and expected tools that increase affordability of SM services for lease-holders (direct and indirect discounts, special payment terms etc) but also innovative tools. These innovative tools help to transform the model of cooperation of the lease-holder and the SM and to create stimuli for partnership in order to achieve common goals. We think that this partnership trend is a long-term one. It means that even when the economic growth in Russia begins there will be no return to the old model of rent payment in shopping malls thanks to obvious advantages of the royalty-based payments.

**Further research.** It would be interesting to analyze anti-crisis strategies of shopping malls in other CIS countries, especially in Ukraine. These countries despite many distinctive features that appeared after decennia of independence still preserve many common characteristics. Description of approaches towards anti-crisis strategies in any of these states will be interesting for specialists from other countries.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**THE NATURAL RESERVOIR FUND OBJECTS DEVELOPMENT:  
 THE STATE-ADMINISTRATIVE ASPECT**

**РОЗБУДОВИ ОБ'ЄКТІВ ПРИРОДНО-ЗАПОВІДНОГО ФОНДУ:  
 ДЕРЖАВНО-УПРАВЛІНСЬКИЙ АСПЕКТ**

**Urgency of the research.** At this time, ecological safety is crucial in ensuring life activity of contemporary man and elements of the artificial environment he has created.

**Target setting.** The disastrous consequences of the Chornobyl NPP accident, devastating technology-related ecological effects of the hostilities in Eastern Ukraine, significant air, water and soil pollution, excessive concentration of industries in certain regions, inefficient nature management, demographic crisis – this is a non-exhaustive list of negative factors that have created a real threat and are now generating a potential threat to Ukraine's national security in the environmental sphere.

**Actual scientific researches and issues analysis.** A substantial contribution to solving ecological problems, administrative-legal protection of the natural environment, studying individual ecological aspects of public administration in the environmental protection area has been made in works by V. Krysachenko (2006), I. Krynychna (2008), S. Marchyshyn (1998), O. Salatovskyi (1997), O. Sokoloskyi (1998), Y. Romanenko (2005), I. Chaplay (2015), V. Shvets (2013) and others.

**The research objective.** To study the key problems of forming Ukraine's ecological network and identify the main shortcomings that impede exercising good public administration of real or potential threats and dangers resulting from operation of anthropogenic, natural and technogenic systems.

**The statement of basic materials.** Ecological safety is a constituent of national security. Through the use of a national security management system, state and non-state institutions ensure an ecological balance and guarantee protection of the country's population life environment and the biosphere as a whole, atmosphere, hydrosphere, lithosphere and cosmosphere, species composition of flora and fauna, natural resources, preservation of human health, life and activities.

**Conclusions.** Establishment of the national ecological network is for now an important priority in development of the national security system of Ukraine.

**Keywords:** ecological safety; ecological threats; national security; national ecological network; national security; the objects of nature reserve fund governance.

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**Актуальність теми дослідження.** На даний час екологічна безпека відіграє надзвичайно важливу роль у забезпеченні життєдіяльності сучасної людини і створених нею елементів штучного середовища.

**Постановка проблеми.** Катастрофічні наслідки аварії на Чорнобильській АЕС, руйнівні техногенно-екологічні наслідки військових дій на сході України, значне забруднення повітря, води та ґрунту, надмірна концентрація промисловості у певних регіонах, нераціональне природокористування, демографічна криза – це не повний перелік негативних чинників, що створили реальну і формують потенційну загрозу національній безпеці України в екологічній сфері.

**Аналіз останніх досліджень і публікацій.** Вагомий внесок у розв'язання екологічних проблем, адміністративно-правової охорони навколишнього природного середовища, вивчення окремих екологічних аспектів державного управління у сфері охорони довкілля досліджувались у працях В. Крисаченка [10], С. Марчишина [11], О. Салатовського [12], О. Соколовського [13], Є. Романенка [14], І. Чаплай [15], В. Шветс [16] та ін.

**Мета статті.** Дослідити ключові проблеми формування екологічної мережі України та виявити основні недоліки, що заважають здійсненню ефективного державного управління реальними або потенційними загрозами і небезпеками, які є наслідком функціонування антропогенних, природних та техногенних систем.

**Виклад основного матеріалу.** Екологічна безпека є складовим компонентом національної безпеки. За допомогою системи управління національною безпекою державними та недержавними інституціями забезпечується екологічна рівновага і гарантується захист середовища проживання населення країни і біосфери в цілому, атмосфери, гідросфери, літосфери і космосфери, видового складу тваринного і рослинного світу, природних ресурсів, збереження здоров'я і життєдіяльності людей.

**Висновки.** Формування державної екологічної мережі є на сьогодні важливим пріоритетом розвитку системи національної безпеки України.

**Ключові слова:** екологічна безпека; екологічна загроза; національна безпека; національна екологічна мережа; національна безпека; об'єкти природно-заповідного фонду; державне управління



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**Target setting.** The disastrous consequences of the Chernobyl NPP accident, devastating technology-related ecological effects of the hostilities in Eastern Ukraine, significant air, water and soil pollution, excessive concentration of industries in certain regions, inefficient nature management, demographic crisis – this is a non-exhaustive list of negative factors that have created a real threat and are now generating a potential threat to Ukraine's national security in the environmental sphere.

Then, the problem of ensuring national security in the environmental sphere has become unprecedentedly acute. Its solution requires developing scientific principles for ecological safety of Ukraine and a methodology for ensuring its provision. This is exactly what called forth consideration of problems of ensuring ecological safety.

**Actual scientific researches and issues analysis.** Ecological safety as social and natural, and scientific reality is an object of research for different sciences since it covers the complex set of interrelations of man with the environment.

A substantial contribution to solving ecological problems, administrative-legal protection of the natural environment, studying individual ecological aspects of public administration in the environmental protection area has been made in works by V. Krysachenko (2006), I. Krynychna (2008), S. Marchyshyn (1998), O. Salatovskyi (1997), O. Sokoloskyi (1998), Y. Romanenko (2005), I. Chaplay (2015), V. Shvets (2013) and others.

Specifically, V. Malyuga (2012), V. Yukhnovsky (2012), and V. Marynenko (2009) reviewed the principles of formation of ecological networks of Ukraine, and others.

**Uninvestigated parts of general matters defining.** However, in spite of a fair number of learned works regarding ecology the problem of ecological safety remains now particularly urgent and requires further research, in particular, in the field of the science of public administration.

**The research objective.** To study the key problems of forming Ukraine's ecological network and identify the main shortcomings that impede exercising good public administration of real or potential threats and dangers resulting from operation of anthropogenic, natural and technogenic systems.

**The statement of basic materials.** Ecological safety is a constituent of national security. Through the use of a national security management system, state and non-state institutions ensure an ecological balance and guarantee protection of the country's population life environment and the biosphere as a whole, atmosphere, hydrosphere, lithosphere and cosmosphere, species composition of flora and fauna, natural resources, preservation of human health, life and activities.

The main purpose of operation of Ukraine's ecological safety system is to develop a conceptual framework for an overall strategy in the sphere of rational nature management and environmental protection, as well as to implement it for the purpose of sustainable economic and social development of the state. To this effect, provision is made for forming new types of technological processes, social organization and management, a capability to solve ecological problems and diminish any environmental hazards posing a major threat to national security of Ukraine.

The content of the idea of establishing a national ecological network is to: ensure sustainable, environmentally sound development of Ukraine; achieve real natural environment protection; meet present and long-term economic, social, ecological, cultural and other societal interests. An ecological network represents an integrated territorial system created to improve conditions for environmental development and recovery, territory's natural-resources potential increase, conservation of landscape and biological diversity, settlement sites and growth of valuable species of fauna and flora, genetic fund, animal migration routes etc. (Law of Ukraine "On the National Program for Establishment of the National Ecological Network of Ukraine for 2000-2015").

The structural elements of the ecological networks include natural nuclei, connecting territories (eco-corridors), buffer zones, and recovering territories. The said elements of the ecological network embrace: territories and facilities of the nature reserve fund as the major natural elements of the eco-network, namely – nature reserves, biosphere reserves, national parks, regional landscape parks, wildlife sanctuaries, natural sanctuaries and so on; water bodies (sea, lake, reservoir, river etc. areas), wetlands, water protection zones, protected shoreline belts; forests used for nature protection, scientific, and historical and cultural purposes, as well as protective forests, which mainly perform water and soil protecting functions (On Amending the Forestry Code of Ukraine: Law of Ukraine, 2006).

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The legal framework for establishing a national ecological network of Ukraine consists of the following Laws of Ukraine: "On Protection of the Natural Environment" (2001), "On the Nature Reserve Fund of Ukraine" (1992), "On Animal Life" (2001), "On Plant Life" (1999), and "On the National Program for Establishment of the National Ecological Network of Ukraine for 2000-2015" (Program) (2000).

The Program was developed in the context of the requirements as to further elaboration, improvement and development of environmental legislation of Ukraine, as well as in accordance with the recommendations of the Pan-European Biological and Landscape Diversity Conservation Strategy (1995) on the issue of establishing the Pan-European Ecological Network as an integrated space system of territories of the European countries with a natural or partially altered state of landscape (Law of Ukraine of September 21, 2000 № 1989 – III "On the National Program for Establishment of the National Ecological Network of Ukraine for 2000-2015").

The main purpose of the Program is to expand the country's land area with natural landscapes to a level sufficient for conservation of their diversity, close to their inherent natural state, and establish their geographically integrated system built accordingly to enabling natural migration routes and expansion of plant and animal species, which would ensure conservation of natural ecosystems, flora and fauna species and their populations. At the same time, the national ecological network should meet the requirements on its operation within the Pan-European Ecological Network and perform major functions concerning biological diversity conservation. Furthermore, the Program should promote balanced and non-exhausting use of biological resources in economic activities (Law of Ukraine of September 21, 2000 № 1989 – III "On the National Program for Establishment of the National Ecological Network of Ukraine for 2000-2015").

For the purpose of scientific support for implementation of measures to establish the national ecological network, the Program provides for conducting basic and applied research aimed at developing recommendations and methods regarding conservation and restoration of landscape diversity, including assessment of the current state of natural landscapes, substantiation of the most effective measures that will ensure balanced and non-exhausting use of their natural resources, inventory of natural complexes and their components, organization of maintaining natural resources inventories and environmental monitoring within the national ecological network, creation of relevant data banks and geographic information systems.

The current status of Ukrainian natural landscapes only partly meet the criteria for their including with the Pan-European Ecological Network. The National Ecological Network includes a portion of the country's land where almost unaltered or partially altered natural landscapes have remained.

Implementation of the above Program for establishment of the eco-network is scheduled for the period through 2015 in two stages. At the first stage (2000–2006), it was planned to ensure expansion of the areas of individual elements of the national eco-network, application of economic instruments for promoting its establishment on lands of all forms of ownership, creation of a relevant regulatory and legal framework, performance of a set of necessary scientific studies and implementation of organizational measures. At the second stage (2007–2015), it is intended to bring the eco-network area up to a level necessary to ensure ecological security of the country, put in place a stable system of nature protection measures meant to conserve landscape and biological diversity (Law of Ukraine of September 21, 2000 № 1989 – III "On the National Program for Establishment of the National Ecological Network of Ukraine for 2000-2015").

National natural parks (NPPs) act as an essential element of the national ecological network. There are 40 NPPs in Ukraine as of 2011 with a total area of more than 10,000 km<sup>2</sup> (1.8% of the territory) located in 12 out of 24 regions and the AR of Crimea (Decree of the President of Ukraine "On the Ministry of Agrarian Policy and Food of Ukraine" 2011). In conformity with the Law of Ukraine "On the Nature Reserve Fund of Ukraine" (Art.20-22) (Law of Ukraine of June 16, 1992 № 2456-XII "On the Nature Reserve Fund of Ukraine"), the NPPs are nature protection, recreational, cultural and educational, and research institutions of national significance set up in order to conserve, restoration and efficient use of natural complexes and sites, which are of particular environmental, recreational, historical and cultural, scientific, educational, and aesthetic value.

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The present state of the NPPs, their operation and environmental efficiency are not yet at an appropriate level. There is a need for a package of measures aimed to improve and intensify their economic management. In this connection, an urgent problem arose to develop the basic principles for establishment of an eco-network with further possible account taken of the territorial features of various regions of Ukraine.

At the same time, the requirements of existing legislation concerning establishment of national natural parks (NPPs) are flouted in Ukraine: natural and historical and cultural heritage of Ukraine is looted and destroyed; non-fulfillment by the local authorities of the presidential decrees and objectives of the national program for establishment of the national eco-network and demands of the public as to creating NPPs.

In particular, the appeal sets forth a detailed analysis of the current situation concerning the newly created institutions of the nature reserve fund of Ukraine. Thus, presidential decrees established a series of NPPs whose territories include, in a statutory manner, government-owned lands made available for permanent use (including those withdrawn from land users) by NPPs: those of December 11, 2009 № 1036 – NPP “Kremenetski Hory”; of December 11, 2009 № 1038 – nature reserve “Drevlianskiy”; of December 11, 2009 № 1039 NPP “Dermansko-Ostrozkiy”; of December 11, 2009 № 1047 NPP “Slobozhanskiy”; of December 16, 2009 № 1057 NPP “Karmeliukove Podillia”; of February 10, 2010 № 156 NPP “Pivnichne Podillia”; of February 23, 2010 № 221 NPP “Dnistrovskiyi Kanyon” [7].

Item 2 of each of the said edicts charges the Cabinet of Ministers of Ukraine to prepare, within six months, appropriate materials and decide, in accordance with legislation, the issue regarding withdrawal of the hectares of the lands to be included in the above-mentioned conservation areas resulting in their assignment for permanent use to institutions of the nature reserve fund.

However, the land users mentioned in decrees still do not execute them and avow it. Two important aspects should be remembered here: a) at the time the above decrees were adopted all users had consented to integration of the said lands into the nature reserve fund, and b) the case refers solely to government-owned lands.

Consequently, a number of forestry enterprises did not give their consent to institutions of the nature reserve fund (NRF) to withdrawal of land areas for their integration into the NRF. This is evidenced by official letters of the Ministry of Ecology and Natural Resources of Ukraine (letter of 08.11.2013 № 16071/09/10-13). Such enterprises include government-owned enterprise (GOE) “Brodivske forestry” and GOE “Zolochivske forestry” (they did not transfer land to NPP “Pivnichne Podillia”); GOE “Kremenetske forestry,” Kremenets forestry enterprise “Kremlis” and nature reserve “Medobory” that is under the jurisdiction of the State Forest Resources Agency (they did not transfer land to NPP “Kremenetski Hory”); GOE “Buchatske forestry,” GOE “Chortkivske forestry” (they did not transfer land to NPP “Dnistrovskiyi Kanyon”); GOE “Ostrozkiy forestry,” GOE “Ostrozkiy state-owned special forestry,” GOE “Zdolbunivskiyi state-owned special forestry” (they did not transfer land to NPP “Dermano-Ostrozkiy”); GOE “Hutienske forestry” (it did not transfer land to NPP “Slobozhanskiy”); GOE “Chychelnytskyi forestry” (does not transfer land to NPP “Karmeliukove Podillia ”); GOE “Narodytskyi special forestry” and GOE “Narodytskyi forestry of the agro-industrial complex” (they do not transfer land to nature reserve “Drevlianskiy”).

The primary causes of such defiance of the said decrees are as follows: Kremenets District State Administration (DSA) announces that today it is agreed to transfer land areas of Kremenetskiy forestry, while Kremenets District Council consented to development of a land management plan (letter of Kremenets DSA dated 04.11.2013 № 02-1872/02-3.5). However, after three NPP’s appeals to the forestry, consent to withdrawal of lands was not yet obtained. The alleged reason behind it lies in the lack of an appropriate instruction from the State Forest Resources Agency’s management. Government-owned enterprise “Buchatske forestry” states that it does not plan to give its approval to transfer of lands to NPP “Dnistrovskiyi Kanyon” due to the fact that the State Forest Resources Agency of Ukraine is the manager of the GOE’s government-owned property (letter of GOE “Buchatske forestry” dated 04.11.2013 № 576). Government-owned enterprise “Brodivske forestry” informs that it did not transfer lands to NPP “Pivnichne Podillia,” since it did not receive instructions in that regard from the Agency’s

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management (letter of GOE "Brodivske forestry" dated 01.11.2013 № 1033). Government-owned enterprise "Zolochivske forestry" lets know that it did not agree upon transfer of land areas to NPP "Pivnichne Podillia," in that it does not have a written consent of the management of the State Forest Resources Agency of Ukraine (letter of GOE "Zolochivske forestry" dated 11.11.2013 № 1254) (Law of Ukraine of June 16, 1992 № 2456-XII "On the Nature Reserve Fund of Ukraine.").

All above-mentioned forestry enterprises form part of the system of the State Forest Resources Agency of Ukraine. In conformity with the Decree of the President of Ukraine № 458/2011 "On the Regulations on the State Forest Resources Agency of Ukraine," this agency shall be a central executive body, whose activities shall be directed and coordinated by the Cabinet of Ministers of Ukraine (CMU) through the Minister of Agrarian Policy and Food of Ukraine, form part of the system of central executive bodies and ensure implementation of national policy in the area of forestry and hunting. In its activities, the State Forest Resources Agency of Ukraine shall be guided by the Constitution and laws of Ukraine, acts issued by the President of Ukraine and the CMU, orders issued by the Ministry of Agrarian Policy and Food of Ukraine, other pieces of legislation of Ukraine, instructions of the President of Ukraine and the Minister.

Also, the Decree of the President of Ukraine of 23.04.2011 № 500/2011 "On the Ministry of Agrarian Policy and Food of Ukraine" (Decree of the President of Ukraine "On the Ministry of Agrarian Policy and Food of Ukraine") reads to the effect that this Ministry shall be guided in its activities by the Constitution and laws of Ukraine, acts issued by the President of Ukraine and the CMU, other pieces of legislation of Ukraine, as well as instructions of the President of Ukraine.

We consider that today, in the context of developing the nature reserve fund of Ukraine, the need to use advanced aspects of international practices in the above matters plays a major role in outlining thrusts of settlement of contemporary environmental issues.

We believe that today, in the context of development of natural reserve fund of Ukraine, an important role for regulation of modern environmental problem plays the necessity of use of the advanced aspects of international experience from the above depicted questions.

Thus, international cooperation in the field of natural environment protection can be global, regional, subregional and interstate (Marchyshyn S., 1972). The UN developed the Environment Program (UNEP) headquartered in Nairobi (Kenya). This program is a special international mechanism to coordinate cooperation of states in the field of natural environment protection. The UNEP's structure includes the Board of Governors, Secretariat and Environment Fund (Krysachenko, V. Environmental Literacy in the Context of Post-Industrial Development, 2006). It is headed by UNEP Director and Board of Governors composed of representatives of 58 countries. In addition to universal international organizations, many regional organizations with general and special competence deal with natural environment protection problems.

Thus, the Maastricht Treaty on European Union (EU) entrenches the environmental goals of this organization – to internationally promote measures addressing regional and global environmental issues. Three Declarations concerning environmental topics -- on the Directive of 24 November 1988 (Emissions); on assessment of the environmental impact of Community measures; and on the protection of animals -- are part of the Maastricht Treaty (Saltovskiy, 1997; Sokolovskiy O., Korduban V., Boichuk O., 2000).

Thus, the above depicted ignoring by the forestry enterprises of the existing Decrees of the President of Ukraine on the establishment of national parks and nature reserves and the lack of international cooperation, not only causes the violation of the State Agency of forest resources of Ukraine and Regulations of the Ministry of Agrarian Policy and Food of Ukraine, but also acts as a barrier towards European integration of Ukraine into the European Union as a whole (Chaplain I., 2015; Shvets, V., 2013; Marynenko, V.).

Then it is necessary to identify the reasons why forestry enterprises deem it necessary to obtain some extra-statutory approval from the State Forest Resources Agency of transfer of lands to institutions of the nature reserve fund.

**Conclusions.** Establishment of the national ecological network is for now an important priority in development of the national security system of Ukraine. The current ecological situation in Ukraine

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requires complex analysis of the problems associated with implementation of national environmental policy. In particular, it is necessary at this stage to primarily carry out a very thoughtful analysis of the status and implementation of the National Program for Establishment of the National Ecological Network of Ukraine for 2000-2015, which will enable to develop the basic principles for establishment of this network with further possible account taken of the territorial features of various regions of Ukraine and identify the priority tasks in the new program for both the short term and the long run with specific deadlines for their performance.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**ФІНАНСОВІ ПЕРЕДУМОВИ ТА ОЦІНКА  
ФІНАНСУВАННЯ ОБОРОНИ В УМОВАХ  
РОСІЙСЬКО-УКРАЇНСЬКОЇ ГІБРИДНОЇ  
ВІЙНИ**

**FINANCIAL PREREQUISITES AND  
ASSESSMENT OF DEFENSE UNDER THE  
CONDITIONS OF RUSSIAN-UKRAINIAN  
HYBRID WAR**

**Актуальність теми дослідження.** Сьогодні людство стоїть перед викликом гібридних війн - не лише військових агресій, а й протистоянь фінансових систем. Агресія Росії проти України є точкою відліку для формування гібридного світоустрою і порушує фінансово-територіальну стабільність, спричиняє руйнівні наслідки для економіки.

**Urgency of the research.** Today, humanity faces the challenge of hybrid wars - not only military aggression, but also the confrontation of financial systems. Russia's aggression against Ukraine is a starting point for the formation of the hybrid universe and violates the financial and territorial stability, causing devastating consequences for the economy.

**Постановка проблеми.** Напередодні розгортання гібридної війни Україна опинилася на краю глибокої економічної кризи, а фінансування оборони здійснювалося за принципом мінімальної достатності.

**Target setting.** On the eve of the development of the hybrid war, Ukraine was on the brink of a deep economic crisis, and defense financing was carried out on the principle of minimum sufficiency.

**Аналіз останніх досліджень та публікацій.** Дослідженнями "гібридних війн", або як їх ще називають "трансформаційних війн", "змішаних війн", "багатомірних війн", "неконвенційних війн", "нестандартних війн", займалися такі вітчизняні та зарубіжні вчені як Антонов А., Гільов А. ("багатомірна чи гібридна війна"), Глен Р. ("гібридний конфлікт", "гібридна війна"), Головченко В., Горбулін В., Дорошко М., Ілларіонов А. ("неконвенційна війна", "нестандартна війна"), Клименко С., Кревельд М., Магда Е. ("трансформаційна війна"), Сурков В. ("нелінійна війна"), Хоффман Ф. ("змішана війна") та інші.

**Actual scientific researches and issues analysis.** In general, studies of "hybrid wars", or as they are also called "transformational wars", "mixed wars", "multidimensional wars", "unconventional wars", "non-standard wars", were engaged by such Ukrainian and foreign scholars as Antonov A., Gilov A. ("multidimensional or hybrid war"), Glen R. ("hybrid conflict", "hybrid war"), Golovchenko V., Gorbulin V., Doroshko M., Illarionov A. ("unconventional war", "non-standard war"), Klymenko S., Kreveld M., Magda E. ("transformational war"), Surkov V. ("nonlinear war"), Hoffman F. ("mixed war") and others.

**Виділення недосліджених частин загальної проблеми.** Недостатньо досліджено сутність сучасного міждержавного протистояння, його фінансових передумов для досягнення відповідних політико-економічних цілей.

**Selection of unexplored parts of the general problem.** The essence of the modern interstate confrontation, its financial prerequisite for achievement of the corresponding political and economic goals is insufficiently researched.

**Постановка завдання.** Тимчасова окупація Росією частини території України та руйнування системи світової та національної безпеки, принципів міжнародного права, зумовили перегляд та уточнення доктринальних положень щодо формування та реалізації політики національної безпеки України та обсягів фінансування оборони відповідно до нової Воєнної доктрини.

**The research objective.** Temporal occupation by Russia of part of the territory of Ukraine and the destruction of the system of world and regional security, the principles of the international law, led to the revision and clarification of the doctrinal provisions regarding to the formation and implementation of the national security policy of Ukraine and the amount of defense financing in accordance with the new Military Doctrine.

**Виклад основного матеріалу.** Обґрунтовується необхідність швидкого нарощення оборонних витратів через гібридну війну РФ проти України, щоб зберегти реальну незалежність та не перетворитися на фактичного російського сателіта.

**The statement of basic materials.** The necessity of a rapid increase in defense expenditures through the Russian hybrid war against Ukraine in order to maintain real independence and not to become a de facto Russian satellite.

**Висновки.** Стан національної економіки є одним із визначальних чинників від якого залежить обсяг фінансування оборони. Неготовність ЗСУ на початку гібридної війни протистояти ворогові - результат хронічного недофінансування протягом десятиріч.

**Conclusions.** The state of the national economy is one of the determining factors on which the amount of defense financing depends. The lack of readiness of the Armed Forces in the beginning of the hybrid war to resist the enemy is a result of chronic underfunding for decades.

**Ключові слова:** гібридна війна; трансформаційна війна; змішана війна; багатомірна війна; неконвенційна війна; мережево-центрична війна, збройний конфлікт; фінансування оборони; воєнна

**Keywords:** hybrid wars; transformational wars; mixed wars, multidimensional wars, unconventional wars; non-standard wars; network-centric wars, armed conflict; defense financing; military doctrines; national security.

**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

доктрина; національна безпека.

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**Актуальність теми дослідження.** Сьогодні людство стоїть перед викликом гібридних війн - не лише військових агресій, а й протистоянь фінансових систем. Агресія Росії проти України (а раніше проти Грузії - війни 90-х в Південній Осетії та Абхазії, серпнева 2008 р. російсько-грузинська війна) на сьогодні є точкою відліку для формування гібридного світоустрою і загалом порушує фінансово-територіальну стабільність в Україні, спричиняє руйнівні наслідки для національної економіки.

**Постановка проблеми.** Напередодні розгортання гібридної війни Україна опинилася на краю глибокої економічної кризи, а фінансування оборони здійснювалося за принципом мінімальної достатності (інколи складало менше 1% ВВП), тобто загалом було явно недостатнім. Світовою практикою доведено, якщо щорічні витрати на оборону менше 1% ВВП, то це приводить до втрати країною обороноздатності та виникнення загроз національній безпеці.

**Аналіз останніх досліджень та публікацій.** Теоретичними і практичними дослідженнями "гібридних війн", або як їх ще називають "трансформаційних війн", "змішаних війн", "багатовимірних війн", "неконвенційних війн", "нестандартних війн", займалися такі вітчизняні та зарубіжні вчені як Антонов А., Гільов А. ("багатовимірна чи гібридна війна"), Глен Р. ("гібридний ризик", "гібридний конфлікт", "гібридна війна"), Головченко В., Горбулін В., Дорошко М., Ілларіонов А. ("неконвенційна війна", "нестандартна війна"), Клименко С., Кревельд М., Магда Є. ("трансформаційна війна"), Сурков В. ("нелінійна війна"), Хоффман Ф. ("змішана війна") та інші. Починаючи з 2014 р. кількість публікацій на тему гібридних війн різко збільшилася.

**Виділення недосліджених частин загальної проблеми.** Наукові дослідження цієї проблеми характеризуються недостатнім дослідженням сутності сучасного міждержавного протистояння початку ХХІ століття, його фінансових передумов, нових форм і методів боротьби між державами для досягнення відповідних політико-економічних цілей та вирішення міждержавних протиріч - такого типу конфліктів, які у сучасному світовому термінологічному полі мають назву "гібридних війн".

**Постановка завдання.** Тимчасова окупація Російською Федерацією частини території України - Автономної Республіки Крим і міста Севастополя (лютий-березень 2014 р.), розпалювання Росією збройного конфлікту в материковій Східній Україні (квітень 2014 р.) та руйнування системи світової та національної безпеки, принципів міжнародного права, зумовили перегляд та уточнення доктринальних положень щодо формування та реалізації політики національної безпеки України та обсягів фінансування оборони відповідно до нової Воєнної доктрини. За недостатнього фінансування оборонних потреб неможливо досягнути необхідного рівня захищеності держави. Але проблема полягає не лише у збільшенні фінансування, але й у необхідності визначення оптимальної структури видатків у відповідності до державних пріоритетів у сфері національної безпеки.

**Виклад основного матеріалу.** Сьогодні Україна перебуває у стані неоголошеної війни з Росією, яка ставить під сумнів нашу державність і прагне переглянути наш статус-кво, оскільки набуття Україною незалежності в результаті розпаду СРСР з самого початку розглядалося і розглядається російською елітою як прикре історичне "непорозуміння", яке має бути якнайшвидше виправлене. За визначенням В. Путіна розпад СРСР - "найбільша геополітична катастрофа ХХ століття". А соціологічні опитування, проведені у січні 2016 р., свідчать, що 64 % росіян підтримують агресію проти України [1].

На початку ХХІ століття з'являється новий вид глобального протистояння в сучасному дестабілізованому міжнародному безпековому середовищі - на зміну класичним формам збройної боротьби прийшли так звані "гібридні війни", які не є поверненням до стану холодної війни, а приходять їй на зміну у вигляді ланцюгів гарячих конфліктів, що мають прихований характер та здійснюються, як правило, в політичній, економічній, інформаційній та інших



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сферах. При цьому для вирішення окремих завдань, збройні сили залучаються в невеликій кількості. Тому сьогодні в умовах військової агресії Росії виникла необхідність в захисті державної незалежності та територіальної цілісності нашої держави як повноцінного суб'єкта міжнародних відносин та збільшенні обсягів фінансування оборони.

"Гібридні війни" є новітніми війнами, четвертим поколінням війн, ускладненою і нестабільною формою відносин на міжнародній арені. Військові теоретики вважають, що після закінчення Тридцятилітньої війни (1618-1648рр.) змінилося кілька поколінь війн [2, с. 10]. Під загальною назвою війни четвертого покоління виникла ціла низка прикладних теорій, зокрема мережево-центричної та гібридної війни. Ці війни є асиметричними і поділяються на такі типи: регулярні (мережево-центричні), іррегулярні (партизанська війна, повстанська війна, кримінальна війна, війна з терором), невоєнні (економічна війна, політична війна, кібервійна), складені, гібридні [3, с. 27].

Сучасні експерти війни розглядають як різновид ширшого поняття - "збройний конфлікт" (*armed conflict*), яке передбачає дві обов'язкові складові: наявність організованих озброєних контингентів та їх залученість до бойових дій певної інтенсивності. Крім того, за нормами міжнародного права після 1945 р. факт оголошення війни не є визначальним для того, що війна чи міжнародний конфлікт існують *de jure*. Тому у ст.2 Женевських конвенцій 1949 р. зазначається, що їхні положення застосовуються і у випадках неоголошеної війни (збройний конфлікт, часткова окупація території і т.п.) [4].

Офіційне визначення терміну "гібридна війна" відсутнє в міжнародних нормативно-правових документах, а також у воєнних доктринах окремих держав (США, Росія, Україна). Експерти з міжнародного права, політичні лідери інших держав, працівники міжнародних організацій також не оперують цим поняттям.

У фахових публікаціях використовують різні терміни для з'ясування сутності війни нового покоління, проте найуживанішим є "гібридна війна" (*hybrid war*) - поєднання традиційних і нетрадиційних форм ведення воєнних дій, коли агресор хоче їх сполучити в ударну комбінацію для зруйнування системи безпеки супротивника шляхом використання класичних збройних сил, диверсійних груп, незаконних збройних формувань паралельно з організацією громадянських протестів під впливом інформаційно-пропагандистських засобів, що доповнюються хакерськими атаками на інформаційні системи противника [2, с. 13].

На початок гібридної війни РФ в Україні зберігалася неефективна економіка, нереформована фінансова система, популізм у сфері держаних фінансів, корупція та високий рівень тінізації економіки, які стали внутрішніми збудниками агресора. Тому серед основних фінансових передумов ведення агресором "гібридної війни" виділяють:

Таблиця 1

### Основні фінансові передумови "гібридної війни" Росії проти України

№	Фінансові передумови	Сутність
1.	Хронічні бюджетні дефіцити та зростання "прихованого" дефіциту бюджету	Завищені макроекономічні показники економічного та соціального розвитку, велика питома вага соціальних видатків та видатків на пенсійне забезпечення при низькому рівні капітальних видатків. Збільшення вартості ціни імпортованого російського природного газу, проблеми ЄКР, наперед сплачені податки, розбалансованість місцевих бюджетів, дефіцит Пенсійного фонду.
2.	Високий рівень податкового навантаження	Тінізація зарплати, залежність збалансованості Пенсійного фонду та місцевих бюджетів від трансфертів з державного бюджету.
3.	Використання методів карально-репресивного режиму податкового контролю	Сумлінні платники податків змушені сплачувати податки наперед у рахунок майбутніх податкових періодів, поширення рейдерства, яке погіршило і без того мінливий інвестиційний клімат удержаві.

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1	2	3
4.	Підтримання НБУ штучно фіксованого курсу гривні	В умовах валютно-фінансової кризи з кінця 2008р. та вимушеної девальвації курсу гривні, НБУ здійснював штучну підтримку курсу на рівні приблизно 8 грн/дол, що обмежило експортний потенціал економіки, стимулювало дешевий імпорт та пригнічувало власне виробництво. Закономірний наслідок - втрата міжнародних резервів:
5.	Слабка банківська система	Загальна кількість працюючих банків протягом 2008 -2013 рр. коливалась у межах 175 -184 одиниць, при цьому більшість із них залишалися проблемними, збитковими, недокапіталізованими, "схемними" та "кишеньковими". Після світової валютно-фінансової кризи 2008 р. не відбулося реального "одужання" банківської системи: сумнівна якість кредитного портфеля банків, висока залежність банків від валютних кредитів та депозитів, високий рівень присутності іноземного капіталу в банківській системі, кількість працюючих відділень (значна кількість яких були збитковими) суттєво перевищувала реальні потреби економіки та споживачів.
6.	Присутність російського капіталу на банківському ринку України	Дотепер (станом на кінець 2016 р.) в Україні працюють чотири дочірні банки російських державних банків: Промінвестбанк, ВТБ Банк, Сбербанк та БМ Банк, що загрожує поступовій втраті монетарного суверенітету внаслідок зростання частки іноземного російського капіталу. Іншими ризиками є: хронічна збитковість банків, що негативно впливає на рівень збитковості всієї банківської системи, загроза їх банкрутства, можливість впливу на валютний курс, шляхом здійснення валютних спекуляцій, здійснення додаткового тиску на рівень цін, небезпека виводу капіталу за кордон.
7.	Компанії з російським капіталом входять до числа великих платників податків	Підприємства з російським капіталом присутні практично в усіх видах економічної діяльності, а отже, обізнані з їх особливостями та проблемами (ПАТ "Промінвестбанк", ПрАТ "Київстар, ПрАТ "МТС Україна", ПАТ "Сбербанк Росії, ПАТ "ВТБ банк" та ін.) Крім того, вони входять до комплексних ланцюгів постачання товарів, робіт та послуг.
8.	Тісні торгівельно-економічні зв'язки між РФ і Україною	Єдині підходи у сфері державного регулювання, зокрема фінансових відносин (у бюджетно-податковій сфері обґрунтовувалася необхідність з 2011 р. ухвалення Податкового кодексу, об'єднання чотирьох внесків ЄСВ на кшталт російського єдиного соціального податку та ін.). Крім того, копіювання інших нововведень не забезпечувало їх дієвості та ефективності на практиці.
9.	Стрімке зростання зовнішнього боргу	Випущені грудні 2013 р. євробонди України на суму 3 млрд дол. США ("борг Януковича"), які було викуплено російським державним фондом розглядаються як кредит, що, по суті, був "хабарем" Януковичу за відмову від євроінтеграційного курсу України, мав не фінансовий, а політичний характер. Таким чином був сформований інструмент фінансового тиску, реалізація якого несла загрози фінансовій безпеці та національним інтересам України.
10.	Залежність від грошових переказів фізичних осіб з РФ	Відносна частка у структурі грошових переказів фізичних осіб, що надходили в Україну з-за кордону, РФ протягом минулих років посідала перше місце, а їх загальний обсяг - 4-7 млрд дол. США на рік, що дорівнює сумі зовнішнього кредитування держави в останні роки.

**Джерело:** складено авторами на основі [3]

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Російська стратегія гібридної війни спрямована, перш за все, проти слабких місць України, одним з яких є фінансування оборони, оскільки його роль значно зростає у кризові/воєнні періоди, бо війни ще називають війною економік і виграє та держава, яка має потужніший фінансовий потенціал.

Фінансування оборони в Україні здійснюється виключно за рахунок Державного бюджету України в обсягах, розмір яких визначається Законом України "Про державний бюджет України на відповідний рік", який забезпечує належне виконання завдань оборони, але не менше 3 % від запланованого обсягу ВВП (ст. 2 Закону України "Про оборону України"). Крім того, відповідно до Закону України "Про внесення змін до деяких законодавчих актів України щодо посилення матеріально-фінансового забезпечення обороноздатності держави" фінансування ЗСУ може здійснюватися додатково за рахунок благодійних пожертв фізичних та юридичних осіб у порядку, визначеному Кабінетом Міністрів України.

Взагалі фінансування оборони залежить від прийнятої воєнної доктрини. а в світі існують три основні підходи до її формування: повна відмова від військових видатків (Андора, Коста-Ріка, Гренада, Ліхтенштейн, Маршалові острови, одна з найменших країн світу - Наура, острівна країна Палау, Самоа, Соломонові острови); створення могутньої воєнної супердержави (США, Китай, Росія, Саудівська Аравія, Франція, Японія, Німеччина, Індія, Бразилія); фінансування оборони за принципом мінімальної достатності (Україна до збройної агресії РФ)[6, с.50].

До збройної агресії РФ фінансування оборони в Україні здійснювалося відповідно до третього підходу і такий його рівень був недостатнім для забезпечення ефективності ЗСУ, їх боєздатності та боєготовності. Для порівняння, за даними Стокгольмського міжнародного інституту дослідження проблем права, загальний військовий бюджет всіх країн світу у 2015 році становив 1776 млрд. дол. або 2,4% світового ВВП. На США припадала приблизно третина світового оборонного бюджету - 610 млрд. дол. або 3,5% ВВП країни. При цьому, наприклад, оборонний бюджет Китаю, який займає друге місце після США, становив 216 млрд. дол. або 2,0 % ВВП країни [7].

Збройна військова агресія РФ на Донбасі обумовила необхідність швидкого нарощення оборонних видатків, оскільки впродовж останніх десяти років їх питома вага у бюджеті та як частки ВВП поступово зменшувалася і коливалася в межах 1-2 % ВВП країни, що було критично низьким, а з кризового 2009р.- на рівні 1% ВВП, що призвело до неготовності ЗСУ до гострої фази гібридної війни.

Збройна військова агресія РФ в 2014 р. потребувала швидкого створення боєздатної армії, яка відповідно потребувала фінансового забезпечення, тобто різкого і стрімкого зростання видатків на оборону (Таб. 2).

Таблиця 2

### **Динаміка фінансування оборони за Зведеним бюджетом України в 2011-2016 рр.**

Показник	2011	2012	2013	2014	2015	2016*
Видатки на оборону у відсотках до ВВП, %	1,02	1,03	1,02	1,72	2,63	2,73
Видатки на оборону до витрат, %	3,18	2,94	2,93	5,23	7,65	7,28
Видатки на оборону, млрд грн	13,2	14,5	14,8	27,4	52,0	61,8

*Примітка:* за 2016 р. наведено планові показники

*Джерело:* складено авторами на основі [8]

Отже, видатки Міністерства оборони України до ВВП свідчать, що вони становлять менше 3 % ВВП, хоча це було закріплено на законодавчому рівні в Новій військовій доктрині. Характерно, що із розгортанням гібридної війни впродовж 2014-2015 рр. фінансування видатків на оборону мало найвищий темп зростання. Але при розрахунках у доларах США, рівень фінансування у 2015 р. є поверненням до рівня 2013 року, після девальвації національної валюти у 2014 р. Даний фактор є негативним, оскільки значну кількість озброєння Україна має закуповувати в іноземних постачальників за валюту.

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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Масштаби економічних загроз вимагають першочергового вирішення проблеми забезпечення економічної безпеки на національному рівні. Зневажання економічною безпекою може призвести до катастрофічних наслідків: занепаду економіки та підриву системи життєзабезпечення нації з подальшою втратою суверенітету країни. Самостійною та незалежною державою вважається така, що здатна забезпечити економічну безпеку на всіх рівнях. При цьому в Україні використовується так зване "пасивне" забезпечення економічної безпеки держави, яке ґрунтується на методі реагування на виклики, небезпеки та загрози в разі відхилення фактичних значень індикаторів економічної безпеки від їх безпечних рівнів. Це вказує на ситуативне реагування, яке дає можливість проводити ліквідацію загроз, що вже виникли, та мінімізацію їх негативного впливу на систему економічної безпеки держави [9, с. 22].

За недостатнього фінансування не можна досягти необхідного рівня захищеності держави. Але проблема полягає не лише у необхідності нарощування видатків на оборону, а й у визначенні їх оптимальної структури у відповідності до державних пріоритетів у сфері національної безпеки. Крім того, ще одним недоліком оборонного бюджету України є те, що його структура не відповідає світовим нормам: класичний військовий бюджет країни НАТО, як правило, складається з трьох частин - витрати на особовий склад (до 45%), операційні витрати (25%), фінансування оборонних НДДКР (до 10%) і придбання нових зразків озброєння та техніки (до 20%). В Україні на утримання основного складу витрачалося до збройної агресії РФ до 80% коштів. Ці витрати можна справедливо назвати "проїданням бюджету", адже не залишалось коштів на такі статті, як "закупівля озброєння і військової техніки" та "науково-дослідні і дослідно-конструкторські роботи". Ризик подальшого загострення воєнного конфлікту обумовлює необхідність високого рівня видатків передусім в частині грошового та матеріально-технічного забезпечення.

Призначені для задоволення військових потреб фінансові ресурси потрібно не лише виділяти, але й ефективно використовувати. Тому видатки на оборону є частиною економіки, що обслуговує захист життєво важливих інтересів суспільства і вони мають за мету забезпечення національної безпеки для ефективного розвитку економічної, соціальної та інших сфер життєдіяльності держави.

**Висновки.** Загалом, починаючи з другої половини 90-х років ХХ ст., елементи та технології гібридних війн застосовувались РФ у Придністров'ї, Абхазії, Південній Осетії та Нагірному Карабасі, а з початку ХХІ ст. аналогічний сценарій активно використовується РФ щодо України. І, таким чином, агресор намагається змінити світоустрій, кидаючи виклик США, ЄС та НАТО. Головна мета РФ полягає у позбавленні нашої держави реальної незалежності (за одночасного збереження формальної політичної незалежності) та включення України до сфери усталеного військово-політичного та економічного впливу РФ, тобто фактичного перетворення на російського сателіта.

Гібридна війна РФ передбачає різнопланову та довгострокову дестабілізацію ситуації в Україні. Україна не є членом жодного військово-політичного союзу, а сучасна війна включає і збройну агресію, і тиск багатого більшої та сильнішої держави, у якої є власна ядерна зброя. Крім того, Україна веде боротьбу з наслідками цієї агресії практично самостійно.

Стан національної економіки є одним із визначальних чинників від якого залежить обсяг фінансування оборони. Неготовність ЗСУ на початку гібридної війни протистояти ворогові - результат хронічного недофінансування протягом десятиріч. Окупація територій на Сході докорінно змінила підхід до формування оборонного бюджету нашої держави, оскільки оборона держави - це та основна задача, яка повинна виконуватись постійно, а для цього треба мати системне фінансове забезпечення. Україна змушена виділяти все більше фінансових ресурсів в останні роки для забезпечення національної безпеки, територіальної цілісності та суверенітету. І хоча до обсягів фінансування оборони розвинених країн нам поки що далеко, проте пріоритети фінансування поступово змінюються в напрямку бюджету розвитку.

**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ****Література**

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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**ECONOMIC-LEGAL AND PHILOSOPHICAL  
ASPECTS OF "EFFICIENCY" DEFINITION  
(on an example of the budget  
funds allocation process)**

**ЕКОНОМІКО-ПРАВОВИЙ  
ТА ФІЛОСОФСЬКИЙ АСПЕКТИ ДЕФІНІЦІЇ  
«ЕФЕКТИВНІСТЬ» (на прикладі процесу  
розподілу бюджетних коштів)**

**Urgency of the research.** Efficiency is the part of the transdisciplinary category, and this determines the lack of a clear definition of this category and leaves the content of its work unclear.

**Target setting.** The question of the efficiency of the budget allocation process remains unresolved and quite often we are talking about the reverse phenomenon, the inefficiency of this distribution.

**Actual scientific researches and issues analysis.** Today, the issue of the definition of "efficiency" is devoted to the work of many domestic and foreign authors, including T. Hovorushko, S. Ilminska, N. Klymash, A. Paranian, V. Tikin, V. Shvets and others.

**Uninvestigated parts of general matters defining.** In the plane of modern economocentric social space, in which the triad "right-philosophy-economics" functions in a tied link, the efficiency category is not investigated at the present time.

**The research objective.** Presentation of the "efficiency" definition in the plane of the interface between economy, law and philosophy on the example of the budget funds allocation process.

**The statement of basic materials.** Efficiency in the funds allocation process between the links of the budget system should be considered as a "principle of efficiency". This principle implies that while funds allocation process, participants in this process must act in accordance with the specific goals set, involve a minimum amount of budget funds and maximize the result, using the amount determined in the budget in accordance with the goals and objectives. Consequently, the funds allocation should be based on efficiency and effectiveness plans.

**Conclusions.** Today it is important to create an effective system of budget funds allocation, at the legislative level to define and consolidate the term "efficiency" and to identify the signs of ineffective allocating of budget funds, which will greatly contribute to sustainable economic development.

**Keywords:** efficiency, law, budget funds allocation, budget system, budget violations.

**Актуальність теми дослідження.** Ефективність входить до трансдисциплінарних категорій і це детермінує відсутність чіткої дефініції цієї категорії та залишає без конкретики змістовне її навантаження.

**Постановка проблеми.** Питання щодо ефективності процесу розподілу бюджетних коштів дотепер залишається невирішеним й доволі часто мова йде про зворотній феномен, про неефективність цього розподілу.

**Аналіз останніх досліджень і публікацій.** Сьогодні питання дефініції «ефективність» присвячені роботи багатьох вітчизняних та закордонних авторів, серед яких Т. Говорушко, С. Ільмінська, Н. Климаш, А. Паранян, В. Тікін, В. Швець та ряд ін.

**Виділення недосліджених частин загальної проблеми.** У площині сучасного економоцентрованого соціального простору, в якому в ціпкій зв'язці функціонує триада «право-філософія-економіка» категорію ефективність на даний час не досліджено.

**Постановка завдання.** Презентація дефініції «ефективність» у площині стику економіки, права та філософії на прикладі процесу розподілу бюджетних коштів.

**Виклад основного матеріалу.** Ефективність в процесі розподілу коштів між ланками бюджетної системи доцільно розглядати як «принцип ефективності». Цей принцип передбачає, що при розподілі коштів бюджету учасники цього процесу повинні діяти відповідно до запланованих конкретних цілей, залучати мінімальний обсяг бюджетних коштів і досягати максимального результату, використовуючи визначений бюджетом обсяг коштів відповідно до мети та завдань. Отже, розподіл коштів повинен здійснюватися на основі планів ефективності та результативності.

**Висновки.** Сьогодні важливо створити ефективну систему розподілу бюджетних коштів, на законодавчому рівні визначити та закріпити термін «ефективність» та визначити ознаки неефективного розподілу бюджетних коштів, що значною мірою сприятиме забезпеченню сталого економічного розвитку.

**Ключові слова:** ефективність, право, розподіл бюджетних коштів, бюджетна система, бюджетні правопорушення.

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**Urgency of the research.** Efficiency refers to transdisciplinary categories that have their own shades, which often complicate the definition process. So, very often, efficiency is seen as a synonym of performance, and therefore any result obtained is conditionally converted into an efficiency indicator. It is precisely the lack of a precise definition of the category that leaves a large number of questions that are not relevant to its content load, but also its positioning among other trans- and multidisciplinary categories.

**Target setting.** In the process of expanding the sphere of scientific knowledge, the term "efficiency" has not yet been clearly defined and used to indicate the action / "beneficial" result or "what gives the desirable effect." However, the question of the efficiency defining of the budget funds allocation process at this stage remains unresolved and quite often it is about a reverse phenomenon, the inefficiency of this distribution.

**Actual scientific researches and issues analysis.** The issue of efficiency became even more evident in the seventeenth century [3]. Among the classics of economic science, which either operate terms that are close to the category of "efficiency", or directly used it, it is advisable to indicate G. Emerson, F. Quesnay, T. Man, V. Petty, D. Ricardo, A. Smith. Currently, the issue of the definition of "efficiency" and "performance" is devoted to the work of many domestic and foreign authors, including Ye. Hradoboev, T. Hovorushko, S. Ilminska, N. Klymash, A. Paranian, I. Paderin, Ya. Svitlychna, M. Solodka, V. Tikin, V. Shvets and others.

In the plane of Law, the category "efficiency" became the object of scientific research in the 60-80's. Among the scholars who studied economic and legal realities are S. Aleksieiev, M. Arakelian, O. Venherov, D. Kerymov, V. Nikytynskyi, P. Rabinovych, I. Samoshchenko and others.

The works of such Ukrainian scientists as L. Voronova, O. Muzyka-Stefanchuk, O. Orliuk, N. Pryshva, Z. Peroshchuk, L. Chupryna and others are devoted to the study of economic-legal problems of budget funds allocation, regulation of public financial activity of the state and local self-government bodies, as well as their principles. Among foreign scientists who studied these problems, it is necessary to mention O. Horbunova, Yu. Krokhnina, S. Frolov, N. Khimicheva and others.

**Uninvestigated parts of general matters defining.** In the plane of a modern economocentric social space, in which a triad of "law-philosophy-economics" operates in a tense bundle, any category that takes place in these three spheres should be considered synthesizing the achievements of various sciences. Unfortunately, this approach is almost absent in the publications of scientists of recent years. And this is very disappointing, because, for example, philosophy is the theoretical basis for the economy for determining the fundamental principles of economic ideology and the basis for the formation of an appropriate level of development of economic thinking. Moreover, the philosophy, serves as an area for problem-setting of the methodological foundations of economic knowledge for the economy, and in practical terms it is "responsible" for at least two main directions: the philosophy of the economy and the philosophy of business. The relation between law and economics is a fact of dialectical connection: one does not exist without the other. The proof of such a thesis is that in the 60's of the twentieth century. H. Kalambrezi and R. Coase, who independently from each other, almost simultaneously made public the results of their own thoughts, which laid the foundations of modern economic theory of law. The contribution of the laureate of the Nobel Prize in Economics (1991), R. Coles, emphasising on the connection between law and economics, is considered more relevant, since by linking the existence of the legal system to transaction costs, the scholar stressed: "the legal system will deeply affect the work of the economic system and manage it in a way"[10].

**The research objective.** To present the "efficiency" definition in the plane of the interface between economics, law and philosophy on the example of the budget funds allocation process.

**The statement of basic materials.** The definition of "efficiency" (from lat. Effectus - execution, action) is a generalized philosophical category that has two types of interpretations. In a narrow sense, efficiency is understood as the measure of activity and the quality of a system object [1]. The modern philosophical dictionary interprets efficiency as "a significant relation of changes at the output of the non-equilibrium system to changes in the input. The transformation of one form of energy into another lies at the base of many non-equilibrium processes. The notion of efficiency is addressed when arise such questions as what energy loss is, is it possible to reduce losses to some reference level?"

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[8, p. 1042]. The last question arises especially often, if we talk about the definition of the budget funds allocation process, which depends on ensuring a high level of socio-economic development of territories.

Indexes of efficiency, depending on the tasks, implementation of which ensures the implementation of budget programs [6], can be understood as: 1) expenses on one unit of the product index (economy); 2) the ratio of the maximal amount of recovered goods (executed work, certain services) to the amount of financial losses (productivity); 3) the achievement of the determined result (effectiveness).

In our opinion, the term "efficiency" in the funds allocation process between the linkages of the budgetary system should be considered as a "principle of efficiency". The Budget Code of Ukraine defines the principle of efficiency and effectiveness as one that, when drawing up and executing budgets, all participants in the budget process should strive to achieve the goals, planned on the basis of the national system of values and tasks of innovative economic development, by providing high quality services, with the involvement of the minimum amount of budget funds and achieve maximum results [2, p. 7].

Consequently, the ineffective funds allocation process today should be interpreted not as specific financing operations, but only as an assessment that budget funds have not been allocated rationally. The main reason for such a negative process, such as ineffective budget funds allocation, is irresponsible, incompetent decisions of managers and recipients of budget funds. In our opinion, ineffective budget funds allocation is a budget offense, the responsibility for which should be fixed in the norms of administrative and criminal legislation, as well as to introduce continuous monitoring of the efficiency of the distribution of funds between the links of the budget process.

It is necessary to emphasize the importance of the implementation and effective application of the funds allocation principle between budgets, which, in our opinion, will lead to economic stability in the country, realization of tasks at the regional and local levels, provision of both social justice and political stability in society.

The study of the experience of other states regarding the budget process as a whole, and intergovernmental relations, in particular, suggests that the structural elements of the budget system differ from each other not only in the level of incomes and expenditures of local budgets, but also in approaches to the funds allocation between different levels of the system. Obviously, there is no perfect model for regulating intergovernmental fiscal relations, although the decisive factor affecting the outcome is compliance with the principle of the funds allocation efficiency.

An effective regional system of intergovernmental transfers from such countries as Australia, France, Germany, Switzerland, the United Kingdom and the United States is characterized by the following criteria: 1) high level of autonomy of local self-government characterized by sustainability and predictability of budget revenues; 2) fairness, objectivity and transparency of the system of intergovernmental transfers; 3) information openness, availability of a large database; 4) harmony and development of procedures for interaction between authorities at different levels; 5) the ability to improve dynamically the mechanism of intergovernmental transfers.

So, analyzing foreign experience, we can talk about the benefits of a decentralized model of interbudgetary relations. However, in today's Ukraine, decentralization should not be unequivocally supported. Any modernization takes time, because there is a comprehensive focus on updating not only public institutions but also social ones. Therefore, the introduction and implementation of the principles of funds allocation between budgets in Ukraine has not reached perfection yet.

One of the directions for improving the organization of the distribution process is the definition of a transparent and well-founded mechanism for the distribution of state budget funds, which will allow assessing the needs of a particular territorial community in centralized effective support.

It is necessary to create an appropriate system of public finance management that can not only solve the problems that arise in the course of their development, but also restrict possible internal and external negatives, namely: 1) to intensify the introduction of innovative mechanisms aimed at expanding the resource base of the public finance sector; 2) to ensure the stabilization and sustainability of public finances during the period of reforms; 3) the fight against corruption.

If the principle of effective funds allocation between budgets is fully implemented, then, in our opinion, it will contribute to: 1) increase of economic efficiency - creation of additional long-term institution-



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al incentives for regional and local authorities, further structural reforms; 2) raising fiscal responsibility - managing public finances in the interests of the population, under condition of effective use of tax and other mandatory payments of the respective territories; 3) social justice - equal access of the community to social guarantees and public services; 4) political consolidation - achievement of public consent on distribution of powers (competences) between different levels of government and subjects of the budget process, creation of conditions for the effective implementation of their powers and functions by central, regional and local authorities; 5) territorial integration - preventing the emergence of disproportions of regional development, ensuring the unity of the fiscal system.

Consequently, one of the directions of the implementation of this principle of allocation of budget funds is the need to improve the national legislation and its compliance with international law in terms of implementation of the principle of effective funds allocation between the links of the budget system, taking into account national socio-political, organizational and economic peculiarities.

The practical feasibility of implementing the outlined principle is possible only under certain conditions, in particular: 1) the need to amend the current Budget Code of Ukraine, namely, the addition of its section "Legal principles and mechanism of budget funds allocation between the links of the budget system", which would fix the conceptual apparatus at the legislative level of the budget funds allocation process between the links of the budget system, having established a system of principles of distribution of funds between budgets and the mechanism of this distribution [4, p. 13]; 2) improvement of the decentralization process of the budget system.

**Conclusions.** Therefore, today it is important to create an effective system of budget funds allocation, to determine and fix the term "efficiency" at the legislative level and to identify the signs of inefficient budget funds allocation, which will greatly contribute to the sustainable economic development. At the same time, lawmakers should remember the warnings of the famous scientist P. Sorokin saying "if state power is ignorant and guided in its policy not by the good of society, but by narrow-minded selfish considerations of its own good, the growth of the interference of such power under other equal conditions is unlikely to be an advantage, it will more likely cause public harm" [9, p. 342].

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UDC 330.1+346.1

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доцент**ANALYSIS AND CHARACTERISTIC OF THE  
RELATION BETWEEN THE ECONOMIC LAW  
AND ECONOMIC SCIENCES****АНАЛІЗ ТА ХАРАКТЕРИСТИКА  
ВЗАЄМОЗВ'ЯЗКУ ГОСПОДАРСЬКО-  
ПРАВОВОЇ ТА ЕКОНОМІЧНОЇ НАУК**

**Urgency of the research.** The economic law and economic sciences are exploring the same economic concepts, categories, phenomena and processes are intersected. Taking into consideration the importance of places occupied by law and economics in society, it seems particularly topical to make an attempt to identify the relations of economic law and economic sciences.

**Target setting.** In this research we attempted to explore relations between economic law science and economic theory.

**Actual scientific researches and issues analysis.** Issues considered in this paper have been analyzed in the economic and legal sciences quite well.

**Uninvestigated parts of general matters defining.** The subject of research often is a theme of reviews of lawyers and specialists of economic theory, but this researches often have narrow content.

**The research objective.** The article representing the nature and development prospects of relations between economic law science and economic theory.

**The statement of basic materials.** To comprehending of the relations of economic law with economic science we must to correlate the content and scopes of their subjects matter.

So, by the science of economic law it is accepted to understand a system of knowledge about the legal basis for organization and implementation of economic activity.

By economic science it is accepted to understand a system of knowledge about economy and the economic aspects of organization and implementation of economic activity.

So, the economic law and economic sciences have very close relations, because in the center of their experience is economic activity.

**Conclusions.** Between the science of economic law and economic theory are close relations, manifested in a number of common components of their objects of cognition and in uninterrupted, comprehensive and mutual reverse interaction and exchange of knowledge.

**Keywords:** juridical science; law, economic law; economic law science; economic theory; economic science; economics.

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**Актуальність теми дослідження.** Господарсько-правова та економічна науки досліджують одні й ті ж економічні поняття, категорії, явища та процеси. З урахуванням важливості місць, які займають право та економіка в суспільстві, видається особливо актуальним здійснити спробу виявлення взаємозв'язку господарсько-правової та економічної наук.

**Постановка проблеми.** У цьому дослідженні здійснена спроба розкрити взаємозв'язок науки господарського права та економічної теорії.

**Аналіз останніх досліджень і публікацій.** Аналітиці розглядуваних у цій роботі питань присвячується значна увага в економічній та юридичній науках.

**Виділення недосліджених частин загальної проблеми.** Тематика дослідження досить часто виявляється предметом огляду правників та фахівців економічної теорії, однак ці дослідження часто мають звужений зміст.

**Постановка завдання.** У статті відображені сутність та перспективи розвитку взаємозв'язку господарсько-правової та економічної наук.

**Виклад основного матеріалу.** Для осмислення взаємозв'язку науки господарського права з економічною наукою ми повинні співвіднести зміст і рамки предметів їх вивчення.

Так, під наукою господарського права прийнято розуміти систему знань про юридичні основи організації та здійснення господарської діяльності.

Під економічною наукою прийнято розуміти систему знань про економіку та економічні аспекти організації та здійснення господарської діяльності.

Отже, господарсько-правова та економічна науки мають досить тісний взаємозв'язок, адже у центрі їх пізнання знаходиться господарська діяльність.

**Висновки.** Між наукою господарського права та економічною теорією існує тісний взаємозв'язок, що виявляється у низці спільних складових їх предметів пізнання та у нерозривній, всебічній і взаємозворотній взаємодії та взаємопостачанні знань.

**Ключові слова:** юридична наука; право; господарське право; господарсько-правова наука; економічна теорія; економічна наука, економіка.

**Urgency of the research.** Today no one is against the thesis that in the context of the object of the research of economic law and economic sciences the same economic concepts, categories, phenomena and processes are intersected. The abovementioned is related to the fact that a key and central category both of economic law and economic sciences is an economic activity in various forms of its manifestation.

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The outlined statements give an idea about the close relations between science of economic law and economic science. At the same time the analysis of economic and law literature sources shows that having a different essence's nature and performing different functions the science of economic law and economic science quite often explore the essence and content of some economic concepts, categories, phenomena and processes from different points of view. At first sight this trend seems not fairly rational. However, proper clarification of this issue requires to carry out a thorough analysis of its particular aspects.

In the given context and taking into consideration the importance of places occupied by law and economics in society, it seems particularly topical to make an attempt to identify the relations of economic law and economic sciences. This, as it seems, will have a beneficial result for the improvement of scientific approaches to understanding of their basic categories, will help to eliminate existing contradictions and in coordination between them, will ensure their development in close and indissoluble interaction and exchange of knowledge, as well as will generally promote development of economics, economic and legal systems.

**Target setting.** In the content of this research we attempted to explore the nature, characteristics and development prospects of relations between economic law science and economic theory.

**Actual scientific researches and issues analysis.** Issues considered in this paper have been analyzed in the economic and legal science quite well.

**Uninvestigated parts of general matters defining.** The subject of relations of economic law and economic sciences often is a theme of reviews of lawyers and specialists of economic theory. However, the relevant researches often have narrow content and nature, which indicating a lack of completeness and sufficiency of the scientific view. Accordingly, the researched issue needs further learning.

**The research objective.** The article represents the nature, characteristics and development prospects of relations between economic law science and economic theory.

**The statement of basic materials.** So, in order to generally comprehend the relations of one of the juridical science branches, namely the science of economic law, with economic science that in modern conditions of development called the economic theory, and thus differentiate them, we should to correlate general aspects of their doctrines nature, and to begin with the content and scope of their subjects matter.

In the context of sciences of various branches the common notion is that every science has its subject and content. However, if the science subject is a certain set of facts and phenomena, which are the object of its attention, when its content is a system of knowledge (terms, statements, conclusions, concepts, etc.) about the corresponding facts and phenomena.

Accordingly, the economic law science as a separate branch legal science has its own subject and method. In particular, by the science of economic law it is accepted to understand the legal doctrine about the economic law as a branch of law, which includes a system of knowledge (terms, statements, conclusions, concepts, ideas, judgements, etc.) about the legal basis for organization and implementation of business (economic) activity, as well as some other related issues. The abovementioned economic law system of knowledge is based on the results of analysis, synthesis, comparison, systematization, description, grounding, forecasting and planning of legal processes in the economy sphere and in its goals is focused on the providing of further development of economic law and economic legislation in terms of the development on its basis some new (and improvement of the existing ones) legal forms and methods of organization and implementation of economic activity in order to ensure economic development and progress of the society and the state as a whole. In addition, it should be noted that the economic law science is not limited to these goals, because it has a number of other functions, including economic and political, determinative, practical and organizational, prognostic, interpretative, instrumental, systematization of knowledge about the economic legislation and law, etc. [1, p. 31].

Thus, economic law science is a system of interrelated teachings about the economic law as a branch of law. In addition it should be recalled that in understanding of economic law as a separate legal branch it is accepted to proceed from understanding of its subject as a systematic totality of eco-

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conomic relations that arise and develop in the process of organization and implementation of business (economic) activity, as well as in the process of its management and regulation [2, p. 6].

Apart from the abovementioned we should also agree with the views of lawyers that the economic law science researches the historical background and means of legal regulation of economic activity, identifies patterns and trends in the development of legal regulation of economic relations, estimates the current state of the legal regulation of economic activity, based on which recommendations (legislative initiatives) on improvement of legal regulation of economic relations are formed [3, p. 51; 4, p. 49].

Taking this into consideration, we have reasonable grounds to claim that the category of business (economic) activity is the key to economic law and economic legislation, because its organization, implementation and termination in accordance cause the emergence, deployment (development) and termination of economic legal relations, which by their nature are economic and are the subject of regulation of branches of economic law and economic legislation, and as well they are the subject matter of economic law science. In this context it should be noted that business (economic) activity in the plane of economic law science, as in branches of economic law and economic legislation, is seen as a special kind of economic activity concerning the manufacturing and sale of goods, execution of works and providing of services, which has systematic and paid nature, and is carried out by entities created specifically for this to meet the social needs with a view to make profit and/or to achieve other economic and social results. It is obvious that most aspects of the abovementioned understanding of the economic activity category were derived from the economic theory, which seems reasonable, since the corresponding category in its content and character are primarily economic.

As for economic science we will note the following.

In modern economic conditions most experts shared the view that the central and key category of economic theory is economy. Upon this the last-named category is considered in various aspects, in particular: as national economy; as a sphere of economic activities, in which amenities of life are created, distributed and consumed; as economic science, which studies economic phenomena and processes ongoing in society; a totality of economic relations between people in the sphere of manufacturing, distribution, exchange and consumption of products, which forming a certain economic system [5, p. 13-14].

Anyway, it is obvious that the economy as a very complex and multidimensional phenomenon is closely and inextricably linked to the human economic activity in the manufacturing, distribution, exchange and consumption of products. Upon this it should be mentioned that this approach basically has a very long history that is quite well explored in the sources of economic literature. In this regard it should be noted that one of the first who scientifically grounded the "economy" category was ancient Greek philosopher Xenophon (about c. 430-355 BC) in his "Economics" work as a combination of two Greek words: "oikos" (house, property) and "nomos" (knowledge, law, rule) that, as it noted in the economic literature, simply means "the art of housekeeping" and "household management" [6, p. 10-11]. Later the said understanding was greatly improved and developed in various contexts, which led to the finding of a number of patterns of economic sphere of society activities, and to clarifying of its multi aspect relations with other phenomena and processes taking place in public life.

Review of the economic literature indicates the number of various definitions of economic science (economic theory). At the same time their analysis leads to the conclusion that, somehow, the economic theory is associated with the study of social relations that arise and develop in the course of economic activity. Upon this such activity is considered as a separate human activity, related to direct production, distribution and consumption of economic benefits that take material form of products (goods, works and services). For example, O. A. Hritsenko (O. A. Гриценко) defines the economic theory as a science that studies the economic relations between people, resulting in the process of production, distribution, exchange and consumption of economic benefits. Upon this, as it seems, the scholar quite rightly focuses on the fact that economic relations are formed not only in the process of economic benefits production, but in the course of their distribution, exchange and consumption [7, p. 10-12]. Unfortunately, such approach of economic focus was not taken into consideration by legal experts and corresponding relations in the context of law and legislation were delineated within

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their selected branches, in particular: relations considering the manufacturing are regulated by economic law and economic legislation; relations of products' consumption mainly are regulated by civil law provisions and civil legislation; relations considering the exchange and distribution of the products are the subject matter of economic, civil, natural resources, labor and some other branches of law. The outlined approach can not be considered rational, since economic relations are integral and inseparable, and "complete picture" of their nature and content can be comprehended only in the complex perception of its all constituent elements and stages.

As another example of the economic theory definition we can provide the following: economic theory is a social science that studies the laws of economic systems development, activity of economic entities, aimed at effective management in conditions of limited resources to satisfy their unlimited needs [5, p. 22].

As for the goals and functions of economic theory, in this context scholars opinions are mainly the same, they differ only in meaningful interpretations in this regard. For example, on the ground of analysis of various sources of economic literature [8, p. 34; 5, p. 32-35; 7, p. 15] we should note the following functions of economic science: a) methodological, the essence of which is narrowed down to the recognizing of the economic theory as a basis for other economic sciences; b) cognitive (heuristic, analytical), which lies in study and description of the nature of economic phenomena and processes; c) practical, the essence of which is narrowed down to the development and grounding of recommendations for rational organization and implementation of economic activity; d) educational (worldview), which provides a formation in a society the bases of economical and rational thinking, as well as skills and abilities of economic behavior; e) prognostic, the contents of which involves the outlining by economic theory the prospects and directions of development of certain economic phenomena, processes, economic systems, etc., as well as economic development of society as a whole and so on.

Against this background we can confidently claim that the economic law and economic sciences have very close and inseparable relations, because in their sphere of experience (study, research, analysis, description, forecasting, etc.) a number of the same phenomena and processes related to economic activity can be observed. On the same occasion it comes to mind that in more general terms the law and economic are closely linked at general, as well as legal and economic system. This approach is supported by specialists in law and by economic experts as well.

However, the scientists' opinions about the the nature of outlined relations often differ. For example, according to some experts in economic sphere, the economic theory applies the achievements of other social and political sciences, including legal science, for well-grounded coverage of the nature and patterns of economic systems development [5, p. 37]. According to others, the link between the economic theory and law, providing their relations, is economic policy. From this point of view it is considered that the legal laws interact with the economy as the object of study of economic theory through the formation of the state economic policy, and the law is seen as an active factor of the economy reforming [7, p. 16-17].

According to lawyers, the interconnection of legal and economic systems mainly manifests in the context of the direct impact of legislation and its practical enforcement on economic relations. As it noted in this context in the legal literature, the legal system has to stabilize the economic relations, to discipline the participants of economic activities, to promote the search in a maze of economic mechanisms that can help the economy to overcome the crisis and raise the economy to a new level [9, p. 668].

**Conclusions.** Summarizing the results of the conducted research we will note that between the science of economic law and economic theory, for the objective reasons, are close relations, manifested in a number of common components of their objects of cognition. This, in particular, refers to the business (economic) activity, entrepreneurship, competition, property and other economic phenomena and processes, the economic and legal aspects of which are inextricably intertwined in the realias of social life.

At the same time, economic law science and economic theory quite often explore from different perspectives the essence and content of certain economic concepts, categories and patterns, as well as other phenomena and processes of economic nature. In light of the fact that the science of eco-

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economic law and economic theory have different nature and function this trend seems reasonable. Thus, if the main tasks of the first one is learning and description of development mostly legal processes in the economy sphere, in particular providing further improvements of economic law and economic legislation by finding, developing, grounding and implementation of new (and improvement of existing ones) legal forms and methods of organization and economic activity, when the key tasks of the second one are narrowed down to learning and describing the essence of economic phenomena and processes, and to the development and implementation of recommendations on rational organization and implementation of economic activity.

In this way, the branches of economic law and economic legislation and, accordingly, the economic law science are considered as being ordering and confirming in the law and legislation the forms and methods of economic activity grounded by the economic theory. Upon this economy and economic theory are sources (origins) for economic law and science of economic law through the provision of their systems by acquired and grounded economic knowledge, theories, concepts and so on about the nature of economic phenomena and processes, and about economic patterns of their existence and development.

However, the outlined relation should not be considered as unique and exclusive. There is also a reverse trend, since economic law science provides the economic theory with knowledge about the purely legal forms of organization and implementation of economic activity, and about their legal nature (essence) and particularities. Moreover, as it seems, the close interaction between the economic law and economic sciences should have a much broader scope, in particular should manifest in uninterrupted, comprehensive and mutual reverse interaction and exchange of knowledge. This need and the necessity for the comprehensive interaction between science of economic law and economic theory can be explained by various circumstances, in particular:

- firstly, it will facilitate the elimination of a significant amount of contradictions and inconsistencies between them, that will ensure the achievement of balance and harmony between economy and law, as well as will promote their development in close and indissoluble interaction;
- secondly, it will afford a ground for the formation of the complex economic and legal mode of thinking at the legal and economic experts, as well as at other members of society;
- thirdly, it will provide an opportunity to consider the realias of society's economic life in the light of complex economic and legal point of view and on the base of this to identify new patterns of development of certain economic phenomena and processes, some of which, by the way, are substantially multidimensional and such that not only covered by the subject of science of economic law and/or economic theory, as regarded as well through the prism knowledge of other sciences (sociology, politicalology, psychology, etc.);
- fourthly, it is generally will promote development of economy, and of economic and legal systems.

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**CONTROL IN THE SYSTEM OF PUBLIC  
ADMINISTRATION****КОНТРОЛЬ У СИСТЕМІ ДЕРЖАВНОГО  
УПРАВЛІННЯ**

**Urgency of the research.** The relevance of the study of control in the system of public administration is caused by the monopolization of state power in Ukraine.

**Target setting.** The legislation of the world countries is extremely vague in terms of selection and systematization of rules of law that determine the controlling competence of the President. In addition, this type of control is virtually unexplored in the science.

**Actual scientific researches and issues analysis.** Many modern scientists (A. Boyko, O. Voloshchuk, N. Koval, S. Seryogina, T. Skomorokha V. Sukhonos, A. Shatilo, V. Shapoval) studied the institution of head of the state.

**Uninvestigated parts of general matters defining.** Outside the field of view of scientists was such an important question as the control, the subject of which is the head of the state, although the head of the state has significant powers in the sphere of economic policy in many countries.

**The research objective.** The article aims to explore the content and forms of such control, formed in case of necessity of proposals on optimization of these relations in the national public administration.

**The statement of basic materials.** In the article is set the features and the main forms of control competence of the head of the state, defined conceptual approaches to the practical implementation of this competence.

**Conclusions.** The practical implementation of the control competence of the head of state must be provided by the system of political, economic and legal guarantees.

**Keywords:** control; state administration; a head of the state; veto.

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**Актуальність теми дослідження.** Актуальність дослідження контролю в системі державного управління обумовлено монополізацією державної влади в Україні.

**Постановка проблеми.** Законодавство країн світу є вкрай неконкретним у частині виокремлення і систематизації норм права, які визначають контрольну компетенцію глави держави. Крім того, в науці цей вид контролю є фактично недослідженим.

**Аналіз останніх досліджень та публікацій.** Чимало сучасних учених (О. Бойко, О. Волощук, Н. Коваль, С. Серьогіна, Т. Скомороха, В. Сухонос, В. Шатіло, В. Шаповал) вивчали інститут глави держави.

**Виділення недосліджених частин загальної проблеми.** Поза увагою вчених залишилося таке важливе питання як здійснення контролю, суб'єктом якого є глава держави, хоча глава держави у багатьох країнах наділений значними повноваженнями у сфері економічної політики держави.

**Постановка завдання.** Метою статті є дослідження змісту і форм такого контролю, виробленні у разі необхідності пропозицій щодо оптимізації цих відносин у національній сфері державного управління.

**Виклад основного матеріалу.** Встановлено особливості та основні форми контрольної компетенції глави держави, визначено концептуальні підходи щодо практичного здійснення цієї компетенції.

**Висновки.** Практична реалізація контрольної компетенції глави держави має забезпечуватися системою політичних, економічних та юридичних гарантій.

**Ключові слова:** контроль; державне управління; глава держави; veto.

**Urgency of the research.** The state as a complicated political-territorial organization with multiple hierarchical, interdependent, and additional political, economic, financial, tax, legal systems and relations can not exist outside the legal control. Therefore, state control exists in any state system. Feature of the control is that it has a limited objective manifestation (content) and objectivizes in certain forms (financial, administrative, technical, economic, etc.). Therefore, control cannot be studied in «isolation» from certain economic or political system within which it operates.

**Target setting.** A head of state as a public authority is one of the subjects of such control, however, this type of control is virtually unexplored in science. In addition, the legislation of the world countries is extremely vague in terms of selection and systematization of rules of law that determine the controlling competence of the President. For example, the King of Saudi Arabia is obliged to exercise supervision over compliance with the Islamic Sharia, but the law does not define a specific list of actions aimed at achieving this goal. Ukraine is no exception (article 102 of the Constitution of Ukraine).

**Actual scientific researches and issues analysis.** Many modern scientists (A. Boiko, O. Voloshchuk, N. Koval, S. Seryogina, T. Skomorokha, V. Sukhonos, A. Shatilo, V. Shapoval) studied the

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institution of head of the state. Scientific studies of these scientists are basically outlined by the theoretical advances of the Institute of the head of the state, as well as by in-depth analysis of certain aspects of its legal status: powers of the President, the order of taking up a post by him, the legal acts of the head of the state.

**Uninvestigated parts of general matters defining.** However, outside the field of view of scientists was such an important question as the control, the subject of which is the head of the state, although the head of the state has significant powers in the sphere of economic policy in many countries.

**The research objective.** The objective of this publication is to implement a comparative analysis of legislation and state-forming practice in terms of control, the subject of which is the head of the state in Ukraine and foreign countries, and **the goal** is to identify the content and forms of such control formed in case of necessity of proposals on optimization of these relations in the national public administration.

**The statement of basic materials.** The term «control» comes from the Latin «contra rotulus» (from which was formed the French word «control») that means «comparison or contraposition» [1, p. 124], taking into account the activities of someone, something or supervise someone, something, to check the compliance of an object with established requirements [2, p. 569]. So, «control» must be understood as a certain comparison of something, it can only be substantive, that is, be addressed to certain social relations, such as economic.

A legislator giving the President such status as «Garant», «leader», «symbol» should give him a real opportunity, by providing his competence with content, to influence the economic, social, political and other processes in society. The law should contain a list of components of control competence of the head of the state and to regulate the mechanism of their practical implementation, which will stipulate an equation of the status identification of the President with his functionality. Therefore, granting the head of the state of control jurisdiction and the establishment of a mechanisms for its implementation is one of the manifestations of ensure its effectiveness in the mechanism of state power.

Control is a specific type of activity, which is based on the organizing influence of one subject on another. The specificity of this effect is manifested in the social-economic and political-legal flats. The control function of the head of the state is to ensure the «legality and discipline that allows to set the compliance or noncompliance of the actual state of affairs in the public administration to the requirements established by normative legal acts» [3, p. 143]. The control competence of the head of the state is his rights and obligations, forms and methods of their implementation in the field of supervision and inspection over the activities of certain entities of public authorities and their officials. The content of the control competence of the head of state consists of political-legal, social-economic, organizational, procedural and other impacts on entities of public and law relations. Therefore, the question arises: in what forms and to what entities the head of the state may exercise the control?

One of the forms of control competence of the head of the state is the repeal of acts of bodies of Executive power. So, the President of Azerbaidzhan is authorized to cancel decisions and orders of government, acts of central and local executive authorities. However, the limits of control competence of the President in Ukraine does not cover the legal relations connected with the abolition of the acts of the government.

The second form of the control competence of the head of the state is imposition a veto on government decisions. Difference the veto of the repeal of the acts is that the head of the state imposes veto only on those government decisions (including in economic issues) that have not entered into force, the cancellation process involves the commission of acts aimed at the force loss of the existing acts. So, the President of Cyprus has the right of final veto in respect of decisions of the Council of Ministers for foreign Affairs, defense or security of the state, and is also authorized to turn to the re-review of a decisions of the government on these issues. With regard to control competence of the President of Ukraine about the government, he may suspend force of acts of the government in Ukraine (article 106 of the Constitution of Ukraine), referring the Constitutional Court of Ukraine.

The third form of the control competence of the head of the state is constitutionally enshrined right of the head of the state to obtaining the information that corresponds to the obligation of other governmental bodies to provide it. Thus, the right to receive a report from the government has the Presi-

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dent of Israel. A variation of this imperative informing of the head of the state is a report. The President of Ukraine has also the right to participate in government meeting and to make proposals aimed at optimization of economic, investment, and other climate in the state.

The fourth form of the control competence of the head of the state is the early termination of powers of the Parliament that is in Bulgaria, Greece, Spain, Italy, Jordan, Netherlands, Serbia, Syria, East Timor, Hungary, Ukraine, Peru, etc. The President of Bulgaria is authorized to terminate the powers of Popular Assembly in case of their failure to form a government. The President of Serbia has also the right to early terminate the powers of the National Assembly from most of these bases. At the same time, President of Italy may terminate the powers of the Parliament as a whole or one of its Chambers after consultation with the chairmen of the Chambers. But the King of Jordan acts discretely in the process of implementation of his control competence. The President of Ukraine is also vested with control competence as to Parliament, he may terminate the powers of the Parliament in advance (articles 90, 106 of the Constitution of Ukraine).

The fifth form of the control competence of the head of the state is imposition of veto on laws passed by Parliament, which takes place in such countries as Azerbaïdzhân, Bulgaria, Guatemala, Honduras, Greece, Italy, East Timor, France, Mongolia. But the head of the state in Iceland has the right to reject a law approved by Parliament, which predetermines its approval in a referendum. The President of Cyprus has the right to return «any law or decision, as a whole or partly, to the House of representatives for review» (article 51 of the Constitution of the Republic of Cyprus of 16th of August 1960), but the Parliament can override of a veto of the head of the state. The right of veto over laws passed by Parliament (except for laws on amendments to the Constitution) is one of forms of control competence of the President of Ukraine, which is actively using its right that, on the one hand, hinders the adoption of necessary laws, and on the other hand, encourages Parliament to enhance their quality.

The sixth form of the control competence of the head of the state is a right of recourse of President to a court (Supreme Court, Constitutional Court). The subject of recourse to a court is, as practice shows, a request of the head of state about check on conformity of a certain legal act as a whole or its certain provisions with the Constitution (the Principality of Andorra, East Timor).

The President of Ukraine is endowed with the same control competence. There is a trend according to which the number of constitutional petitions of the head of the state to the authority of constitutional jurisdiction increases during periods of economic and political crisis and decreases in terms of economic and political stabilization. In in Ukraine in 2006 – 2016. During 2010 – 2016 number of constitutional applications, the author of which was the head of the state has significantly decreased in comparison with 2006 – 2008.

Early termination of powers of government is the seventh form of the control competence of the head of the state. This form of control is set in Lithuania, East Timor. The President of Ukraine may only initiate the consideration of an issue of the government's responsibility and adoption of a resolution of no confidence at the Parliament according to the Constitution of the state. Therefore, the implementation of the control competence of the head of the state in Ukraine, which envisages the resignation of the government, is only possible in conjunction with the Parliament. However, the control competence of the President of Ukraine governs to other bodies of state Executive power. The chairmen's of local state administrations are responsible to the President of Ukraine who has the right to cancel the decisions of heads of local state administrations that contravene the legislation of Ukraine. So, the control competence of the head of the state governs almost the entire vertical of Executive power.

The constitutions of some countries set other forms of control competence of the head of the state. So, the Union Council as a collegial head of Switzerland may raise objections against the economic treaties of the cantons concluded between them or with other countries, and is authorized in the exercise of its Supervisory jurisdiction «to handle complaints». The control competence of the head of the state is sometimes shaped with such areas as natural resources of the state, Finance (Guatemala). Therefore, the implementation of the control competence of the head of the state is carried out in various forms and in relation to the various subjects of constitutional relations, which are the state authorities, their officials and the like.

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An important factor in control effectiveness, a subject of which is the head of the state, are guarantees (political, economic, and legal). Political guarantees of control competence of the head of the state are the legally permissible political conditions and ways of realization of this competence by him in full. However, in terms of military aggression against Ukraine the political guarantees of the control competence implementation of the head of the state are not ensured on the entire territory of Ukraine. Economic guarantees of control competence of the head of the state are in providing the state with the obligation and financial and material conditions that are necessary to fulfill this competence by him. For example, the allocation funds provided in the State budget for the establishment of consultative, advisory and other subsidiary bodies and services (article 106 of the Constitution of Ukraine).

Legal guarantees of the control competence of the head of the state are the ways established by the Constitution of the state and other normative-legal acts to ensure use, compliance, implementation and application of the law that fix its ability to implement state-imperious influence on the defined range of legal entities through the adoption of legal acts by him. Legal guarantees of control competence of the head of the state give him an opportunity to approve legal acts directly with the aim of providing procedural and practical implementation of the control competence. For example, such legal acts of the head of the state are decrees of the President of Ukraine «On the powers and guarantees of constant control implementation over activity of the Security Service of Ukraine» dated May 18, 2007, «On the non-applicability of the prohibition to hold positions in respect of which the measures on purification of government (lustration) have been implemented» from the 21th of April, 2015, «On establishing the National Anti-corruption Bureau of Ukraine» from 16th of April, 2015 and other. Legal guarantee of the control competence implementation establishes the right of the head of the state to exercise this control and to have defined freedom of actions to carry it out. Therefore, to ensure the effectiveness of the control, a subject of which is the head of the state, there are necessary political, legal and economic conditions.

**Conclusions.** Summarizing the results of comparative analysis of legislation and state practice in terms of controlling, a subject of which is the head of the state, we come to the following conclusions:

1) control competence of the head of the state is his rights and obligations, forms and methods of their implementation in the field of supervision and inspection of activities established by the law of subjects of public authority, in particular public authorities and their officials;

2) the main forms of control competence of the head of the state: repeal of acts of bodies of Executive power; veto imposition on decisions of the government; right to obtain information; early termination of powers of Parliament; veto imposition on the laws adopted by Parliament; recourse to a court by the head of the state; early termination of powers of the government;

3) practical implementation of the control competence of the head of the state through a system of political, economic and legal guarantees;

4) feature of control, a subject of which is the head of the state, is that only constitutional, but not administrative or criminal liability that can occur according to the results of its conducting.

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**ЕКОНОМЕТРИЧНЕ МОДЕЛЮВАННЯ  
ДИНАМІКИ ТУРИСТИЧНИХ ПОТОКІВ****ECONOMETRIC MODELLING  
OF TOURIST FLOWS DYNAMICS**

**Актуальність теми дослідження.** Туризм є одним з перспективних напрямів економічного розвитку України. Важливість дослідження діяльності сфери туризму, зокрема динаміки туристичних потоків на основі економетричного аналізу, обумовлюється міжнародним науковим досвідом та отриманням статистично вірогідних результатів за стохастичних умов господарювання.

**Постановка проблеми.** Більшість наукових досліджень, які вивчають діяльність суб'єктів туристичної діяльності, мають описовий характер, тому оцінка динаміки показників туристичної діяльності на основі економетричних моделей є доцільною за сучасних умов.

**Аналіз останніх досліджень і публікацій.** Економіко-математичному аналізу та моделюванню діяльності туристичного сектору, присвячені наукові праці таких зарубіжних та вітчизняних вчених як N. Dritsakis, S. Athanasiadis, L. Botti, B. Solonandrasana, Г. Кармелюк, О. Кальченко, Р. Балашова, Л. Івченко та ін.

**Виділення не досліджених частин загальної проблеми.** Наукові дослідження стану та динаміки сфери туризму в Україні характеризуються недостатнім застосуванням економетричних методів та моделей. Тому доцільним є вивчення міжнародних наукових напрацювань у дослідженні туристичної галузі засобами економетричного моделювання.

**Постановка завдання.** Стаття покликана дослідити динаміку туристичних потоків України та виявити фактори впливу на їх зміну з використанням економетричних методів і моделей.

**Виклад основного матеріалу.** Проаналізовано динаміку показників туристичних потоків України за допомогою лінійних моделей тренду. Досліджено вплив фінансово-економічних та соціально-економічних чинників на розвиток туристичних потоків на основі кореляційно-регресійного аналізу.

**Висновки.** Отримані моделі динаміки туристичних потоків можуть мати практичне застосування з метою прогнозування при визначенні напрямків розвитку підприємств туристичної галузі та прогнозуванні туристичних потоків.

**Ключові слова:** туризм; туристичні потоки; економетричне моделювання; кореляційно-регресійний аналіз; модель тренду.

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**Urgency of the research.** Tourism is one of perspective economic development directions of Ukraine. The importance of studying the tourism activities, in particular the dynamics of tourist flows, based on econometric analysis, is determined by international scientific experience and obtaining statistically reliable results in stochastic economic conditions.

**Target setting.** The majority of scientific studies, which examine the tourism subjects' activities, have a descriptive character therefore the evaluation of the dynamic indicators of tourism activity on the basis of econometric models is appropriate at the current development stage.

**Relevant scientific research and issues analysis.** Scientific works of such foreign and Ukrainian scientists such as N. Dritsakis, S. Athanasiadis, L. Botti, B. Solonandrasana, H. Karmelyuk, O. Kalchenko, R. Balashova, L. Ivchenko and others are dedicated to the economic and mathematical analysis and modelling of the activities of tourism sector.

**Uninvestigated parts of general matters defining.** Scientific researches on tourism industry status and dynamics in Ukraine are characterized by insufficient use of econometric methods and models. Therefore, it is feasible to study international scientific advances in tourism industry by the econometric modelling means.

**Research objective.** This article aims to explore the tourist flows dynamics in Ukraine and to identify the factors influencing their change using econometric methods and models.

**Statement of basic materials.** The dynamics of tourist flows indicators in Ukraine is analysed. The influence of financial and economic and also social and economic factors on the development of tourist flows based on correlation and regression analysis is investigated.

**Conclusions.** The models of tourist flows dynamics obtained can have practical applications for prediction the directions for development of the tourism industry enterprises, as well as tourist flows forecasting.

**Keywords:** tourism; tourist flows; econometric modelling; regression analysis; trend model.

**Актуальність теми дослідження.** Туризм є одним з перспективних напрямів економічного розвитку України. Туристичний сектор сьогодні включає в себе широкий спектр економічних і соціальних суб'єктів на міжнародному і внутрішньому рівні, товари та послуги з різних секторів економіки та охоплює всі соціальні класи. Важливість дослідження діяльності сфери туризму,

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зокрема динаміки туристичних потоків на основі економетричного аналізу, обумовлюється міжнародним науковим досвідом та отриманням статистично вірогідних результатів у стохастичних умовах господарювання. Актуальний математичний апарат економетричного моделювання дає можливість знайти чисельні розв'язки побудованих моделей, виступає важливим інструментом при розв'язанні задач різних рівнів і напрямів економічного розвитку, в тому числі при дослідженні динаміки туристичних потоків.

**Постановка проблеми.** Більшість наукових досліджень, які вивчають діяльність суб'єктів туристичної діяльності України, мають описовий характер або недостатньо розкритий кількісний вплив чинників на розвиток туристичної сфери. Тому оцінка динаміки показників туристичної діяльності, вивчення впливу основних факторів на її розвиток, на зміну туристичних потоків на основі економетричних методів і моделей є доцільною на сучасному етапі розвитку економіки України.

**Аналіз останніх досліджень і публікацій.** Економіко-математичному аналізу діяльності туристичного сектору, у тому числі і економетричному моделюванню, присвячені наукові праці багатьох зарубіжних та вітчизняних вчених.

Зокрема, N. Dritsakis та S. Athanasiadis у своєму дослідженні побудували економетричну модель туристичного попиту на розвиненому туристичному ринку з метою покращення туристичного продукту Греції [1]. У праці T. Garin-Munoz і T. Perez Amaral проведено дослідження оцінки економічних детермінант міжнародного попиту на туристичні послуги в Іспанії на основі економетричних моделей, враховуючи такі чинники як реальний дохід на душу населення, обмінні курси та реальні ціни на іспанські туристичні послуги [2]. Прикладне дослідження туристичного попиту у Франції за допомогою економетричної моделі (L. Botti, N. Peuroch, R. Randriamboarison, B. Solonandrasana) показує позитивний зв'язок між витратами на туризм та виробництвом ВВП країни, а також негативне співвідношення між туристичними витратами та цінами [3]. Ученими S. F. Witt і C. A. Martin розроблено економетричні моделі попиту на туризм за даними туристичних потоків у Західній Європі та запропоновано моделі прогнозування [4]. Просторовий економетричний підхід до моделювання туристичних потоків представлено у дослідженні вчених Y. Yang та K. F. Wong [5]. Дослідження стану туристичної галузі з використанням економіко-математичного моделювання проведено такими вітчизняними вченими як О. Кальченко [6], Р. Балашова, Л. Івченко [7], Г. Кармелюк [8] та іншими. Зокрема, ними визначено основні фактори, що впливають на діяльність підприємств туристичної сфери. За допомогою кореляційно-регресійного аналізу проведено оцінку впливу запропонованих факторів на функціонування та розвиток туристичних підприємств, обрано найбільш вагомні чинники та запропоновано ряд економетричних моделей, що відображають ці залежності.

**Виділення недосліджених частин загальної проблеми.** Наукові дослідження стану та динаміки сфери туризму в Україні характеризуються недостатнім застосуванням економетричних методів та моделей у дослідженні динаміки туристичних потоків в Україні. Тому доцільним є вивчення міжнародних наукових напрацювань у дослідженні туристичної галузі засобами економетричного моделювання, побудова економетричних моделей показників туристичної діяльності та їх застосування у господарській практиці.

**Постановка завдання.** Стаття покликана дослідити динаміку туристичних потоків України та виявити фактори впливу на їх зміну з використанням економетричних методів і моделей.

**Виклад основного матеріалу.** Функціонування підприємств та організацій туристичної діяльності визначається насамперед кількістю обслугованих туристів. Сучасний стан показників туристичної сфери України, зокрема туристичних потоків, характеризується нерівномірними темпами розвитку.

Статистичний аналіз динаміки туристичних потоків в Україні за середнім значенням зростання чи спаду (Табл. 1) показує, що за 2000-2016 рр. зростали щороку у середньому кількість громадян України, які виїжджали за кордон – на 3,9 %, кількість іноземних громадян, які відвідали Україну – на 4,7 %, кількість туристів, обслугованих суб'єктами туристичної діяльності України – на 1,5 %, кількість туристів-громадян України, які виїжджали за кордон, обслугованих суб'єктами туристичної діяльності України – на 13,2 %. Знижувалась за досліджуваній період тільки кількість іноземних туристів, обслугованих суб'єктами туристичної діяльності України – на 13,8 % і

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кількість внутрішніх туристів, обслугованих суб'єктами туристичної діяльності України – на 6,6 %.

Таблиця 1

**Середні темпи зростання/спаду показників туристичних потоків в Україні за 2000-2016 рр.**

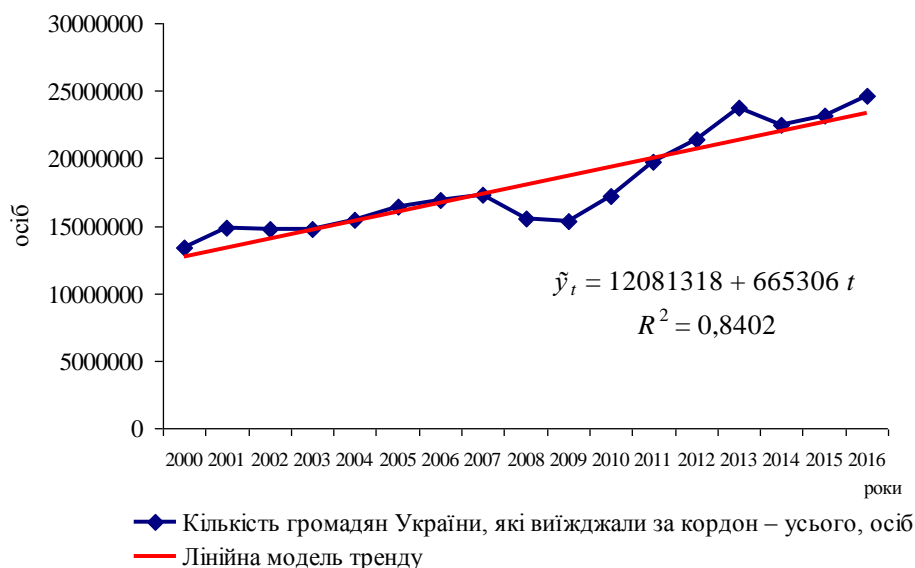
Показник	Середній темп зростання
Кількість громадян України, які виїжджали за кордон	1,039
Кількість іноземних громадян, які відвідали Україну	1,047
Кількість туристів, обслугованих суб'єктами туристичної діяльності України	1,015
Кількість іноземних туристів, обслугованих суб'єктами туристичної діяльності України	0,862
Кількість туристів-громадян України, які виїжджали за кордон, обслугованих суб'єктами туристичної діяльності України	1,132
Кількість внутрішніх туристів, обслугованих суб'єктами туристичної діяльності України	0,934

Розраховано авторами за даними [9]

З метою глибшого та достовірнішого аналізу динаміки туристичних потоків України нами було проведено економетричний аналіз на основі лінійних моделей тренду, які побудовано за статистичними даними за 2000-2016 роки [9]. Достовірність отриманих рівнянь основної тенденції розвитку оцінено за значенням коефіцієнта детермінації  $R^2$  та критеріями Фішера (оцінка на адекватність моделі до емпіричних даних), Стьюдента (достовірність коефіцієнтів рівняння) та Дарбіна-Уотсона (автокореляція залишків) [10, с. 213-216].

Коефіцієнт лінійного рівняння тренду  $\hat{y}_t = 12081319 + 665306 t$  (Рис. 1) показує, що кількість громадян України, які виїжджали за кордон, щорічно збільшується на 665306 осіб. Значення коефіцієнта детермінації  $R^2 = 0,8402$  є досить близьким до 1, що вказує на статистичну достовірність отриманої моделі.

Статистично достовірними з ймовірністю  $p = 0,99$  є рівняння основної тенденції розвитку для таких туристичних потоків, як кількість іноземних громадян, які відвідали Україну загалом; кількість іноземних туристів, обслугованих суб'єктами туристичної діяльності України; кількість туристів-громадян України, які виїжджали за кордон, обслугованих суб'єктами туристичної діяльності України та кількість внутрішніх туристів, обслугованих суб'єктами туристичної діяльності України (Табл. 2).



**Рис. 1.** Лінійна модель тренду кількості громадян України, які виїжджали за кордон у 2000-2016 роках

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Таблиця 2

Лінійні рівняння тренду показників туристичних потоків в Україні за даними 2000-2016 рр.

Показник	Лінійна модель тренду	Коефіцієнт Детермінації $R^2$	Критерій Фішера $F$	Критерій Дарбіна-Уотсона $DW$
Кількість громадян України, які виїжджали за кордон	$\hat{y}_i = 12081319 + 665306 t$	0,840	78,9*	0,65
Кількість іноземних громадян, які відвідали Україну	$\hat{y}_i = 12696020 + 478067 t$	0,170	3,1	0,48
Кількість туристів, обслугованих суб'єктами туристичної діяльності України	$\hat{y}_i = 2162015 + 30100 t$	0,110	1,8	1,61
Кількість іноземних туристів, обслугованих суб'єктами туристичної діяльності України	$\hat{y}_i = 532074 - 26234 t$	0,720	38,5*	1,25
Кількість туристів-громадян України, які виїжджали за кордон, обслугованих суб'єктами туристичної діяльності України	$\hat{y}_i = -128154 + 134682 t$	0,824	70,4*	1,75
Кількість внутрішніх туристів, обслугованих суб'єктами туристичної діяльності України	$\hat{y}_i = 1758095 - 78348 t$	0,560	19,1*	1,65

Примітка: \* – статистична вірогідність з ймовірністю  $p = 0,99$  (рівень значущості  $\alpha=0,01$ )

Для всіх досліджуваних показників туристичних потоків характерним є позитивний характер основної тенденції розвитку. Лише такий показник, як кількість внутрішніх туристів, обслугованих суб'єктами туристичної діяльності, має негативну тенденцію, тобто з 2000 до 2016 року кількість внутрішніх туристів щорічно зменшується.

Дослідження впливу макроекономічних чинників на розвиток туристичних потоків на основі кореляційно-регресійного аналізу відображає відсутність чи наявність кореляційного зв'язку та його форму.

Аналіз значень лінійних парних коефіцієнтів кореляції (Табл. 3) дозволяє виявити найсуттєвіші фактори впливу на туристичні потоки в Україні.

Таблиця 3

**Лінійні парні коефіцієнти кореляції показників туристичних потоків та макроекономічних показників України за 2000-2016 роки**

Показник	Чинники				
	ВВП на 1 особу	ВВП	середньо-місячна заробітна плата	індекс цін	капітальні інвестиції
Кількість громадян України, які виїжджали за кордон	0,849	0,848	0,870	0,123	0,532
Кількість іноземних громадян, які відвідали Україну	-0,377	-0,358	-0,360	-0,662	0,222
Кількість туристів, обслугованих суб'єктами туристичної діяльності України	0,215	0,229	0,265	-0,484	0,496
Кількість іноземних туристів, обслугованих суб'єктами туристичної діяльності України	-0,843	-0,833	-0,832	-0,685	-0,440
Кількість туристів-громадян України, які виїжджали за кордон, обслугованих суб'єктами туристичної діяльності України	0,786	0,792	0,829	-0,057	0,614
Кількість внутрішніх туристів, обслугованих суб'єктами туристичної діяльності України	-0,674	-0,671	-0,687	-0,230	-0,260

Розраховано авторами за даними [9]



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Згідно з отриманими результатами, кількість громадян України, які виїжджають за кордон, найбільше залежить від розміру ВВП та доходів населення. Кількість іноземних громадян, які відвідали Україну, не залежить від макроекономічної ситуації в Україні. Щодо кількості туристів, які обслуговуються суб'єктами туристичної діяльності України, то можна зробити висновок про їх залежність від макроекономічного стану в Україні: пряму – кількості туристів-громадян України, які виїжджали за кордон та обернену – кількості іноземних та внутрішніх туристів.

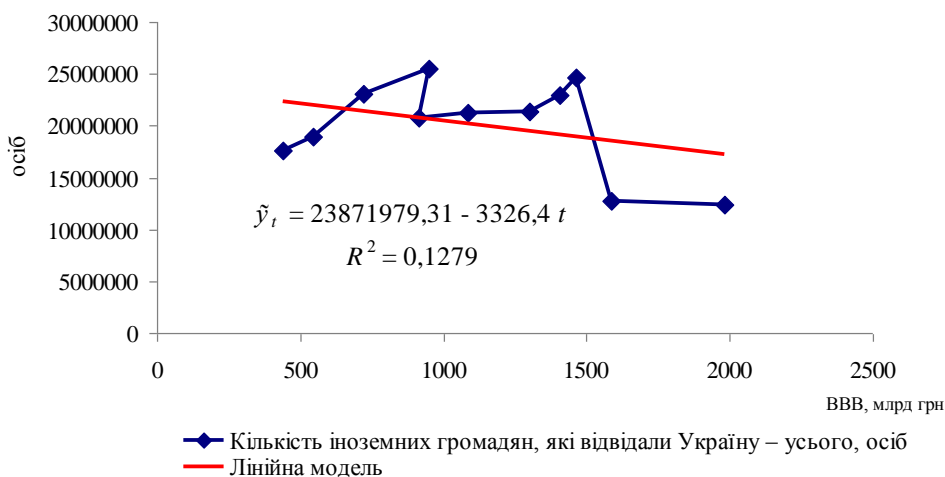
Проаналізуємо окремі регресійні залежності туристичних потоків від економічних показників по Україні за період з 2000 до 2016 року.

За зростання ВВП на 1 особу на 1 грн кількість громадян України, які виїжджають за кордон, збільшується на 241 особу (Рис. 2).



**Рис. 2. Лінійна модель регресії залежності кількості громадян України, які виїжджали за кордон, від ВВП на 1 особу**

З іншого боку, кількість іноземних громадян, які відвідали Україну, не залежить від обсягу валового внутрішнього продукту (Рис. 3).



**Рис. 3. Лінійна модель регресії залежності кількості іноземних громадян, які відвідали Україну, від ВВП України**

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Значення коефіцієнта детермінації  $R^2$  підтверджує відсутність статистично вірогідної залежності кількості іноземних громадян, які відвідали Україну, від обсягу валового внутрішнього продукту.

**Висновки.** Отримані на основі економетричного аналізу моделі динаміки туристичних потоків та їх залежності від окремих економічних показників, які мають достатньо високий рівень статистичної вірогідності, можуть мати практичне застосування з метою прогнозування при визначенні напрямків розвитку підприємств туристичної галузі, а також при прогнозуванні туристичних потоків залежно від впливу зовнішніх факторів. Перспективним для подальших досліджень вбачаємо економетричне моделювання динаміки туристичних потоків у розрізі регіонів України.

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## РЕГІОНАЛЬНА ЕКОНОМІКА

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### COGNITIVE APPROACH TO ANALYSIS OF INVESTMENT ATTRACTIVENESS OF THE REGIONS

### КОГНІТИВНИЙ ПІДХІД ДО АНАЛІЗУ ІНВЕСТИЦІЙНОЇ ПРИВАБЛИВОСТІ РЕГІОНІВ

**Urgency of the research.** The application of the cognitive approach in analyzing and formation of the investment attractiveness of the regions makes it possible to assess the basis-to-target factors characterizing the investment potential of the economic space of a particular territory.

**Target setting.** It is advisable to form cognitive maps of investment attractiveness of the regions taking into account regional factors of social and economic development in order to determine the negative and positive trends of investment activity, as well as priority sectors of development.

**Actual scientific researches and issues analysis.** The Researches of social and economic development of the regions and implementation of simulation modeling are partly covered in the works: Pashkevich M. S., Gorelova G. V., Zakharova E. N., Polyakova O. Y., Drogushova A. K., Duma L. V., Logvin V. M., Parshin Y. I.

**Uninvestigated parts of general matters defining.** In the scientific literature, not enough attention is paid to the peculiarities of cognitive approach application from the standpoint of the cognitive maps of investment attractiveness formation of the regions on the basis of evaluation of factors of different levels of the hierarchy of their social and economic development.

**The research objective.** The article is intended to substantiate the relevance of use of cognitive approach to analyzing the investment attractiveness of the regions based on factors taking into account different levels of hierarchy of their social and economic development.

**The statement of basic materials.** The effectiveness of cognitive approach implementation that analyzes the investment attractiveness of the regions, taking into account the factors of different levels of the hierarchy of their social and economic development is substantiated in the article.

**Conclusions.** The implementation of the cognitive approach in the process of analysis and formation of the investment attractiveness of the regions on the basis of taking into account the factors of different levels of the hierarchy of social and economic development allows to establish and distinguish between negative and positive trends of investment activity, as well as priority development spheres, which should be appropriately taken into account when forming integrated programs providing a favorable investment climate within the defined priorities of social and economic development of the regions.

**Keywords:** cognitive modeling; cognitive maps; investment attractiveness; region.

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**Актуальність теми дослідження.** Застосування когнітивного підходу при аналізі та формуванні інвестиційної привабливості регіонів дозволяє здійснити оцінку базисних до цільових чинників, що характеризують інвестиційний потенціал економічного простору певної території.

**Постановка проблеми.** Доцільним є формування когнітивних карт інвестиційної привабливості регіонів із врахуванням регіональних чинників соціально-економічного розвитку для визначення негативних та позитивних тенденцій інвестиційної активності, а також пріоритетних галузей розвитку.

**Аналіз останніх досліджень і публікацій.** Дослідження соціально-економічного розвитку регіонів та застосування імітаційного моделювання частково висвітлено у працях: Пашкевич М. С., Горелова Г. В., Захарова Е. Н., Полякова О. Ю., Доргушаова А. К., Дума Л. В., Логвін В. М., Паршин Ю. І.

**Виділення недосліджених частин загальної проблеми.** У науковій літературі не достатньо уваги приділено особливостям застосування когнітивного підходу з позиції формування когнітивних карт інвестиційної привабливості регіонів на основі оцінки факторів різного рівня ієрархії їх соціального-економічного розвитку.

**Постановка завдання.** Стаття покликана обґрунтувати актуальність застосування когнітивного підходу до аналізу інвестиційної привабливості регіонів на основі врахування чинників різного рівня ієрархії їх соціального-економічного розвитку.

**Виклад основного матеріалу.** У статті обґрунтовується ефективність застосування когнітивного підходу, що аналізує інвестиційну привабливість регіонів з врахуванням чинників різного рівня ієрархії їх соціального-економічного розвитку.

**Висновки.** Імплементация когнітивного підходу в процесі аналізу та формування інвестиційної привабливості регіонів на основі врахування чинників різного рівня ієрархії соціального-економічного розвитку дозволяє встановити та виокремити негативні й позитивні тенденції інвестиційної активності, а також пріоритетні сфери розвитку, що відповідним чином повинно бути враховано при формуванні комплексних програм щодо забезпечення сприятливого інвестиційного клімату у межах визначених пріоритетів соціально-економічного розвитку регіонів.

**Ключові слова:** когнітивне моделювання; когнітивні карти; інвестиційна привабливість; регіон.

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**РЕГІОНАЛЬНА ЕКОНОМІКА**

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**Urgency of the research.** Trends in social and economic development and the investment situation of regional systems, financial and economic and political crisis processes necessitate the development of substantiated regional investment policy with a systematic and complex modeling of measures to increase the investment attractiveness of the regions. The application of the cognitive approach in analyzing and shaping the investment attractiveness of the regions allows us to take into account the basic and target factors of the cognitive model that characterize the investment potential of the economic space of a particular territory.

**Target setting.** Modern scientific researches in the field of regional analysis are based on the application of methods variety and mechanisms with the harmonization of a significant amount of information on the indicators of the regional economy in general and indicators of investment development in particular, as well as the synthesis of the results of different models and methods of making managerial decisions application. On this basis, it is advisable to form the cognitive maps of the investment attractiveness of the regions, taking into account regional factors of social and economic development, in order to determine the negative and positive trends of investment activity, as well as priority sectors of development.

**Actual scientific researches and issues analysis.** Implementation of the cognitive approach, according to Professor Pashkevich M. S., allows us to work with both qualitative and quantitative parameters and enables the filling of methods of cognitive modeling by other methods of system analysis at different stages of research and decision-making [1].

In studying the problems of sustainable development of regional social and economic systems, the formation of strategies for sustainable and safe development, scientists G. V. Gorelova, E. N. Zakharova emphasize the corresponding mathematical tools - cognitive methodology of research and decision making in complex systems, including models and methods of system analysis, cognitive theory, theory of management, stability theory, graph theory, and the theory of constants for simplicial complexes, scenario analysis, which together form the information technology of cognitive modeling of the structure and behavior of complex systems [2].

The development of a cognitive map in particular concerning the living standards of a region is highlighted in the researches of O. Y. Polyakova and Sh. A. Omarova [3].

Drogushayeva A. K. notes that the systemic and cognitive approach to the planning process allows to determine the indicators depending on the target orientation scenario of the region's development of social or economic formation of socially oriented indicators of the region's development and can be used as an instrument for assessing the effectiveness of the implementation of priority national projects at the regional level [4].

The analysis of modern scientific researches concerning cognitive modeling of social and economic development of the regional systems enable to establish the lack of practical development of cognitive modeling of investment attractiveness of the regions in the system of its social and economic development, which, accordingly, determines the unsolved problems and the relevance of this research.

**The research objective.** The objective of the article is to substantiate the relevance of cognitive approach use in analyzing and shaping the investment attractiveness of the regions on the basis of factors taking into account the different levels of the hierarchy of their social and economic development.

**The statement of basic materials.** Simulation modeling, the basis of which are sign-oriented graphs, the basis of which are charts - the causes of consequential relationships - cognitive maps are used in analyzing the nature of the dynamics and identifying possible hidden interconnections between elements of the regional system using. As part of this approach, the system is represented as a set of vertices of the graph, each containing one variable [5].

In the scientific literature, in general the cognitive maps are considered an initial statistical reflection of the links between the factors of the researched social and economic situation. The implementation of the cognitive approach is based on the formation of appropriate cognitive maps, which contains information about the system in the form of a set of concepts-factors and causally effect network that

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they associate. The cognitive map reflects the subjective representations of the experts about some or other phenomena in the simulated system. A cognitive map is considered as an oriented weighted graph whose vertices are the system's factors, and arcs are the interconnections between these factors,

$$G = \langle V, E \rangle \quad (1)$$

where  $G$  is an oriented digraph, in which  $V$  is the set of vertices (system's factors),  $E$  is the set of arcs representing the connections between vertices. By cognitive map it is possible to determine what factors are taken into account when studying the system, taking into account the mutual effect of these factors [6, p. 23].

While analyzing a particular situation, it is usually assumed that changes in the underlying factors are desirable. The factors of the greatest interest are the target (source) factors of the cognitive model. The task of decision-making on managing processes in such a situation is to ensure the desired changes in the target factors and this is the purpose of management. A goal is considered to be correct if the desired changes in one of the target factors do not lead to unwanted changes in other target factors. In the initial set of basic factors a set of so-called controlling (input) factors is allocated, through which the control influences on the model are given. The basic factors, trends in their changes and the degree of mutual influence between factors, obtained during the collection and processing of information are the input data for a cognitive model.

Based on the systematized statistical information [7] concerning the researched problem, an initial set of data was created for constructing a cognitive model of investment attractiveness of a region on the example of Lviv region (Tab. 1):

- factors  $x$  are the basic factors in the model, which are the indicators describing the social and economic situation in the region - Lviv region, which accordingly forms the basis of investment attractiveness of the region for potential investors;
- target factors  $y$  - factors that allocate in the aggregate of the basic factors of control influence and which will be possible levers of influence on the development of investment attractiveness of the region;
- index of capital investment in Lviv region was selected as a factor- indicator  $z$  of investment attractiveness development of the region.

Table 1

**Input parameters of cognitive modeling of investment attractiveness of the region  
(for example, Lviv region)**

Indicators	Units of measurement	Factors	Period, at the beginning of the year				
			2011	2012	2013	2014	2015
Capital investment index	%	$z$	120,3	86,8	81,4	88,5	106,5
Direct foreign investment from EU countries	USA million dollars	$y_1$	969,7	1015,8	1053,2	1123,7	989,7
Direct foreign investment from other countries	USA million dollars	$y_2$	217,1	284,6	262,6	255,8	208,0
Investments in tangible assets	UAH million	$y_3$	11984,3	11064,0	9669,4	9426,5	13067,4
Investments in intangible assets	UAH million	$y_4$	129,7	109,3	147,3	128,5	319,1

The evaluation of the basic to target factors (ratio  $x: y$ ) of the cognitive model, which are characterizing the investment attractiveness of the Lviv region was conducted and formed in Tab. 2.

Table 2

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**Estimation of the basis-to-target factors (ratio x: y) of the cognitive model, which are characterizing the investment attractiveness of the region**

	<b>y<sub>1</sub></b>		<b>y<sub>2</sub></b>		<b>y<sub>3</sub></b>		<b>y<sub>4</sub></b>
<b>x<sub>1</sub></b>	0,081404	<b>x<sub>1</sub></b>	-0,39241	<b>x<sub>1</sub></b>	0,376128	<b>x<sub>1</sub></b>	0,881007
<b>x<sub>2</sub></b>	0,08178	<b>x<sub>2</sub></b>	-0,39239	<b>x<sub>2</sub></b>	0,375738	<b>x<sub>2</sub></b>	0,880952
<b>x<sub>3</sub></b>	0,099701	<b>x<sub>3</sub></b>	-0,32397	<b>x<sub>3</sub></b>	0,325312	<b>x<sub>3</sub></b>	0,871695
<b>x<sub>4</sub></b>	0,079911	<b>x<sub>4</sub></b>	-0,31298	<b>x<sub>4</sub></b>	0,324862	<b>x<sub>6</sub></b>	0,908133
<b>x<sub>5</sub></b>	0,136455	<b>x<sub>5</sub></b>	-0,34482	<b>x<sub>5</sub></b>	0,292144	<b>x<sub>7</sub></b>	0,9147
<b>x<sub>6</sub></b>	0,037601	<b>x<sub>6</sub></b>	-0,41952	<b>x<sub>6</sub></b>	0,400542	<b>x<sub>9</sub></b>	0,8249
<b>x<sub>8</sub></b>	0,131256	<b>x<sub>8</sub></b>	0,001006	<b>x<sub>7</sub></b>	0,404316		
<b>x<sub>10</sub></b>	-0,13455	<b>x<sub>10</sub></b>	-0,5588	<b>x<sub>10</sub></b>	0,573705		
<b>x<sub>11</sub></b>	0,772721	<b>x<sub>11</sub></b>	0,149499	<b>x<sub>11</sub></b>	-0,36352		
<b>x<sub>12</sub></b>	0,685545	<b>x<sub>12</sub></b>	0,052688	<b>x<sub>12</sub></b>	-0,22596		
<b>x<sub>13</sub></b>	0,717658	<b>x<sub>13</sub></b>	0,48875	<b>x<sub>13</sub></b>	-0,76019		
<b>x<sub>14</sub></b>	-0,5696	<b>x<sub>14</sub></b>	-0,78916	<b>x<sub>14</sub></b>	0,87306		
<b>x<sub>15</sub></b>	0,047834	<b>x<sub>15</sub></b>	-0,55426	<b>x<sub>15</sub></b>	0,460604		
<b>x<sub>16</sub></b>	0,048675	<b>x<sub>16</sub></b>	-0,55339	<b>x<sub>16</sub></b>	0,459735		
<b>x<sub>17</sub></b>	-0,42641	<b>x<sub>17</sub></b>	0,413926	<b>x<sub>17</sub></b>	0,146595		
<b>x<sub>18</sub></b>	-0,42019	<b>x<sub>18</sub></b>	-0,03217	<b>x<sub>18</sub></b>	0,363277		
<b>x<sub>19</sub></b>	0,616122	<b>x<sub>19</sub></b>	0,979812	<b>x<sub>26</sub></b>	0,303528		
<b>x<sub>20</sub></b>	-0,06305	<b>x<sub>20</sub></b>	0,573074	<b>x<sub>27</sub></b>	0,303538		
<b>x<sub>21</sub></b>	0,118099	<b>x<sub>21</sub></b>	-0,50959	<b>x<sub>28</sub></b>	-0,08623		
<b>x<sub>22</sub></b>	0,751502	<b>x<sub>22</sub></b>	0,294135				
<b>x<sub>23</sub></b>	0,361034	<b>x<sub>23</sub></b>	0,730778				
<b>x<sub>24</sub></b>	0,644748	<b>x<sub>24</sub></b>	0,095857				
<b>x<sub>25</sub></b>	0,174193	<b>x<sub>25</sub></b>	0,820086				
<b>x<sub>26</sub></b>	0,158286	<b>x<sub>26</sub></b>	-0,39255				
<b>x<sub>27</sub></b>	0,158254	<b>x<sub>27</sub></b>	-0,39261				
<b>x<sub>28</sub></b>	-0,42762	<b>x<sub>28</sub></b>	0,363072				

The assessment of the target factors to the factor-indicator (ratio y:z) of the cognitive model that characterizes the investment attractiveness of the Lviv region is formed in Tabl. 3.

Table 3

**The assessment of the target factors to the factor-indicator (ratio y:z) of the cognitive model that characterizes the investment attractiveness of the region**

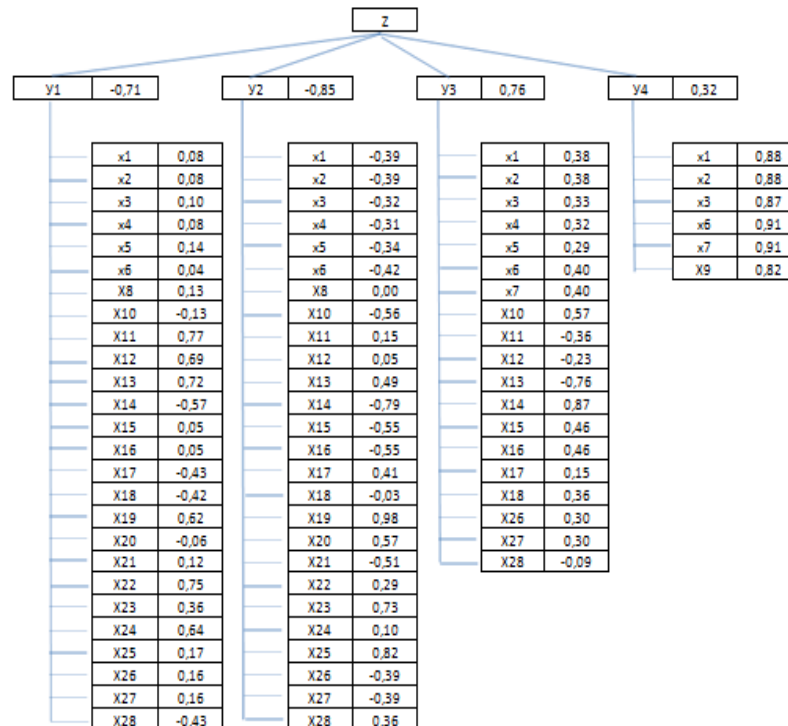
<b>z</b>	
<b>y<sub>1</sub></b>	-0,71019
<b>y<sub>2</sub></b>	-0,84843
<b>y<sub>3</sub></b>	0,761899
<b>y<sub>4</sub></b>	0,321592

As a result of this interpretation of plurality of input concepts a cognitive modeling of investment attractiveness of the region was hold on, that reflects the composition the factors of different levels of hierarchy (Fig. 1). Thus, among the numerical estimates of the constructed cognitive model, the negative values of **y<sub>1</sub>** and **y<sub>2</sub>** factors – as direct foreign investments from the EU and other countries that highlight the managing influences and which will be possible to leverage development investment attractiveness of the region among a set of basic factors, show little impact on investment processes in the region and contribute to determining the proper priorities and strategic directions in the sector to enter the targets.

The negative trends in direct foreign investment are caused by the high risk of investing in a country, where military actions are taking place; financial position of producers is worsens and lending is decreasing.

Thus, while analyzing the cognitive map of the investment attractiveness of the Lviv region of Ukraine, it is worth to pay attention to the following positive parameters:

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**Fig. 1. Cognitive map of investment attractiveness of the region (for example, Lviv region, Ukraine)**

- direct foreign investments from EU countries ( $Y_1$ ) - the significant influence of which contributes to the growth of agricultural production, crop production, livestock products, exports of goods and services, and, as a result, the balance of foreign trade in services;

- direct foreign investments from other countries ( $Y_2$ ) - the significant influence of which contributes to the growth of exports of goods and services, import of services, and in total, direct foreign investment per head;

- investments in tangible assets in Lviv region ( $Y_3$ ) - the significant influence of which contributes to the growth of volumes of industrial production sold out, construction works performed;

- investment in intangible assets in the Lviv region ( $Y_4$ ) - the significant influence of which contributes to the growth of the gross regional product, gross regional product per head, incomes, regional incomes, region expenditures, deficit (surplus).

At the same time, the conducted modeling also allows to distinguish a certain negative tendencies of investment processes in Lviv region of Ukraine, in particular:

- lack of influence of direct foreign investment from EU countries ( $Y_1$ ) in the construction sector of the region;

- the absence of influence of direct foreign investment from other countries ( $Y_2$ ) in the formation of the gross regional product, population incomes and, respectively, the average monthly nominal wage, the volumes of industrial production sold, the volume of construction work performed;

- absence of influence of investments in tangible assets in Lviv region ( $Y_3$ ) in forming of volumes of agricultural production, plant production, livestock products.

**Conclusions.** The cognitive model of formation and development of investment attractiveness on the example of Lviv region was developed, in which the selection of factors most important for sustainable development and effective functioning of the investment environment was conducted, the analysis of influence in the system of cause-effect relationships on the complex characteristic of social and economic development of the region testifies the necessity of systematic development of direct foreign investment in the region; the significant influence of investments in tangible and intangible

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assets in the formation of the gross regional product of the region; isolation of priority areas of foreign investment in the development of the agricultural sector of the region (production of crop and livestock production) and the construction sector.

Consequently, a conducted scientific research of the cognitive approach implementation in the process of forming the investment attractiveness of the region in its social and economic development allowed to establish and distinguish negative and positive tendencies of investment activity, as well as priority areas of development of the Lviv region, based on factors of different levels of the hierarchy of social and economic development of the region, which should be taken into account in the development of integrated programs to ensure a favorable investment climate within the declared priorities of the region's development.

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## РЕГІОНАЛЬНА ЕКОНОМІКА

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### ALGORITHM OF ACTIVATION OF CONVERGENCE AND INTEGRATION PROCESSES IN ECONOMIC DEVELOPMENT OF RURAL BORDERING TERRITORIES

### АЛГОРИТМ АКТИВІЗАЦІЙНИХ ПРОЦЕСІВ КОНВЕРГЕНЦІЇ ТА ІНТЕГРАЦІЇ РОЗВИТКУ ПРИКОРДОННИХ ТЕРИТОРІЙ СІЛЬСЬКОЇ МІСЦЕВОСТІ

**Urgency of the research.** In modern conditions of the national economy transformation it is necessary to strengthen the convergence and integration processes of territorial systems development, particularly – rural bordering territories.

**Target setting.** The research interest is concentrated on the problems of activation of convergence and integration processes with the purpose of ensuring the effectiveness of perspective territorial development.

**Actual scientific researches and issues analysis.** Scientists underline the importance of activation convergence and integration processes at different levels of territorial development: V. Heyets, A. Sakharov, I. Vakhovych, A. Galchynsky, V. Yevdokymenko, N. Mikula, I. Caceres, G. Petrakos, I. Topaloglou, Ph. Cooke, M. Heidenreich, J. A. Stein, etc.

**Uninvestigated parts of general matters defining.** Considering essential research results gained by foreign and Ukrainian scientists, the problems of activation of convergence and integration processes of bordering territories need to be studied.

**The research objective.** The article aims to study the factors of influence on activation of convergence and integration processes at rural bordering territories.

**The statement of basic materials.** The article grounds the necessity of activation of convergence and integration processes to ensure the rapprochement and equalization development levels of territorial economic systems. The authors developed the algorithm of activation of convergence and integration processes, which is based on current preconditions, the territory's suitability and readiness, goals and priorities of the processes.

**Conclusions.** The research results ground the importance of strengthening of convergence and integration activation processes of territorial economic systems with the purpose to align the levels of social and economic development, and to compliance with the ecological postulates of balanced development and further integration into European structures. Consideration of current preconditions of convergence and integrative development of certain territories ensures the formation of viable living environment for local residents with further growth of their living standards and well-being level.

**Keywords:** convergence and integration processes; territorial economic system; rural bordering territories; inter-regional integration.

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**Актуальність теми дослідження.** В сучасних умовах трансформації економіки виникає необхідність посилення конвергенційно-інтеграційних процесів розвитку територіальних систем, в тому числі й прикордонних територій сільської місцевості.

**Постановка проблеми.** Доцільним є вивчення алгоритму активізації досліджуваних процесів з метою забезпечення результативності перспективного територіального розвитку.

**Аналіз останніх досліджень і публікацій.** Вчені підкреслюють важливість активізації процесів конвергенції та інтеграції на різних рівнях територіального розвитку: В. Гейєць, А. Сахаров, І. Вахович, А. Гальчинський, В. Євдокименко, Н. Мікула, І. Касерес, Г. Петракос, Ф. Кук, М. Хайденрайх, Я. А. Стейн та ін.

**Виділення недосліджених частин загальної проблеми.** Зважаючи на значний науковий доробок подальших досліджень потребують питання забезпечення активізаційних процесів розвитку сільських територій.

Метою статті є дослідження чинників впливу на забезпечення активізаційних процесів конвергенції й інтеграції в межах прикордонних територій сільської місцевості.

**Виклад основного матеріалу.** Обґрунтовується необхідність активізації процесів конвергенції та інтеграції для забезпечення зближення та вирівнювання рівнів розвитку територіальних економічних систем. Побудовано алгоритм активізації конвергенційно-інтеграційних процесів на основі врахування існуючих передумов, виявлення придатності та готовності територій.

**Висновки.** Дослідження підтверджує необхідність посилення активізаційних процесів конвергенції й інтеграції територіальних економічних систем з метою вирівнювання соціально-економічного й дотримання екологічних постулатів їх збалансованого розвитку та подальшої інтеграції у європейські структури. Врахування існуючих передумов забезпечення конвергенційно-інтеграційного розвитку окремих територій сприятиме формуванню життєздатного середовища проживання місцевих жителів з подальшим підвищенням їх добробуту і благополуччя.

**Ключові слова:** конвергенція; інтеграційні процеси; прикордонні території; сільська місцевість; міжрегіональна інтеграція.

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**Urgency of the research.** In modern conditions of the national economy transformation it is necessary to strengthen the convergence and integration processes of territorial systems development, particularly – rural bordering territories. The mentioned processes are accompanied by strong influence of both internal and external factors.

**Target setting.** The research interest is concentrated on the problems of activation of convergence and integration processes with the purpose of ensuring the effectiveness of perspective territorial development.

**Actual scientific researches and issues analysis.** In the transformational conditions it is reasonable to develop the activation processes in the sphere of economic development through the external and internal factors influence, including (Heyets 2003, p. 53): increasing the stability of economic system in front of exogenous factors, reducing its sensitiveness to external risks and their influence on the effective functioning of the economy by means of adequate adaptation of national manufacturers of knowledge-intensive and high-technology goods to the global market conditions; activation of internal investment resources, full-scale use of research potential; improvement of the state management system, development and implementation of economic development strategy composed of balanced system of complementing measures in different sectors of economic activity; undertaking independent economic policy.

According to A. Sakharov (1988, p. 124-134) the convergence approaches cause the rapprochement of different economic systems, leveling their differences, and help to solve social and economic and ecological problems of human life subsistence in studied systems. I. Vakhovych (2014, p. 13) mentions: it is crucial to find the compromise between territorial economic systems under their convergence. A. Galchynsky (2014, p. 8) underlines the mutual interest and competitiveness of convergence and integration processes of territorial economic systems development; he argues that competition is oriented on success, while convergence – on mutual rapprochement; therefore these processes in combination are directed at gaining the efficiency that will support their activation.

Scientists underline the importance of activation convergence and integration processes at different levels of territorial development. In particular, V. Yevdokymenko (2011, p. 19) considers mutually beneficial relations of interregional economic integration through the prism of development of different productive and resource relations of the regional economy subjects; so he identifies integration both at the level of authorities and at the level of enterprises. N. Mikula (Mikula, 2009) studies convergence and integration processes at bordering territories, and underlines the necessity of their support both within the state borders and at the bordering territories of neighboring states, forming the cross-border region.

O. Rohachov (Rohachov, 2003) insists that provision of convergent processes means shortening the gap of economic development indicators of national states. The research confirms that foreign scientists L. Sawers (Sawers, 2006) [8], I. Caceres (Caceres, 2014) [9] studied the processes of interregional leveling of socio-economic development; G. Petrakos and I. Topaloglou (Petrakos, Topaloglou, 2008) [10] outlined the priorities of the development and long-term growth of the border territories; Cooke Ph., Heidenreich M., Braczyk H.-J., Asheim B. T., Isaksen A., Stein J. A. [11; 12; 13] grounded the role of innovative component in ensuring balanced regional development.

**Uninvestigated parts of general matters defining.** Despite essential research results gained by foreign and Ukrainian scientists, the problems of activation of convergence and integration processes of bordering territories need to be studied.

**The research objective.** The article aims to study the influence factors on activation of convergence and integration processes at rural bordering territories.

**The statement of basic materials.** The activation of convergence and integration processes of regional economic systems in Ukraine became urgent after opening up of the European market and signing the EU-Ukraine Association Agreement. The development of activation processes of convergence /integration is especially important for border territories of Ukraine, particularly: Zakarpattia, Ivano-Frankivsk, Lviv and Chernivtsi – regions bordering with five EU countries (Hungary, Poland, Slovakia, Romania, Moldova). The geographic location of the mentioned areas causes the necessity of strengthening of convergence and integration processes in territorial systems.

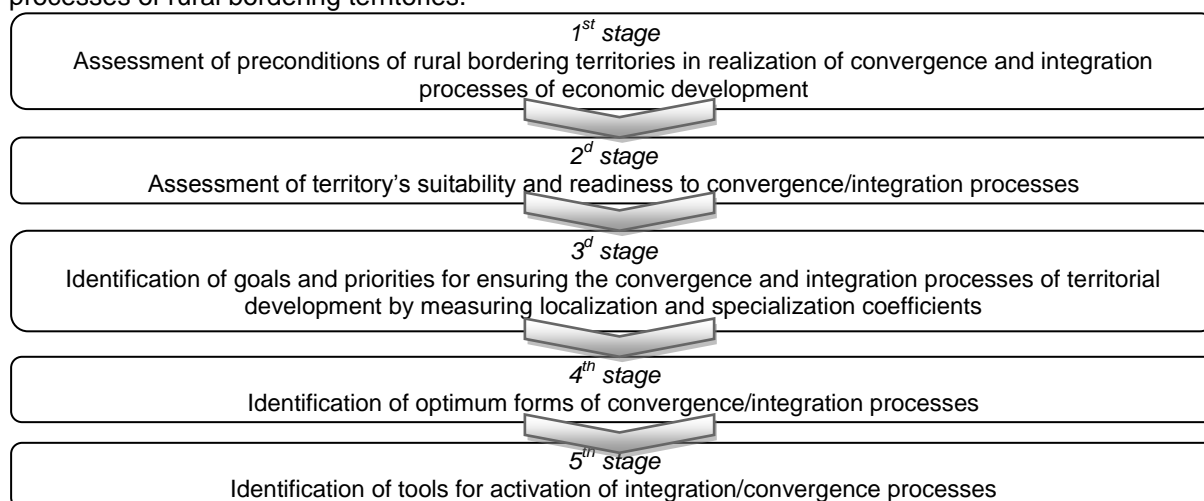
Identification of activating approaches to ensuring the convergence and integration development processes of rural bordering territories, first of all, needs the implementation of the following measures

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(Hazuda, 2015): assessment and analysis of the current levels of development, specialization, management system of neighboring countries; identification the divergence levels in economic, social, ecological, political aspects of bordering territories development. The mentioned aspects will enable the use of corrective measures in the process of ensuring of balanced development of rural bordering territories and will strengthen their integrative focus. In this context it is important to evaluate the influence of negative factors of territorial economic systems integration with the aim to undertake timely preventive measures in future.

Ensuring the activation of convergence and integration of rural bordering territories causes the formation of effective management system that will further the identification and solving of urgent problems in territorial development at different levels in various branches and types of territory's economic activities. Moreover, formation of effective management environment will enable the development of the preventive measures system aiming to avoid problematic situations both in economic, social and ecological spheres.

The strengthening of activation processes of convergence/integration of rural bordering territories is caused by specific factors that could be studied in accordance with the algorithm (Fig. 1). The algorithm consists of five stages directed at ensuring the convergence and integrative development processes of rural bordering territories.



**Fig. 1. Algorithm for activation of convergence and integration processes of rural bordering territories development**

The process efficiency depends on the availability of information about current preconditions, suitability and readiness of certain territory (particularly – rural border territories) to the convergence and integration vector in territorial development. During the evaluation process it is reasonable to substantiate the integration potential and scale of mentioned preconditions with the purpose of identification the available resources that could be used in exchange of goods, capital, investments, labor force within the frames of territorial economic systems. The interregional social and economic systems can become the leading form of spatial reforming of social and economic system of Ukraine; in this context interregional social and economic systems are considered as the bases of development of macro-regions, economic regions and interregional clusters (Kuybida, 2009). Consideration of mentioned preconditions will help to define the goals and priorities for ensuring the convergence and integration processes of territorial development by measuring localization and specialization coefficients. The general aims of the researched processes are: 1) to ensure the integration of rural bordering territories into the united economic area of the country, and 2) to form the environment for their convergent development.

The priorities of activation of convergence and integration development processes of rural bordering territories (Hazuda, 2015): expanding and growth of rural territories' competitive advantages; strengthening of specialization of territories' economies; development of human capital of

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the territories; growth of living standards and well-being level of rural inhabitants. The effective specialization of territories' economies means the realization of following goals: modernization of economic processes in expanded space of interregional relations; decreasing the asymmetries of regional social and economic development by the transferring development impulses through integration interactions; activation of mutually beneficial activity based of the labor division principles; improvement of inter-territorial infrastructure; openness of the territories' economies. The realization of mentioned goals will cause the increasing of efficiency of territorial economic systems functioning; optimizing the spatial organization of national economy; identification the directions of national economy integration into the international economic space.

The necessity of activation of convergence/integration processes causes the search of optimum forms of productive cooperation between territorial economic systems. It is crucial to identify the tools for activation of researched processes, the important element of which is formation of the complex program of interregional integration. The program should be based on combination of interests of both state and local authorities, and also territorial communities. The efficiency of the mentioned cooperation depends on commitment and expertise of management structures in issues of convergence and integration processes of rural bordering territories' development.

On the bases of research results presented in the article we identified the following factors of activation of convergence and integration processes in development of rural bordering territories' economies:

1. Formation of corporative management model, which ensures cooperation and integration of all elements of territorial system as a crucial condition for implementation of convergence and integration processes of rural bordering territories' development. The combining of efforts of different subjects of economic processes within one or several territorial systems can provide the effective use of resources and current market opportunities for integrative and convergence development.

2. Comprehensive recovery of the system of management of certain territories that is aimed at modernization of management principles; transformation of organizational structure of managing the integration and convergence processes; improvement of tools used for regulating these processes. The process of managing the territorial systems has to be fully adapted to the market mechanism; has to contain a set of modern market tools for regulating convergence and integration processes of rural bordering territories.

3. Use of associative organizational forms of rural bordering territories management. Integration processes in management sector, aimed at reaching more effective use of all kinds of resources, cause the development of different forms of horizontal organizational associations (Tulenkov, 2006). Thus, we can state the formation of new modifications in integrative associations of territorial systems, such as corporation, syndicate, holding, cartel, consortia, trust, etc.

4. Introduction of international quality standards of management into the management system of integration and convergence processes of rural bordering territories with the purpose of their integration into the international economic area. The current economic reforms and transformational processes in Ukraine hinder territorial systems from effective integration into the international area. The reason of mentioned above problem is inefficiency of the management system, that requires consideration and implementation of the developed countries' best practices in principles, methods, tools and management functions into the functioning of territorial economic systems.

5. Introduction of partnership relations in the system "subject of state management – subject of territorial management – community" in the direction of stimulating subjects to the realization of convergence and integration processes in rural bordering territories. The implementation of motivation tools ensures the development of favorable business environment at the territory; the formation of economy's optimized structure, preconditions for further integration; the setting of general rules and norms, code of economic behavior of different territorial economic subjects on the bases of motivation principles for transition to convergence-integrative development model.

The research results ground the necessity of the state regulation of convergence and integration processes of rural bordering territories. However, the management aspects, in particular – functions, methods, tools of management, are to be differentiated depending on the level and depth of integration and convergence processes.

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**Conclusions.** The research results ground the importance of strengthening of convergence and integration activation processes of territorial economic systems with the purpose to align the levels of social and economic development, and to compliance with the ecological postulates of balanced development and further integration into European structures. Consideration of current preconditions of convergence and integrative development of certain territories ensures the formation of viable living environment for local residents with further growth of their living standards and well-being level. The implementation of activation approaches will impulse the acceleration of convergence and integration processes in priority spheres and types of economic activities of rural bordering territories.

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## РЕГІОНАЛЬНА ЕКОНОМІКА

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**EVALUATION OF SUSTAINABLE RURAL  
DEVELOPMENT OF UKRAINE:  
REGIONAL ASPECT**

**ОЦІНКА СТАЛОГО РОЗВИТКУ  
СІЛЬСЬКИХ ТЕРИТОРІЙ УКРАЇНИ:  
РЕГІОНАЛЬНИЙ АСПЕКТ**

**Urgency of the research.** The importance of adequate economic and mathematical evaluation of sustainable rural development at the regional level explains the new needs of decentralization of power.

**Target setting.** As part of the Sustainable Development Strategy "Ukraine - 2020", it is advisable to explore the possibilities regions to accelerate the sustainable development of rural areas.

**Actual scientific researches and issues analysis.** We note the publication of such scholars as M. Adamovich, M. Zgurovsky, E. Libanova, M. Hvesyk, A. Sokolova et al.

**Uninvestigated parts of general matters defining.** Scientists have not worked on regional assessment of sustainable rural development through influencing constituent component on the final value of the integral index.

**The research objective.** Form a assessment method for sustainable rural development using modern economic and mathematical tools that avoids a number of errors related to subjectivity experts.

**The statement of basic materials.** The article presents a SWOT-analysis of methods for assessing the level of sustainable development, which allowed distinguish the new assessment system, which is not used by experts. Using factor and mathematical analysis, integrated assessment methodology, etc., possible to increase the objectivity of received regional assessments of sustainable rural development Ukraine and minimize errors associated with the human factor.

**Conclusions.** Using the proposed technique has allowed to rank rural areas of Ukraine at the regional level and identify leaders (Chernivtsi, Sumy, Volyn and Rivne region.), whose experience is subject to study and imitate other areas. In the process of calculation was established unification rural employment, which exhibits low economic (business) activity.

**Keywords:** sustainable development; rural areas; methods of assessment; SWOT-analysis methodology for integrated assessment; index method.

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**Актуальність теми дослідження.** Важливість адекватної економіко-математичної оцінки сталого розвитку сільських територій на регіональному рівні пояснюється новими потребами децентралізації владних повноважень.

**Постановка проблеми.** У рамках реалізації Стратегії сталого розвитку «Україна – 2020» варто вивчити можливості регіонів задля прискорення сталого розвитку сільських територій.

**Аналіз останніх досліджень і публікацій.** Відзначимо публікації таких вчених як М. Адамовіч, М. Згуровський, Е. Лібанова, Ю. Харазішвілі, М. Хвесик.

**Виділення недосліджених частин загальної проблеми.** Вченими ще недостатньо опрацьовано питання регіональної оцінки сталого розвитку сільських територій через вплив складових компонент на остаточне значення інтегрального індексу.

**Постановка завдання.** Сформуувати методику оцінювання сталого розвитку сільських територій з використанням сучасного економіко-математичного апарату, який дозволяє уникнути ряду помилок, пов'язаних з суб'єктивністю експертів.

**Виклад основного матеріалу.** У статті наведено SWOT-аналіз основних методів оцінки рівня сталого розвитку, що дозволило виокремити нову систему оцінювання, в якій не використовуються експерти. Використання факторного та математичного аналізу, інтегральної методології оцінювання дозволило підвищити об'єктивність отриманих регіональних оцінок рівня сталого розвитку сільських територій України та мінімізувати можливі помилки, пов'язані з людським чинником.

**Висновки.** Використання запропонованої методики дозволило ранжувати сільські території України на регіональному рівні та виявити лідерів (Чернівецька, Сумська, Волинська та Рівненська обл.), досвід яких підлягає вивченню та наслідуванню іншими областями. У процесі обчислення було встановлено уніфікацію зайнятості сільського населення, яке проявляє низьку економічну (підприємницьку) активність.

**Ключові слова:** сталий розвиток; сільські території; методика оцінки; SWOT-аналіз; методологія інтегрального оцінювання; індексний метод.

**Urgency of the research.** The importance of adequate economic and mathematical evaluation of sustainable rural development at the regional level explains the new needs of decentralization of power and the sustainable development strategy "Ukraine - 2020", which was approved by the Decree of the President of Ukraine begins with the words "revolution of dignity and struggle for the freedom of

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Ukraine created a new Ukrainian Idea - the idea of dignity, freedom and future ... ", and the movement to this future is supposed to be carried out in four vectors: 1) pride; 2) security; 3) liability; 4) development, where the latter provides for "... ensuring the sustainable development of the state, carrying out structural reforms and, consequently, raising standards of living" [1].

**Target setting.** However, this document almost disagreed with the Verkhovna Rada adopted in 1999 the Conception of sustainable development of settlements, which clearly stated the needs for "improving the transport infrastructure, in particular, the development of all types of public passenger transport, provision of urban and intercity connections, rural settlements With city and between themselves ", as well as the development of modern social infrastructure of Ukrainian rural areas [2]. Moreover, the analysis of quarterly information on the state of implementation of the provisions of the Ukraine-2020 Sustainable Development Strategy, which is obliged to provide to the Cabinet of Ministers of Ukraine (in accordance with the Presidential Decree), indicates that out of the 368 measures envisaged by the Program of Activities of the Cabinet of Ministers of Ukraine the topics of Sustainable Development of Rural Areas are covered only in one sub-paragraph (237), which specifies only general obligations - "development of the draft Concept of rural development, providing, in particular, incentives for the development of rural areas Activity of the rural population (green (rural) tourism, crafts and crafts, service), mechanics Impact of self-governing regional self-regulation on socio-economic structures of communities and territories "[3]. As a result, as of December 1, 2016, we have only adopted the Conception of Sustainable Development of Rural Areas and the Concept of the State Target Program for Sustainable Development of Rural Territories for the period till 2020 [4], which without the appropriate resolution of the Cabinet of Ministers of Ukraine on approval of the implementation plan (in particular financial) A priori, they can not ensure the real sustainable development of rural areas and the strengthening of the agrarian economy through ecologically non-exhausting agricultural production.

In addition, criteria for the practical determination of the level of sustainable development of rural areas have not yet been developed.

**Actual scientific researches and issues analysis.** One of the latest publications, which revealed the practical aspects of the assessment of the sustainable development of the regions of Ukraine, is the collective work of some hundreds of scholars (led by M. Zgurovsky), in which they try to assess Ukraine's development in terms of sustainability through the indices of safety and quality of life of the population, which were developed in [5] and it is assumed that the index of quality of life of a person "reflects the connection of the economic, ecological and socio-institutional components of the development of society. The Index of Human Security demonstrates the impact of a combination of threats to sustainable development ... "[6].

Among the main studies in the field of practical assessment of the level of sustainable development, we note the publications of such scholars as M. Adamovich [7], R. Baum [8], M. Zgurovsky [6], O. Amoshi, Y. Kharazishvili, V. Lyashenko, O. Quilinsky [9] and others. However, it should be noted that in all of these authors, the expert estimation method, which is characterized by a high level of subjectivity, is used to assess the impact of components of sustainable development on the final value of the integral index.

In this context, we agree with the scientific position of O. Amosha, Y. Kharazishvili, V. Lyashenko, O. Kvylynsky, which they expressed during the international conference in Poznan, stating that "sustainable development is an integral characteristic of the state of the economic system, as the system includes Number of subsystems – the most important, interconnected structural components of the economic system, reflecting the functioning of individual spheres of the economy: economic, socio-demographic and ecological and recreational "[9]. Such an approach provides grounds for considering the concept of sustainable development of Ukraine from the standpoint of economic security of the national economy and using appropriate algorithms.

**Uninvestigated parts of general matters defining.** As a result of a systematic analysis of existing scientific approaches to assessing the level of sustainable development at micro and macro levels, it has been found that in all existing methods there is an identification of indicators used to assess rural and urbanized areas that a priori have significant differences (in particular, wage levels , Development

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of social infrastructure, etc.). Such a simplified approach leads to significant errors in the calculation of integral indicators, which makes it impossible to process the medium and long-term forecasting of strategic development vectors at the state and local levels.

**The research objective.** The purpose of the article is to formulate a methodology for assessing the sustainable development of rural areas using modern economic and mathematical apparatus, which avoids a number of errors associated with the subjectivity of experts. On the basis of the proposed methodology, a practical assessment of the level of sustainable development of rural areas of Ukraine was carried out, which allows to rank regions and identify leaders whose experience is subject to study and imitation.

**The statement of basic materials.** In Ukraine, during the period of independence, a number of projects of sustainable development concepts were developed that envisaged the development of the state on the basis of the traditional approach of harmonizing social, economic and environmental factors in order to meet the needs of present and future generations for which fair redistribution of the results of economic activity should occur, provided Recovery of natural resources [3-9]. Therefore, in subsequent calculations, we will not use the indicated formulas in the Kharazishvili-Zalizka algorithm, which allows, when assessing the level of economic security of rural areas, to automatically differentiate the indicators into two types: stimulants and destimulant

$$z_i = \begin{cases} \frac{x_i}{x_{i,max}}, & \text{якщо } x_i - \text{стимулятор, } i \in N, x_{i,max} \neq 0; \\ \frac{x_{i,min}}{x_i}, & \text{якщо } x_i - \text{дестимулятор, } i \in N, x_i \neq 0; \end{cases} \quad (1)$$

where  $z_i$  – the normalized statistical values of the indicators (indicators);  $x_i$ ;  $x_{i,min}$  and  $x_{i,max}$  – respectively, the smallest and largest values [9; 10; 11].

Taking as a basis the definition of the Integral Index of Sustainable Development as a Comprehensive Assessment that takes into account the traditional three dimensions of sustainable development (economic, environmental and social, we will formulate the main steps of the methodology for assessing the level of sustainable development at the level of the regions of the country. To adapt the above-mentioned algorithm, first we will select three groups of indicators, which influence the sustainable development of rural areas (Tabl. 1 and 2).

Table 1

**The matrix of the formation of elements of the social and environmental block Sustainable Development of Rural Areas**

Social indicators	Ecological indicators
1.1. Integral index of human development	2.1. Conduct of land protection measures in Ukraine in 1990-2014, ths.
1.2. Index of material well-being	2.2. Index of socio-economic load of the ecosystem
1.3. Development index	2.3. Index of development of ecological infrastructure

Source: systematized by authors on the basis of integral calculations [6-12]

To represent data in the form of a vector-matrix of dispersions and a matrix of absolute values of factor loads, we use the axis rotation and kimax or verimax normalization.

The analysis of the available statistical basis of factors indicates that it is temporarily impossible to obtain information on the numerical value of the factors in the region, therefore, in the further calculations of the integral index of sustainable development, they will not be used (until the change in the methodology for collecting statistical information).



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Table 2

**System of formation of the economic block Sustainable Development of Rural Areas**

INDICATORS	INDEX	
	Set of values	Analytical expression
2.1. Agriculture Efficiency Index	Index of volume of production	$I = \frac{I_{OB\Pi}}{I_{ЦБ\Pi}} \cdot 100\%$ ,
	Production (% of base year)	$P = \frac{D_{\Pi\Pi}}{I_{ЦБ\Pi} \cdot N}$ ,
	Labor productivity in the calculation	$R = \frac{VP}{C_{\Pi\Pi}} \cdot 100\%$ ,
	Crop capacity	$U = \frac{V_{Б\Pi}}{S_{3Y}} \cdot 100\%$ ,
	2.2. The index of the land fund of the regions	
2.3. General characteristics of agricultural enterprises of Ukraine	1. Total amount of agricultural land	
	2. Provision of land resources (per 1 person);	
	3. Share of agricultural land in the structure of the land fund	
	4. Provision of agricultural land, per 1 person;	
	5. Specific weight of natural grasslands and pastures in the total area of agricultural land;	
	6. Number of forests and forest cover areas	
	1. Number of active agricultural enterprises	
	2. Profitability of agricultural enterprises, ths. UAH;	
	3. Participation of unprofitable agricultural enterprises in their total quantity, %;	
	4. The level of profitability of the main activity, %;	
	5. Level of profitability of main crops (cereals, sugar beets, potatoes, vegetables), %;	
6. Number of livestock and poultry in Ukraine Produced grain per 1 inhabitant, kg;		
7. Sugar beet produced per 1 inhabitant, kg;		
8. Produced potatoes per 1 inhabitant, kg;		
9. Vegetables produced per capita, kg;		
10. Milk received per 1 person, kg		
11. Meat production per capita, kg		

Source: systematized by authors on the basis of integral calculations [6–12]

Thus, in accordance with the second step of the algorithm, we find the vector-matrix of dispersions  $D_i$  And the matrix of absolute values of factor loads  $A_i$  (using the axis rotation and metamorphic normalization). To do this we will determine the weights of each factor using formulas (2-3).

$$A_i \times D_i = \begin{pmatrix} d_1 a_{11} + d_2 a_{12} + \dots + d_j a_{1j} \\ d_1 a_{21} + d_2 a_{22} + \dots + d_j a_{2j} \\ \dots \\ d_1 a_{j1} + d_2 a_{j2} + \dots + d_j a_{jj} \end{pmatrix} = \begin{pmatrix} \alpha_1 \\ \alpha_2 \\ \dots \\ \alpha_j \end{pmatrix} \tag{2}$$

$$Y_i^{(1)} := kY_i, \quad k = \left( \sum_j \alpha_j \right)^{-1} \tag{3}$$

where  $a_{jj}$  – absolute values of the elements of the matrix after the axis rotation and the metamorphic normalization;  $d_j$  – value of dispersions.

This approach is universal and allows us to define in a multiplicative form (4) scalars of the integral index of sustainable development of rural territories  $I$ :

$$I = \prod_{j=1}^n z_j^{\alpha_j}, \quad \sum_j \alpha_j = 1, \quad \alpha_j > 0, \quad n \in N \tag{4}$$

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(For details, see, for example, [10]).

After rationing, we obtain the scalar form of the matrix of elements of the social block of sustainable development of rural areas (Tab. 3).

Table 3

**Comparison of the main indicators of sustainable development of rural territories of Ukraine for 2004/2014**

INDEX	Index Human development		Integral index of improvement		Level Poverty		Index Educational environment		Index Economic and material well-being		Level Environmental safety	
	2004	2014	2004	2014	2004	2014	2004	2014	2004	2014	2004	2014
Oblast												
Vinnitsa	0,57	0,46	0,10	0,12	0,17	0,14	0,58	0,65	0,33	0,43	0,07	0,20
Volyn	0,56	0,47	0,13	0,22	0,12	0,11	0,48	0,51	0,24	0,32	0,34	0,55
Dnipropetrovsk	0,58	0,47	0,09	0,10	0,19	0,10	0,55	0,63	0,24	0,29	0,05	0,10
Donetsk	0,58	0,001	0,09	0,09	0,30	0,11	0,51	0,63	0,23	0,24	0,03	0,07
Zhytomyr	0,55	0,44	0,08	0,09	0,13	0,12	0,52	0,68	0,25	0,34	0,11	0,23
Zakarpattia	0,64	0,50	0,17	0,34	0,20	0,15	0,42	0,50	0,22	0,24	0,13	0,36
Zaporozhye	0,57	0,49	0,15	0,14	0,13	0,14	0,51	0,71	0,25	0,34	0,10	0,22
Ivano-Frankivsk	0,57	0,46	0,12	0,20	0,13	0,11	0,39	0,46	0,22	0,31	0,10	0,22
Kievskaya	0,59	0,49	0,13	0,19	0,19	0,17	0,62	0,62	0,29	0,32	0,09	0,20
Kirovograd	0,54	0,45	0,11	0,13	0,15	0,09	0,56	0,65	0,34	0,38	0,11	0,44
Lugansk	0,53	0,001	0,10	0,10	0,14	0,17	0,53	0,58	0,21	0,30	0,06	0,14
Lviv	0,60	0,51	0,09	0,14	0,14	0,11	0,35	0,48	0,19	0,27	0,06	0,13
Nikolaev	0,58	0,47	0,10	0,14	0,17	0,19	0,49	0,60	0,25	0,36	0,14	0,23
Odesa	0,56	0,48	0,10	0,11	0,10	0,09	0,48	0,51	0,23	0,31	0,08	0,19
Poltava	0,59	0,48	0,09	0,12	0,22	0,08	0,64	0,66	0,31	0,35	0,10	0,25
Rivne	0,56	0,46	0,12	0,16	0,09	0,08	0,45	0,52	0,22	0,30	0,15	0,40
Sumy	0,55	0,45	0,08	0,09	0,20	0,09	0,60	0,81	0,30	0,37	0,18	0,63
Ternopil	0,58	0,47	0,11	0,22	0,14	0,08	0,51	0,50	0,26	0,36	0,11	0,35
Kharkiv	0,59	0,53	0,08	0,09	0,13	0,20	0,51	0,60	0,25	0,33	0,06	0,21
Kherson	0,55	0,44	0,14	0,18	0,13	0,13	0,55	0,51	0,29	0,44	0,20	0,42
Khmelnitsky	0,56	0,47	0,11	0,24	0,11	0,10	0,70	0,70	0,28	0,40	0,09	0,24
Cherkassy	0,58	0,47	0,16	0,26	0,21	0,13	0,56	0,57	0,35	0,49	0,17	0,23
Chernivtsi	0,59	0,52	0,14	0,41	0,15	0,09	0,48	0,47	0,23	0,31	0,24	0,81
Chernihiv	0,53	0,46	0,08	0,10	0,12	0,15	0,59	0,64	0,27	0,43	0,14	0,41

**Source:** Formed by the author on the basis of statistical data of the State Statistics Committee of Ukraine

Applying formulas (1-4) we get a ranking (Tab. 5). The systematic analysis of various results of the assessment of regional human development points to systematic changes in the ranking of Ukrainian regions, which are often linked to the refinement of the list of indicators of this rating, rather than qualitative changes in the relevant socio-economic and environmental indicators. In addition, in all of the above-mentioned variants, the calculation of the level of human development at both the micro and macro level involves identifying the working conditions and infrastructure provision of the rural and urban population, which somewhat blurs the general picture of sustainable development of Ukraine and makes it impossible to adequately plan and forecast socio-economic and Ecological

**Conclusions and suggestions.** These estimates of sustainable rural development have allowed Ukraine to rank these areas at the regional level and to identify leaders (Chernivtsi, Sumy, Volyn and Rivne region.), Whose experience is subject to study and imitate other areas. It is important to note that in the calculation of the scalar value subindexes significantly inflated because rather optimistic official figures some quantitative indicators. For example, consistently high quantitative indices that characterize the educational environment would need to be supplemented by qualitative characteristics, because rural schools present staffing problems, lack of modern reinforced TMT.

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Table 5

## Comparison of ratings of sustainable development of regions of Ukraine

Methodology	Author's calculations in the context of rural areas		Calculations in the context of rural and urbanized areas together		
			Omarov S.A. Ogly [14, 143–144]		M. Z. Zgurovsky [9]
Areas / Years	2014	2004	2012	2010	2006
Vinnitsa	12	9	19	24	15
Volyn	3	2	1	1	9
Dnipropetrovsk	22	21	23	18	3
Donetsk	24	24	25	25	5
Zhytomyr	18	16	21	18	21
Zakarpattia	9	13	4	6	8
Zaporozhye	16	17	7	7	6
Ivano-Frankivsk	14	19	10	21	18
Kievskaya	19	8	11	10	24
Kirovograd	5	10	19	26	25
Lugansk	23	22	23	21	13
Lviv	21	23	11	10	4
Nikolaev	20	15	5	4	1
Odesa	17	18	6	9	17
Poltava	13	7	3	4	12
Rivne	4	14	7	14	23
Sumy	2	4	11	7	7
Ternopil	6	12	26	16	11
Kharkiv	15	20	7	2	25
Kherson	7	5	11	10	13
Khmelnitsky	10	6	21	17	2
Cherkassy	11	1	16	10	21
Chernivtsi	1	3	18	15	16
Chernihiv	8	11	27	27	19

Source: Formed by authors

Detail parameters that are indicators of sustainable rural development points to the Unification of rural employment, which exhibits low economic (business) activity. Moreover, the lack of clear mechanisms to influence rural communities in the decisions of the local community and regional self in terms of forming social and economic basis of life on the principles of sustainable development point to the urgent need to develop national strategy on sustainable rural development for the period to 2020, coordinates with An effective regional development strategy.

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## РЕГІОНАЛЬНА ЕКОНОМІКА

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ЕВОЛЮЦІЯ РЕГІОНАЛЬНОЇ ПОЛІТИКИ В  
ЕВРОПЕЙСЬКОМУ СОЮЗІ

**Актуальність теми дослідження.** Європейське співтовариство володіє значним досвідом проведення регіональної політики, тому актуальним є його аналіз, а також пошук можливостей імплементації європейського досвіду в Україні.

**Постановка проблеми.** В ЄС регіональна політика здійснюється на чотирьох рівнях. Найбільший інтерес викликає аналіз особливостей її проведення на наднаціональному рівні, оскільки: вона найчастіше реалізується в ЄС безпосередньо з наднаціонального на регіональному рівні; це особливо характерно для нових країн-членів ЄС.

**Аналіз останніх досліджень і публікацій.** В основі дослідження досвіду регіональної політики в ЄС були використані наукові праці: Д. Бедерака, А. Гусейнова, А. Кузнецова, Б. Лавровського, С. Леонова, О. Сидоренко, Т. Стройко, С. Федорюк, В. Чужикова, Е. Сидорової та ін.

**Виділення недосліджених частин загальної проблеми.** Подальшого осмислення в умовах істотного розширення рамок ЄС вимагає питання опрацювання накопиченого досвіду регіональної політики в ЄС, його аналіз та оцінка, а також визначення напрямків удосконалення регіональної політики з врахуванням сучасних викликів.

**Постановка завдання.** Метою даної статті є аналіз еволюції регіональної політики в ЄС, що здійснюється на наднаціональному рівні та виявлення можливостей і напрямків імплементації європейського досвіду в Україні.

**Виклад основного матеріалу.** У статті досліджено типи та види регіональної політики в ЄС. Розглянуто два основних етапи в її розвитку, їх цілі та пріоритети, інструменти реалізації, особливості проведення та фінансування за цілями впроваджуваної політики та країнами-членами. Проаналізовано особливості та цілі функціонування структурних фондів ЄС.

**Висновки.** На основі проведеного аналізу зроблено висновок про суттєве еволюціонування регіональної політики за час існування ЄС. Доведено, що сьогодні регіональна політика в ЄС все більш переймається ідеологією «згуртування» своїх країн-членів. Визначено успіхи політики ЄС, проте показано, що більша частина досягнутих результатів спостерігається переважно в відсталих регіонах ЄС. Відзначено, що залишається відкритим питання вирівнювання диспропорцій у рівні економічного розвитку територій ЄС, а також ряд інших питань, пов'язаних із міграцією, безробіттям, екологією.

**Ключові слова:** регіональна політика; Європейський союз; еволюція; політика підтримки; структурні фонди.

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EVOLUTION OF REGIONAL POLICY IN THE  
EUROPEAN UNION

**Urgency of the research.** The European Community has considerable experience in conducting regional policies, therefore its analyzing is relevant, likewise is the search for possibilities for the implementation of European experience in Ukraine.

**Target setting.** In the EU, regional policies are implemented at four levels. Most interesting appears the analysis of characteristics of its conducting at the supra-national level, since: it is most often implemented in the EU at the regional level directly from the supra-national level; this practice is very common of the new EU Member States.

**Actual scientific researches and issues analysis.** The research on the experience of regional policy in the EU was based on scientific works of: D. Bederak, A. Huseynov, A. Kuznetsov, B. Lavrovskiy, S. Leonov, O. Sidorenko, T. Stroiko, S. Fedoriuk, V. Chuzhykov, E. Sidorova and others.

**Uninvestigated parts of general matters defining.** In the context of the substantial enlargement of the EU framework, further consideration should be aimed at the processing of the accumulated experiences of implementation of regional policy in the EU, its analyzing and assessing, as well as defining the directions of improving regional policies, in view of the current challenges.

**The research objective.** The purpose of this article is an analysis of evolution of regional policies in the EU, which is being implemented at the supra-national level, together with identification of the possibilities and directions for the implementation of the European experiences in Ukraine.

**The statement of basic materials.** The article studied the types and kinds of regional policies in the EU, considering two major stages in its development, their objectives and priorities, the tools for implementation, the characteristics of conducting, and the financing both by the objectives of the implemented policy and by the EU Member States. The purposes and features of functioning of the EU structural funds have been analyzed.

**Conclusions.** On the basis of the carried out analysis, it is concluded that there has been a significant evolution of regional policy during the period of the EU's existence. It is proved that the European Union's regional policy today is increasingly permeated by the ideology of «unification» of its Member States. The successes of the EU policies have been identified, also it has been shown that most of the results achieved are concentrated in the backward regions of the EU. It is specified that the question of leveling the imbalances in the level of economic development of the EU territories remains open, as well as a number of other issues related to migration, unemployment, and ecology.

**Keywords:** regional policy; European Union; evolution; support policy; structural funds.

**РЕГІОНАЛЬНА ЕКОНОМІКА****DOI:** 10.25140/2410-9576-2017-1-4(12)-189-200

**Актуальність теми дослідження.** Основні напрямки реалізації регіональної політики, а також механізми та інструменти її проведення, індивідуальні для кожної країни і визначаються специфічними для неї проблемами. У той же час, Європейське співтовариство володіє на сучасному етапі значним досвідом проведення єдиної регіональної політики, який має велике значення для інших країн світу. Країни, що входять до Європейського Союзу, мають багато спільних інструментів підтримки відсталих територій та важелів координації територіального розвитку. Ефективна координація територіального розвитку з єдиного європейського центру дозволяла впроваджувати і підтримувати на відсталих територіях передові напрямки реалізації регіональної політики - від стимулювання створення наукоємних виробництв в депресивних регіонах до організації промислових кластерів в сільськогосподарських регіонах країн ЄС. Тому актуальним є аналіз досвіду реалізації регіональної політики в ЄС, визначення проблем та успіхів у досягненні її цілей, а також можливостей імплементації європейського досвіду в Україні.

**Постановка проблеми.** Необхідно відзначити, що регіональною політикою в Європейському Союзі (ЄС) почали займатися ще в 50-х роках ХХ-го століття. З плином часу регіональна політика в ЄС еволюціонувала, при цьому змінювалися її цілі, пріоритети та інструменти реалізації. Протягом тривалого проміжку часу регіональна політика ЄС носила фрагментарний характер і не орієнтувалася на кінцеві цілі, був відсутній інструментарій їх досягнення. Однак з середини 70-х років все більше уваги стало приділятися вирівнюванню соціально-економічного розвитку регіонів. Але практика показала, що така політика теж є не зовсім ефективною. Більшість регіонів країн-членів ЄС продовжували залишатися відстаючими. Тому з 2000-х рр. орієнтири регіональної політики ЄС все більше стали зміщатися у бік ефективної підтримки регіонів - точок економічного зростання при підтягуванні відстаючих регіонів до певного соціально-економічного рівня.

У ЄС регіональна політика здійснюється на чотирьох рівнях: наднаціональному, національному, регіональному та місцевому. Найбільший інтерес викликає аналіз особливостей проведення регіональної політики в ЄС на наднаціональному рівні, що пов'язано з таким: 1 – найчастіше регіональна політика в ЄС реалізується безпосередньо з наднаціонального на регіональному рівні, минаючи національний; 2 – це зміщення особливо спостерігається в нових країнах - членах ЄС; 3 – оскільки Україна підписала Угоду про асоціацію з ЄС, практика наднаціонального формування та впровадження регіональної політики є особливо актуальною для нашої країни.

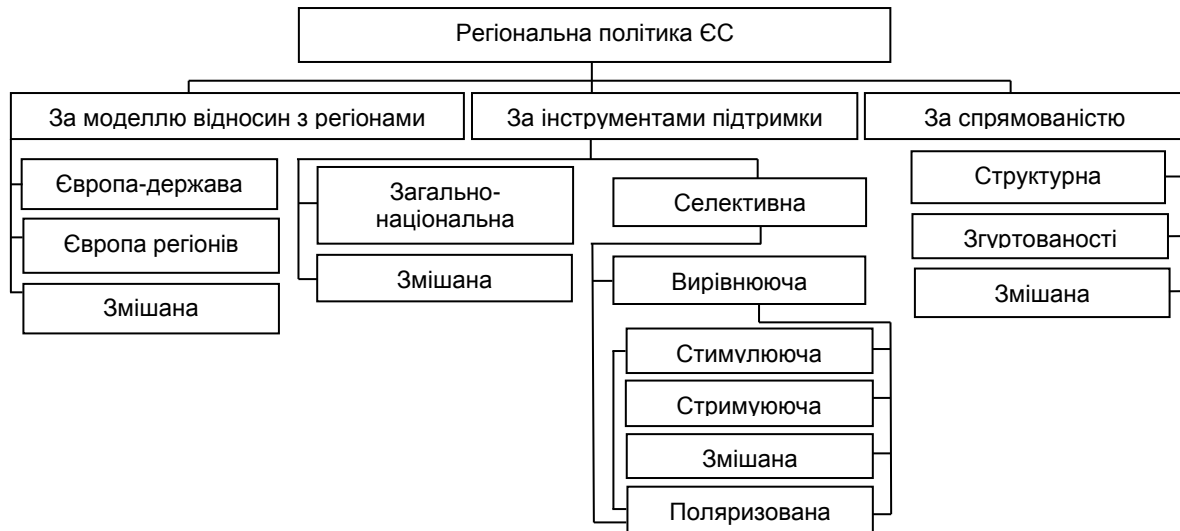
**Аналіз останніх досліджень і публікацій.** Проблематика регіонального розвитку країн ЄС весь цей час служила об'єктом досліджень і дискусій вчених і практиків. Вагомий внесок у дослідження різних аспектів проблеми регіональної політики внесли такі західні науковці, як: Р. Буайе, А. Браманте, У. Ізард, Ф. Перру, Г. Мюрдаль, К. Уівер та інші. Політику регіонального розвитку та досвід її здійснення у країнах Європейського Союзу досліджено у роботах Д. Бедерак, А. Гусейнова, А. Кузнецова, О. Сидорової, Т. Стройко, С. Федорук, В. Чужикова та ін. Дослідженню концепцій регіональної політики, регіональних диспропорцій присвячено роботи А. Вдовічена, О. Геймана, М. Долішнього, О. Раєвневої, О. Сторонянської, Т. Стройко, М. Чумаченка та інших. В їх працях аналізуються процеси розвитку територій, механізми оцінки регіональних диспропорцій, підходи до визначення пріоритетів регіональної політики, досліджуються різні аспекти проблеми формування регіональної політики як у ЄС, та і в Україні.

**Виділення недосліджених частин загальної проблеми.** В той же час, незважаючи на досить великий перелік наукових робіт в цій предметній області, деякі питання залишаються «відкритими» і вимагають подальшого осмислення в умовах істотного розширення рамок ЄС. Серед них: вибір ефективних інструментів і механізмів регіонального розвитку; обґрунтування пріоритетів регіональної політики та шляхів їх досягнення; опрацювання накопиченого досвіду регіональної політики в ЄС, його аналіз та оцінка, а також визначення напрямків удосконалення регіональної політики з врахуванням сучасних викликів.

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**Постановка завдання.** У зв'язку з вищесказаним, метою даної статті є аналіз еволюції регіональної політики в ЄС, що здійснюється на наднаціональному рівні та виявлення можливостей і напрямків імплементації європейського досвіду в Україні.

**Виклад основного матеріалу.** Розглядаючи еволюцію регіональної політики в ЄС, необхідно проаналізувати її основні типи (Рис. 1).



**Рис. 1.** Класифікація типів регіональної політики в ЄС (укладено за [1–11])

Як видно на Рис. 1, регіональна політика в ЄС на наднаціональному рівні в першу чергу класифікується в залежності від моделі відносин з регіонами. На початку функціонування ЄС регіональна політика здійснювалася згідно з концепцією «Європа-держава», а з другої половини 80-х рр. XX ст. - «Європа регіонів» [12–15]. Відповідно до першої концепції вплив наднаціональних органів ЄС на розвиток регіонів країн-членів здійснювався через національні органи управління. У концепції ж «Європа регіонів» передбачається поступове відмирання ролі і значення національного рівня в проведенні регіональної політики в країнах - членах ЄС, але в той же час зростає активна участь регіонів в управлінських функціях наднаціонального рівня ЄС.

З переходом ЄС на модель регіональної політики «Європа регіонів» посилюється також горизонтальна інтеграція на базі інтенсифікації міжрегіональної співпраці. З переходом на цю регіональну модель в Європейському Союзі була введена система багаторічних фінансових планів [12–14].

За спрямованістю наднаціональна регіональна політика ЄС ділиться на структурну, політику згуртованості та змішану [1; 4; 5; 8; 11]. Структурна політика передбачає реструктуризацію економіки регіонів, з відходом від старопромислового або сільськогосподарського її характеру до постіндустріальної економіки послуг й економіки, заснованої на знаннях. Політика згуртованості передбачає більш широку мету – сприяння гармонійному розвитку ЄС за допомогою створення умов для економічного і соціального згуртування регіонів і держав-членів. Ця політика, перш за все, спрямована на згуртованість нових членів ЄС, так як вони, як правило, мають значно нижчий рівень соціально-економічного розвитку.

Для досягнення поставлених цілей в ЄС передбачаються основні типи інструментів, що належать, відповідно, до загальнонаціональної та селективної політики (Рис. 1) [2; 5; 11]. Загальнонаціональна регіональна політика спрямована на створення загальних передумов, що сприяють розвитку регіонів, на подолання правових, адміністративних та організаційних «бар'єрів», що перешкоджають залученню інвестицій в регіони країн - членів ЄС. Селективна регіональна політика ЄС передбачає цілеспрямований вплив на певні регіони країн-членів, в залежності від їх соціально-економічного та екологічного стану. Вона, в свою чергу, ділиться на вирівнюючу та поляризовану. Вирівнююча селективна регіональна політика спрямована на вирівнювання еко-

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номічного розвитку регіонів країн - членів ЄС. Поляризована селективна регіональна політика передбачає пріоритетну підтримку одного або декількох регіонів, які мають високий економічний потенціал та інвестиційну привабливість.

Вирівнююча селективна регіональна політика ділиться на стимулюючу, стримуючу і змішану. Стимулююча регіональна політика використовується при здійсненні як вирівнюючої, так і поляризованої регіональної політики. У першому випадку об'єктом вибіркового впливу держави є проблемні регіони, а в другому – регіони-«локомотиви зростання». Стримуюча регіональна політика в ЄС використовується тільки в тому випадку, якщо об'єктами впливу є перенаселені міські агломерації. У Табл. 1 наведено порівняльну характеристику видів селективної регіональної політики, використовуваної в ЄС.

Таблиця 1

### Порівняльна характеристика видів селективної регіональної політики країн-членів ЄС [4]

Ознаки	Поляризована селективна регіональна політика	Вирівнююча селективна регіональна політика	
		стимулююча	стримуюча
Загальні принципи	Базується на принципах подальної системи і на передумові наявності в регіонах «полісів», генеруючих їх поступальний розвиток з метою максимізації національного доходу	Базується на принципі соціальної справедливості, тобто такому просторовому розподілі економічної діяльності, при якому жителі всіх регіонів мають приблизно однакові можливості для досягнення бажаного добробуту	
Об'єкти селективної політики	Регіони, що мають найбільший потенціал економічного зростання	Слаборозвинені (відстаючі) регіони; депресивні регіони, райони нового освоєння; північні території, периферійні райони (прикордонні, гірські, острівні)	Перевантажені міські агломерації; найбільш благополучні регіони з високою щільністю населення і виробництва
Декларовані цілі і завдання	Рациональний розподіл виробництва в просторі і використання виробничого потенціалу кожного регіону з метою зростання загальнонаціонального добробуту - стимулювання ефективної просторової організації	Вирівнювання рівня економічного і соціального розвитку частин країни; скорочення числа проблемних регіонів; рішення проблем розвитку проблемних регіонів	Стимування (обмеження) зростання економічного потенціалу міських агломерацій з метою нівелювання міжрегіональних відмінностей
Основні методи і механізми селективної політики	Розробка великомасштабних програм організації території на базі полісів зростання, центрів і осей розвитку; стимулювання розвитку внутрішніх ареалів найбільших агломерацій	Розробка великих регіональних програм відсталіх регіонів; економічні важелі регулювання проблемних територій; стимулювання максимального використання внутрішнього потенціалу проблемних регіонів (створення підприємницьких зон, промислових і наукових парків)	Контроль над розміщенням виробничих потужностей в великих містах («сертифікати промислового розвитку») і використання інших адміністративних методів регіональної політики; заборона на будівництво нових промислових підприємств
Країни, які застосовують конкретний вид селективної політики	Греція (1960–1980 рр.)	ЄС, Нідерланди (2-га половина 1960-х рр.)	Нідерланди (1990-ті рр.) Франція (1950-1970 рр.) Великобританія (1950-1970 рр.)



## РЕГІОНАЛЬНА ЕКОНОМІКА

Аналіз практики впровадження політики регіонального розвитку в ЄС на наднаціональному рівні за період з 1951 р. по теперішній час свідчить про те, що її умовно можна розділити на два етапи.

На I етапі (1951 – 1987 рр.) в ЄС впроваджувалася модель «Європа-держава», яка передбачала концентрацію регіональної політики на рівні держав-членів. Загальні кошти з бюджету ЄС виділялися безпосередньо державам-членам ЄС, а ті вже розподіляли їх безпосередньо серед своїх регіонів. Але до кінця 80-х рр. поступово збільшувався вплив наднаціональних органів ЄС на регіони країн-членів. Для цього створювалися відповідні фінансові інструменти та інституційні органи.

Залежно від зростання ролі наднаціональної політики ЄС у вирішенні проблем розвитку регіонів країн-членів перший етап можна умовно розділити на два підетапи. Перший з них (1951 – 1956 рр.) характеризувався незначною роллю наднаціональних органів ЄС у формуванні та впровадженні регіональної політики в країнах-членах. У цей період в 1951 р. був підписаний Паризький договір терміном на 50 років про створення Європейського об'єднання вугілля і сталі (ECSC) в складі 6 країн: Бельгії, Голландії, Італії, Люксембургу, Франції та ФРН [16]. Метою договору було сприяння економічному розвитку країн-членів шляхом утворення спільного ринку для продукції вугільної та металургійної промисловості. Договір базувався на скасуванні ряду заборон на загальному ринку вугілля та сталі. ECSC завершило своє існування в 2002 р., коли відповідний договір втратив силу.

Другий підетап (1957 – 1987 рр.) характеризувався створенням Європейського економічного співтовариства (ЄЕС), а також початком процесів регіональної економічної інтеграції. Були сформовані перші три фонди фінансування розвитку регіонів країн-членів на надрегіональному рівні, введені відповідні структури або їх представництва, які безпосередньо займалися наднаціональним регіональним розвитком в ЄС. На цьому ж підетапі почали діяти рамкові програми (РП), які стали початком інтеграції країн - членів ЄЕС в сфері наукових досліджень і розробок.

Необхідно відзначити, що структурні фонди, що відповідають за перерозподіл фінансових ресурсів, є важливим елементом системи регулювання регіонального розвитку в ЄС. До 90-х років в ЄС фінансуванням регіонального розвитку займалися три фонди (Табл. 2).

Таблиця 2

### Структурні фонди, що відповідають за перерозподіл фінансових ресурсів в ЄС [13]

Фонд	Завдання
Європейський фонд регіонального розвитку (European Regional Development Fund – ERDF), створений у 1975 р.	Головним завданням ERDF є зменшення диспропорцій у розвитку різних регіонів країн ЄС. В першу чергу націлений на підтримку і розвитку депресивних і периферійних регіонів
Європейський соціальний фонд (European Social Fund – ESF), створений у 1960 р.	Головне завдання - надання допомоги представникам певних районів, галузей і професій, які опинилися у тяжкому стані в результаті перебудови промисловості у ЄС. Ресурси фонду спрямовують на реалізацію програм із скорочення безробіття, подолання соціальної нерівності, гармонізації професійного і сімейного життя жінок
Європейський фонд орієнтації і гарантій в сфері сільськогосподарства (EAGGF), створений у 1964 р.	Головне завдання - фінансування загальних та конкретних заходів сільськогосподарської політики ЄС

II етап еволюції наднаціональної регіональної політики (1988 р. – по теперішній час) характеризується формуванням всіх фінансових інструментів, необхідних для проведення ефективної регіональної політики. На цьому етапі країни-учасниці ЄЕС почали впроваджувати високі форми економічної інтеграції, був розроблений ряд стратегічних документів, впроваджено довгострокове бюджетне фінансування [18].

Цей етап умовно можна розділити на два підетапи. Перший (1988 – 1992 рр.) характеризувався впровадженням в ЄС спільного ринку, затвердженням першого довгострокового бюджету фінансування регіонального розвитку. Подальше фінансування досліджень і розробок відбувалося через РП [19].

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Починаючи з 1988 р., регіональна політика ЄС стала ґрунтуватися на наступних принципах [19]: партнерства – як в плануванні, так і в реалізації регіональної політики повинні брати участь всі зацікавлені соціальні партнери; доповнюваності – фонди ЄС повинні доповнювати фінансові кошти країн-членів, а не замінити їх; субсидіарності – всі дії повинні впроваджуватися на якомога нижчому рівні, який в змозі їх захистити в межах регіону або країни - члена ЄС; концентрації – передбачається обмеженість допомоги з фондів ЄС тільки для невеликої кількості точно визначених цілей і проектів, які мають велике значення для ЄС; програмування – органи ЄС контролюють і здійснюють моніторинг використання коштів, а також забезпечують відповідність процесу загальної політики і конкретним директивам ЄС (мета ж регіональної політики полягає у вирішенні глобальних проблем даного регіону, а не реалізації окремих короткострокових програм); координації – регулювання діяльності структурних фондів проводиться з метою зосередження коштів на пріоритетних напрямках розвитку ЄС і обмеженої кількості регіонів з найбільш серйозними проблемами, які обрані на основі відповідних критеріїв.

З 1988 р. в ЄС була заснована система довгострокового бюджетного фінансування. Першим бюджетом передбачалося фінансування регіональної політики ЄС в розмірі 62,970 млрд євро, в тому числі за рядом країн-членів. Найбільша сума коштів з фондів ЄС надійшла до Іспанії – 20,8%, Італії – 17%, Португалії – 13,4% і Греції – 12,0% [20].

Розподіл коштів структурних фондів ЄС в 1988-1993 рр. здійснювалося в розрізі наступних цілей: 1 – Сприяння розвитку і коригування структури відстаючих регіонів; 2 – Конверсія регіонів, прикордонних районів або частин регіонів; 3 – Боротьба з безробіттям, забезпечення вступу в трудове життя молоді і людей, які були витіснені з ринку праці; 4 – Створення сприятливих умов для адаптації робітників до галузевим змін у виробничих системах; 5а – Сприяння сільському розвитку за допомогою прискорення перебудови структури сільськогосподарського виробництва; 5б – Сприяння сільському розвитку за допомогою підтримки і коригування структури аграрних регіонів [14].

Другий підетап (1993 р. – по теперішній час) характеризується тим, що в ЄС створена рівнодіюча система управління регіональним розвитком країн-членів. Основою цього стали такі події:

- в 1992 р. 12 країн-членів ЄС в Маастріхті (Нідерланди) підписали Угоду про створення ЄС [21], яке вступило в чинності 1 січня 1993 р. і з цього моменту ЄС функціонує на основі двох договорів. Починаючи з цього етапу, регіональний розвиток країн-членів здійснюється відповідно до затверджених стратегічними планами.

- Європейською Радою в березні 2000 р. була прийнята на десятирічний період Лісабонська стратегія створення динамічної і конкурентоспроможної економіки, заснованої на знаннях [22]. Її стратегічна мета – створення найбільш конкурентоспроможної та динамічної в світі економіки, що базується на знаннях, здатної до стійкого економічного зростання при нарощуванні кількості і поліпшенні якості робочих місць і збереженні більшої соціальної згуртованості. У 2005 р. Лісабонська стратегія була оновлена шляхом прийняття партнерства заради зростання та зайнятості і доповнення його Програмою дій Союзу та відповідними національними програмами в цій сфері [23]. Основні напрямки оновленого варіанту Лісабонської стратегії передбачали перетворення ЄС в простір, сприятливий для інвестицій і зайнятості.

- в 2010 р. була прийнята Нова європейська стратегія економічного розвитку на найближчі 10 років «Європа – 2020», яка встановлює три основні чинники зміцнення економіки [24]: 1 – Розумне зростання економіки, засноване на знаннях та інноваціях; 2 – Стабільне зростання і створення економіки, заснованої на доцільному використанні ресурсів і конкуренції; 3 – Всеохоплююче зростання з метою сприяння підвищенню рівня зайнятості населення та досягнення соціальної та територіальної стабільності.

У стратегії сформовані наступні основні цілі, яких ЄС планує досягти до 2020 р. [24]: 1 – 75% населення у віці від 20 до 64 років повинні бути працевлаштовані; 2 – 3% ВВП ЄС має бути інвестовано в дослідження і розробки; 3 – Повинні бути досягнуті цілі енергетичної політики та політики регулювання клімату (в т.ч. на 3% повинна бути знижена забрудненість навколишнього середовища); 4 – Частка учнів, що перервали освіту, не повинна перевищувати 10% і не менше

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40% молоді повинні мати вищу освіту; 5 – На 20 млн має бути скорочена кількість людей, які перебувають під загрозою опинитися за межею бідності.

Необхідно відзначити, що за цей період за ініціативою Єврокомісії додатково до існуючих було створено декілька фондів. У 1993 р. був створений Фонд згуртування (Cohesion Funds). Його завдання - співфінансування та реалізація окремих проектів в галузі захисту довкілля та розвитку транспорту у менш розвинутих країнах ЄС. Фонд згуртування використовувався для країн, чий ВВП становив менше 90% від середнього по ЄС, за умови, що вони представляли програми економічного розвитку, що відповідали критеріям економічного й монетарного союзу, викладеним у договорі про ЄС. У 1994 р. з метою підвищення конкурентоспроможності рибальства у країнах-членах ЄС був створений Фінансовий інструмент підтримки рибальства (Financial Instrument for Fisheries Guidance - FIFG). [25].

Отже, з прийняттям стратегії «Європа 2020» задля досягнення мети забезпечення економічного розвитку в усіх країнах ЄС продовжують використовуватися три основних фонди (Європейський фонд регіонального розвитку (ERDF), Європейський соціальний фонд (ESF), Фонд згуртування (Cohesion Funds)) та додатково два секторальних (Європейський сільськогосподарський фонд для розвитку сільських районів (EAFRD), Європейський Морський фонд та фонд рибальства (EMFF)). Разом з тим, регіони можуть отримати допомогу від Фонду солідарності (EUSF), до якого країни можуть звернутися у разі великих стихійних лих [25].

При формуванні програм підтримки структурні фонди ЄС зіткнулися з проблемою диспропорцій площ і заселеності регіонів країн-членів. Для проведення відбору регіонів та ефективного проведення в них регіональної політики, починаючи з 70-х рр. XX ст. Євростатом розроблялася багаторівнева система класифікації європейських регіонів (NUTS), яка фактично була остаточно прийнята в 2003 р. Згідно з цією системою передбачається три рівні адміністративно-територіального поділу країн – членів ЄС. Критерієм віднесення регіонів до різного рівня NUTS є чисельність населення: регіони NUTS 1-го рівня – 3-7 млн чол.; 2-го рівня – 0,8-3 млн чол.; 3-го рівня – 0,15-0,8 млн чол. [26]. В даний час ЄС включає в себе 27 (28) країн, адміністративно розділених системою NUTS на 96 регіонів 1-го рівня, 271 – 2-го рівня і 1303 – 3-го рівня.

У цей період триває реалізація рамкових програм (РП) у сфері досліджень і розробок. В даний час реалізовано 7-м РП і поступово реалізується 8-ма РП «Горизонт 2020». Кожна з РП складається з підпрограм і тематичних програм.

РП-7 (2007 – 2013 рр.) була спрямована на [27]: зміцнення наукової і технологічної бази промисловості ЄС і забезпечення високого рівня її конкурентоспроможності; підтримка і вдосконалення дослідницької та інноваційної діяльності наукових центрів, університетів, організацій реального сектора економіки, малих і середніх підприємств; розширення міжнародного та міжнародного наукового співробітництва в Європі; підвищення дослідницького та інноваційного потенціалу всіх держав ЄС. Метою РП-7 було прискорення економічного зростання, підвищення конкурентоспроможності економіки Європи шляхом інвестування в знання, інновації та людський капітал.

Від попередніх програм її відрізняло ряд нових елементів [27]: значний акцент на пріоритетні тематичні напрями наукових досліджень, а не на «інструменти»; суттєве спрощення процедур реалізації; повніше врахування вимог промисловості при проведенні досліджень завдяки спеціально розробленій схемі «технологічні платформи та загальні технологічні ініціативи»; створення Європейської дослідницької ради, яка здійснює фінансування провідних фундаментальних досліджень; міжнародне співробітництво в усіх напрямках програми; розвиток «регіонів знань» - комплексів регіональних наукових центрів, потенціал яких не обмежується національними рамками; стимулювання приватних інвестицій в перспективні науково-дослідницькі напрями; можливість розподілу фінансових ризиків.

З 1 січня 2014 р. в ЄС реалізується РП-8 – «Горизонт 2020» [28]. Пріоритет у цій програмі віддано високоефективним технологіям - еко, нано-, біо- та інформаційним технологіям, які орієнтуються на вирішення ключових соціально-економічних проблем (розвиток «зеленої енергетики», транспорту, старіння населення). Ядро програми «Горизонт 2020» складають три основні пріоритетні напрями [28]: генерування провідних знань для зміцнення позицій ЄС серед провід-

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них наукових держав світу (ES); досягнення індустріального лідерства, підтримка інновацій і бізнесу, включаючи малі та середні підприємства (II); вирішення соціальних проблем (SC) у відповідь на виклики сучасності, які визначені в стратегії «Європа 2020». Ще одним, четвертим компонентом, є програма неядерних досліджень Об'єднаного науково-дослідного центру. Бюджет програми «Горизонт 2020» на період 2014-2020 рр. передбачається в обсязі 80 млрд євро.

За період з 1993 р. по теперішній час в ЄС були затверджені чотири бюджети фінансування регіонального розвитку країн-членів. Бюджет 1994-1999 рр. в розмірі 138,19 млрд єку був спрямований на реалізацію цілей, які були передбачені в 1988-1993 рр. з доповненням мети 6: Розвиток і перебудова структури регіонів з виключно низькою щільністю населення. Найбільше коштів з фондів ЄС було направлено на Мету 1 – Сприяння розвитку і коригування структури відстаючих регіонів – 61,4%, а серед країн: Іспанію – 22,5%, Німеччину – 14,2% та Італію – 14,1% [28].

Бюджет ЄС 2000-2006 рр. в розмірі 211,960 млрд євро передбачав наступні цілі фінансування: 1 – Сприяння розвитку і коригування структури відстаючих регіонів; 2 – Підтримка економічних і соціальних перетворень (конверсії) регіонів, які зіткнулися з проблемами структурного характеру; 3 – сприяння адаптації і модернізації політики і систем освіти, професійної підготовки зайнятості. Найбільша сума коштів фондів ЄС була спрямована на Мету 1 – Сприяння розвитку та корекції розвитку структури відстаючих регіонів – 78,9%. Між країнами-членами ЄС кошти структурних фондів в 2000-2006 рр. розподілилися наступним чином: Іспанія – 21,9%, Італія – 14,5%, Німеччина – 14,3% і Греція – 10,7%.

Бюджет ЄС 2007-2013 рр. в розмірі 338,780 млрд євро був спрямований на реалізацію наступних цілей: 1 – Конвергенція і конкурентоспроможність; 2 – Регіональна конкурентноздатність та зайнятість; 3 – Європейське територіальне співробітництво. Між країнами-членами кошти розподілилися наступним чином: Польща – 19,4; Іспанія – 10,0% і Італія – 8,1%.

Бюджет 2014-2020 рр. в розмірі 338,780 млрд євро передбачив реалізацію наступних цілей: 1 – Інвестування в економічне зростання і зайнятість; 2 – Європейське територіальне співробітництво. Між країнами-членами ЄС кошти фондів в 2014 – 2020 рр. розподілилися наступним чином: Польща – 22,6%, Італія – 9,1%, Іспанія – 7,8% і Румунія – 6,8%.

Найпомітнішим нововведенням наднаціональної регіональної політики стало виділення з 2014 р. за рівнем розвитку не двох, а трьох груп регіонів для розподілу асигнувань із структурних фондів ЄС, що відповідають за політику згуртування – Європейського фонду регіонального розвитку (ЕФРР) і Європейського соціального фонду (ЄСФ). Найбільший обсяг фінансування у напрямку регіональної політики ЄС, названому «Інвестиції для росту і зайнятості», призначений для менш розвинених регіонів – з ВВП на душу населення з урахуванням паритету купівельної спроможності валют (ПКС) нижче 75% від середнього по ЄС рівня (такі регіони розташовані в основному в країнах Центрально-Східної та Південної Європи). Певний обсяг асигнувань отримують регіони перехідного типу (з ВВП на душу населення від 75 до 90% від середнього по ЄС) і більш розвинені (ВВП на душу населення становить 90% від середнього по ЄС) [13]. Поділ регіонів на три групи дозволив дещо обмежити число проблемних територій с метою попередження «розпилення» коштів на більш благополучні регіони.

З точки зору розподілу коштів за окремими країнами-членами ЄС відбулися відчутні зрушення, хоча склад першої десятки лідерів за обсягами одержуваних асигнувань не змінився (Табл. 3).

Ще одним нововведенням наднаціональної регіональної політики є виділення серед 11 пріоритетів для асигнувань структурних фондів ЄС за напрямом «Інвестиції для росту і зайнятості» чотирьох ключових: підтримка НДДКР, інформаційно-комунікаційних технологій (ІКТ), малого бізнесу та низьковуглецевої економіки [28]. Вважається, що саме ці пріоритети в найбільшій мірою відповідають завданням «Стратегії 2020», прийнятої в ЄС для досягнення «розумного, стійкого та інклюзивного» зростання. При цьому мінімум 80% асигнувань ЕФРР має йти на чотири названих пріоритету в більш розвинених регіонах, мінімум 60% в регіонах перехідного типу і щонайменше 50% в менш розвинених регіонах.

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Таблиця 3

**Основні країни-реципієнти фінансування в 2007 – 2013 і 2014 – 2020 рр. [13]**

Країна	2007 – 2013 рр.		2014 – 2020 рр.	
	млрд. євро	%	млрд. євро	%
ЄС загалом	347,4	100,0	351,8	100,0
Польща	67,3	19,4	77,6	22,1
Італія	28,8	8,3	32,8	9,3
Іспанія	35,2	10,1	28,6	8,1
Румунія	19,7	5,7	23,0	6,5
Чехія	26,7	7,7	22,0	6,3
Угорщина	25,3	7,3	21,9	6,2
Португалія	21,5	6,2	21,5	6,1
Німеччина	26,3	7,6	19,2	5,5
Франція	14,3	4,1	15,9	4,5
Греція	20,4	5,9	15,5	4,4
Інші	61,9	17,8	73,8	21,0

**Висновки.** Проведений аналіз свідчить про те, що регіональна політика протягом всього періоду існування ЄС суттєво еволюціонувала. Відтак, можна виділити два основних етапи її розвитку.

На першому етапі (1951 – 1988 рр.) в ЄС впроваджувалась модель "Європа-держава", яка передбачала концентрацію регіональної політики на рівні країн-членів. При цьому кошти з загального бюджету ЄС виділялися безпосередньо країнам-членам, а ті вже розподіляли їх серед своїх регіонів. На другому етапі (1988 р. – по теперішній час) ЄС почав переходити до моделі «Європа регіонів», яка передбачає відмирання ролі національного рівня в проведенні національної політики. При цьому кошти з загального бюджету ЄС виділяються безпосередньо регіонам країн-членів.

Важливим елементом системи регулювання регіонального розвитку в ЄС є структурні фонди, кошти з яких розподіляються згідно затверджених цілей.

В свою чергу, кожен з етапів регіональної політики ЄС можна умовно розділити на два підетапи, які характеризуються різними цілями, пріоритетами та інструментами її реалізації.

В ЄС для досягнення поставлених цілей використовується загальнонаціональна селективна політика. Остання в свою чергу підрозділяється на поляризовану та вирівнюючу (як стимулюючу, так і стримуючу). При цьому, необхідно відзначити, що загалом регіональна політика в ЄС все більш переймається ідеологією «згуртування» своїх країн-членів.

Ефективність регіональної політики ЄС оцінюється науковцями та практиками неоднозначно. Як безсумнівні її успіхи можна відзначити: значну кількість створених за допомогою інвестицій робочих місць на підприємствах країн-членів ЄС, значний внесок у розвиток інфраструктури, підтримку в умовах економічної кризи проблемних країн, які змогли скористатися введеними в ЄС гнучкими механізмами перерозподілу засобів структурних фондів. Однак, більша частина досягнутих результатів спостерігається переважно в відсталих регіонах ЄС, самостійно не здатних залучити масштабні інвестиції в серйозні проекти.

У той же час, незважаючи на наявність позитивного ефекту від регіональної політики ЄС залишається відкритим питанням, наскільки вона досягала своєї довгострокової цілі – вирівнювання диспропорцій у рівні економічного розвитку територій. Відповідно до розрахунків науковців [29-33] ця проблема поки не вирішена, тому в найближчі роки проблема вирівнювання регіонів ЄС за рівнем ВВП на душу населення залишається надзвичайно актуальною. Більше того, розширення рамок ЄС за рахунок слаборозвинутих країн лише посилює ці контрасти.

Також досить гостро сьогодні в ЄС стоять проблеми міграції та безробіття. Крім того, в останні роки під впливом глобалізації та цілого ряду інших соціальних та політичних процесів, а також загострення екологічних проблем формуються нові виклики регіонального розвитку, які також вже впливають і істотно змінюватимуть політику ЄС та його пріоритети.

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Багато з тих проблем, які вирішуються в ЄС є актуальними й в Україні, тому досвід формування та реалізації регіональної політики в ЄС є важливим при пошуку шляхів вирішення національних проблем регіонального розвитку.

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## РЕГІОНАЛЬНА ЕКОНОМІКА

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## CURRENT STATE AND FEATURES OF FINANCING OF THE ROAD SECTOR

## СУЧАСНИЙ СТАН ТА ОСОБЛИВОСТІ ФІНАНСУВАННЯ ДОРОЖНЬОЇ ГАЛУЗІ

**Urgency of the research.** The main problem of the road economy remains its lack of financing.

**Target setting.** The allocation of funds for new construction, reconstruction, repair and maintenance of public roads at the present stage carried out to ensure the sustainable functioning and balanced development of the network of public roads in the regions in accordance with the directions determined by the state strategy and state programs, according to the actual state of roads.

**Actual scientific researches and issues analysis.** The theoretical and methodological foundations of the formation and usage of financial resources of the road sector are covered in the works of S. M. Shkarlet, A. V. Bazilyuk, N. P. Teslyuk, V. P. Ilchuk, Yu. S. Vdovenko, V. F. Skorchenko and others.

**Uninvestigated parts of general matters defining.** Reforming the road sector in Ukraine is impossible without improving the mechanism of financing the road economy and adapting it to market conditions of management.

**The research objective.** Current condition of the road network does not meet the needs of the economy by 97% and requires repair and maintenance.

**The statement of basic materials.** The processes of degradation of the road network without taking appropriate measures in a few years may become catastrophic. Due to growth deficit of repairs restoration of technical characteristics of the road network requires more significant means.

**Conclusions.** The main task of the development of the road sector is the definition and development of a strategy for effective financing of new construction, reconstruction and repair of roads of general use. The PPP allows the public sector to implement expertise from private companies, attracting their resources.

**Keywords** road industry; road financing; road repairs; roads for public use.

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**Актуальність теми дослідження.** Основною проблемою дорожнього господарства залишається його недостатнє фінансування.

**Постановка проблеми.** Розподіл коштів на нове будівництво, реконструкцію, ремонт та утримання автомобільних доріг загального користування на сучасному етапі здійснюється відповідно до пріоритетів, визначених державною стратегією та державними програмами, з урахуванням фактичного стану автомобільних доріг.

**Аналіз останніх досліджень і публікацій.** Теоретичні та методологічні основи формування та використання фінансових ресурсів дорожньої галузі висвітлюються у працях С. М. Шкарлета, А. В. Базиліук, Н. П. Теслиук, В. П. Ільчука, Н. А. Боровик, Ю. С. Вдовенка, В. Ф. Скорченка та інших вчених.

**Виділення недосліджених частин загальної проблеми.** Реформування дорожньої галузі України не можливе без удосконалення механізму фінансування дорожнього господарства та адаптації його до ринкових умов господарювання.

**Постановка завдання.** Сучасний стан дорожньої мережі на 97% не відповідає потребам економіки та потребує капітального та поточного ремонту.

**Виклад основного матеріалу.** Процеси змін дорожньої мережі без прийняття відповідних дієвих заходів вже через кілька років можуть прийняти катастрофічний характер. Відновлення ж технічних характеристик дорожньої мережі в результаті зростання дефіциту ремонтів потребує більш значних коштів.

**Висновки.** Головним завданням розвитку дорожньої галузі є визначення та розробка стратегії ефективного фінансування нового будівництва, реконструкції та ремонту автомобільних доріг загального користування.

**Ключові слова:** дорожня галузь; фінансування доріг; витрати на ремонт доріг; автомобільні дороги загального користування.

**Urgency of the research.** The main problem of the road economy remains its lack of financing. In the light of world experience, it is clear that even in developed countries, there is a lack of budget funds for the construction and maintenance of highways and road objects, and what can be said about Ukraine, where the state budget is constantly deficient, and the funds allocated to one of the most expensive sectors of the economy are scanty.

**Target setting.** The allocation of funds for new construction, reconstruction, repair and maintenance of public roads at the present stage carried out to ensure the sustainable functioning and bal-

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anced development of the network of public roads in the regions in accordance with the directions determined by the state strategy and state programs, according to the actual state of roads.

**Actual scientific researches and issues analysis.** The theoretical and methodological foundations of the formation and usage of financial resources of the road sector are covered in the works of S. M. Shkarlet, A. V. Bazilyuk, N. P. Teslyuk, V. P. Ilchuk, N. A. Borovik, Yu. S. Vdovenko, F. P. Goncharenko, V. I. Kotell'inets, O. T. Lanovoy, A. M. Novikova, Ye. D. Prusenko, V. F. Skorchenko and others.

**Uninvestigated parts of general matters defining.** Considering the fact that construction and maintenance of highways are very expensive and the state cannot fulfill its obligations in this sector, because of lack of budget funds, reforming the road sector in Ukraine is impossible without improving the mechanism of financing the road economy and adapting it to market conditions of management.

**The research objective.** Current condition of the road network does not meet the needs of the economy by 97% and requires repair and maintenance [6]. There are only 1% of public roads in the first category, in the second - 8%, in the third - 17%, the fourth category - 63% out of 169.6 thousand km of the total length of highway in Ukraine. Average speed on the roads of Ukraine 2-3 is times lower than in Western European countries [6].

The production and staff capacity of domestic road enterprises, both state and private, have almost been lost. Poor condition of roads leads to annual losses of up to 5% of GDP [6] and indirect losses due to high transportation costs, low speeds and indirect losses due to reduced competitiveness.

**The statement of basic materials.** Generally, the legal framework for financing the costs of new construction, reconstruction, repair and maintenance of public roads is determined by the Law of Ukraine of 15.09.91 No. 1562 "On the sources of financing of the road economy of Ukraine". Such expenses are carried out at the expense of budgetary and other funds for realization of programs of development of road economy in Ukraine.

Due to non-compliance with inter-repair terms in recent years and at the end of the winter period of 2017, the spillage and other deformations affect almost the entire network of public roads, except the road sections that were repaired during the preparation for EURO 2012 and subsequent years after it. So today, the network of roads does not meet the normative operational requirements, and the process of destruction of roads quickly goes on [1; 2].

According to preliminary calculations, the need for funds to restore and ensure the sustainable functioning of a network of public roads of state importance is 600 billion hrns, requiring repair and construction work more than 40 thousand km of state roads (almost 90% of their extent) [3].

In 2016 6 bln. hrns were directed at the capital repair and maintenance: 3.2 bln. hrns funds of the state budget; 1 bln. hrns - credit funds attracted by Ukravtodor in previous years; 384 mln. hrns - local budgets of different levels; 253.7 mln. hrns - State Fund for Regional Development; 1.179 bln. hrns - "Customs Experiment". The maintenance of roads of general usage envisaged financing in the amount of 4.57 billion hrns, out of which 499 million hrns. - funds from local budgets [6]. Almost 950 km of highways of state and local importance was succeeded to repair and put into operation in 2016, part of the objects will be completed in 2017 (Fig. 1). The processes of degradation of the road network without taking appropriate measures may become catastrophic in a few years that may reduce the volume of transport work for many regions. Due to the growth of the deficit of repairs, restoration of technical characteristics of the road network requires more significant means (Tabl. 1). The main reason for this situation is an acute shortage of financial resources in the budget [7; 8].

In 2016, due to unfavorable weather conditions, the current state of roads significantly deteriorated to the estimated time of road degradation. 2016 is the peak period of the last 5 years by the amount of deformation on the cover. The spillage already damaged 12.2 million m<sup>2</sup>, including 4.6 million m<sup>2</sup> on roads of state importance. Intensive processes of spillage formation continued at least until the middle of April 2017, and according to the calculations the area of destruction of the road cover increased by 30% [2; 5; 6].

Local roads are in a worse condition and the area of deformations on its cover has already reached 7.6 million m<sup>2</sup> and the processes of destruction also goes on [4]. In the framework of budget financing in 2017, the list of construction, reconstruction, capital repairs and maintenance for the amount of 2.8

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billion hrs, has been approved for 434 km of highways. The budget also includes costs for the development of project documentation for timely start of work in case of increased funding.

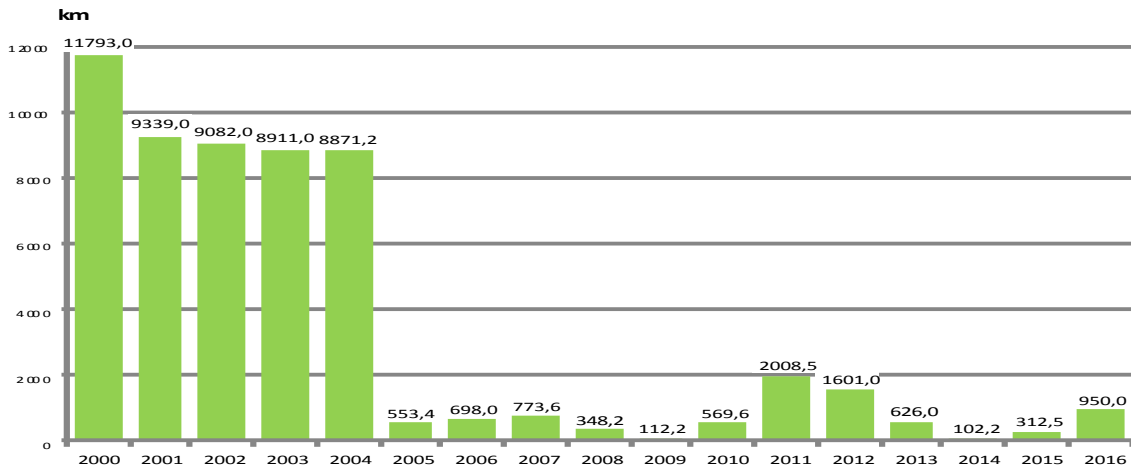


Fig 1. The length of repaired roads of general usage in 2000 - 2016 [6]

Table 1

**Construction, reconstruction and repair of public roads [6]**

Indicator	Years							
	2000	2005	2010	2011	2012	2013	2014	2015
Construction and reconstruction								
financing, hrs million	328,3	1 042,9	1 205,7	3 035,5	2 001,0	1 461,2	260,6	229,7
open motion, km	193,0	304,5	67,7	97,8	13,0	5,0	0,0	0,0
Repairs								
financing, hrs million	662,1	1 441,5	1 922,1	4 653,0	3 555,2	2 516,7	757,6	2 088,9
open motion, km	11 600,0	248,9	501,9	1 910,7	1 588,0	621,0	102,2	312,5
Hold, hrs million	303,4	809,8	2 310,4	2 328,2	2 538,3	3 514,6	2 287,2	3 068,6
Total								
financing, hrs million	1 293,8	3 294,2	5 438,2	10 016,7	8 094,5	7 492,5	3 305,4	5 387,2
open motion, km	11 793,0	553,4	569,6	2 008,5	1 601,0	626,0	102,2	312,5

Owing to work on the fading spillage, operational indicators for 61 thousand km were restored, which allowed to improve the transport links between settlements (Fig. 2).

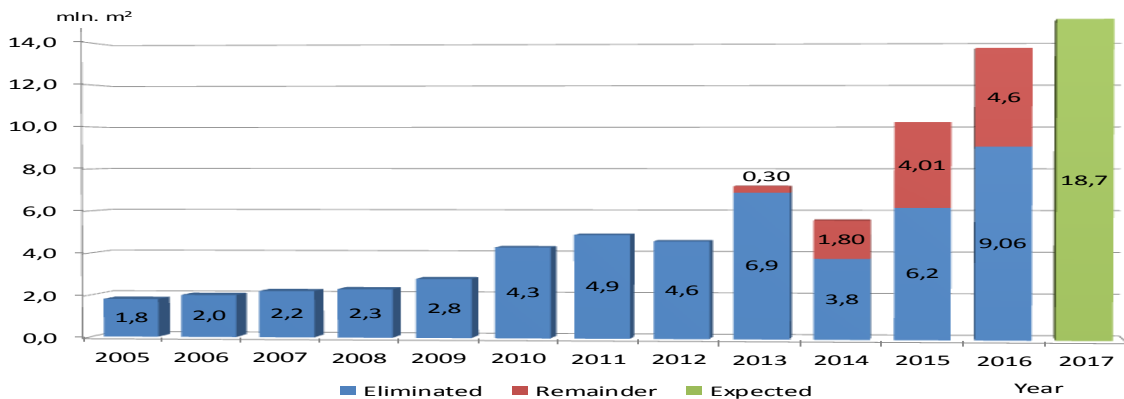


Fig. 2. Volumes of elimination of spillage on public roads [6]

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Also, at the expense of unused balance of credit funds attracted by Ukravtodor in previous years, under the Government's guarantees, Government is preparing a draft resolution, which will also approve the list of construction, reconstruction, capital repairs and maintenance for the amount of hrsn 2.5 billion. (293 km) [6].

For the maintenance of roads in 2017 from the state budget were allocated 3.5 billion hrsn, including up to 2 billion hrn that will be aimed at eliminating spillage. Taking into account the limited funding, the focus is aimed on international, national and regional roads of state importance. Ukravotodor plans to complete their work on the elimination of spillage by June 1 by organizing daily work of more than 600 repair teams in case of favorable weather conditions.

The main reasons of increasing the extent of damage to the road cover are:

1. Non-compliance with the inter-repair terms. The problem, which only increases annually, is non-compliance with the rules of inter-repair terms. Over the past years, Ukraine has already accumulated a significant need for road repair in comparison with normative scientifically substantiated volumes. According to this, it is necessary to repair about 28 thousand kilometers of roads annually, but in fact it is repaired twenty times less. The main reason for non-compliance of the inter-repair terms is the constant underfunding of the industry since 2004, which does not exceed 4-5% of the required. A similar situation is with proper maintenance, where annual expenditures make no more than 25-36% of the scientifically justified need.

2. Fluctuations of air temperature through 0 ° C, which in the current winter period of 2017 amounted to about 53 cycles. The process of the appearance of potholes is especially active in the winter-spring period, which is facilitated by the alternation of "+" and "-" of the temperatures of air and cover, the presence of water in the pores of the cover from rain falls, snow melting, and mist staining. When freezing water expands in small cracks, it carries out a disconnecting action, and the connections between the parts of the material become weak and under the influence of the weight of the car a pothole formed there can quickly increase.

3. Excessive moisture of roads as a result of temporary stagnation of water after intense precipitation. Today, the vast majority of covering is water permeable due to aging of materials, the presence of cracks and microcracks. Accumulation of moisture in the lower layers of the road surface and the upper part of the earth covering, as a result of a significant amount of winter precipitation and positive temperatures, results in loss of the bearing capacity of the road structure.

4. Effect of chemical reagents used in anti-icing materials while eliminating winter slipperiness. The additional destruction of the coating is facilitated by using melting anti-corrosive materials: each using of melting or combined anti-icing material equates to a transition through 0 ° C.

5. Low load bearing capacity of the road surface. During the formation of the network of roads in the postwar years before 2000, the estimated load was: 10 tons per axle for roads of state importance; 6 tons per axle for local roads. Modern calculating loads are respectively 11.5 and 10 tons per axle, while the actual ones significantly exceed them.

**Conclusions.** The main task of the development of the road sector is the definition and development of a strategy for effective financing of new construction, reconstruction and repair of roads of general use. Therefore, special attention should be paid to the state of the road sphere, and funds should be allocated for its more effective development. In today's context, the role of public-private partnership (PPP) needs to be strengthened to achieve effective financing of the road sector through attracting investors' funds for the construction of new highways and reconstruction of existing ones. The PPP allows the state sector to implement experience from private companies, attract their resources, use their risk management system, and reduce the cost of financial resources for infrastructure projects.

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## РЕГІОНАЛЬНА ЕКОНОМІКА

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### ADMINISTRATIVE AND FINANCIAL DECENTRALIZATION CONCEPT AND FORMATION OF FINANCIAL SUPPORT COMMUNITY DEVELOPMENT IN UKRAINE

### АДМІНІСТРАТИВНО-ФІНАНСОВА ДЕЦЕНТРАЛІЗАЦІЯ ТА ФОРМУВАННЯ КОНЦЕПЦІЇ ФІНАНСОВОГО ЗАБЕЗПЕЧЕННЯ РОЗВИТКУ ТЕРИТОРІАЛЬНИХ ГРОМАД В УКРАЇНІ

**Urgency of the research.** The desire of Ukraine to enter the Europe is driven by goals and objectives, the implementation of which is of ligatory in close time perspective. One of these tasks is to conduct administrative and territorial reform and local government reform towards administrative and financial decentralization.

**Target setting.** Exploring the essence of decentralization, it should be emphasized, that this subject is reflected in all major government policy documents, including - Sustainable Development Strategy "Ukraine 2020" and the Coalition Agreement; State Regional Development Strategy up to 2020.

**Actual scientific researches and issues analysis.** The study of the problems of decentralization engaged scholars, namely R. Musgrave, W. Oates. Among Ukrainian scientists in the Ukrainian economics issues of fiscal decentralization were considered by N. Bykadorova, B. Danylyshyn, A. Vasiliko, Z. Varnaliy M. Kozoriz, M. Kyzyrna, V. Kravchenko, E. Libnova and other well-known experts.

**Uninvestigated parts of general matters defining.** Research work above does not allow scientists to conclude completeness assess their administrative - fiscal decentralization in the development of local communities.

**The research objective.** The article is to study the administrative and financial decentralization, defining features of formation of the concept of financial security of local communities.

**The statement of basic materials.** The article presents the main approaches to defining the essence of administrative and financial decentralization concept and features of formation of financial security of local communities in Ukraine. The study of this legal institution is reflected in all major government policy documents. The analysis of the regions of Ukraine have conducted Territorial Communities.

**Conclusions.** The association of local communities is the prospect of local government transition to a new level. Future research directions may be regulatory mechanisms to study the strategic planning, benchmarking, project management in a unified community and approaches to the management of community property rights.

**Keywords:** decentralization; local community; financial support; the financial system of state budget regulation.

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**Актуальність теми дослідження.** Прагнення України до європейського простору обумовлюється цілями та завданнями, реалізація яких в найближчий час є обов'язковою. Одним із таких завдань є проведення реформи місцевого самоврядування в напрямку адміністративно-фінансової децентралізації.

**Постановка проблеми.** Досліджуючи сутність децентралізації, слід наголосити на тому, що дана проблематика відображена в усіх основних державних програмних документах, зокрема – Стратегії сталого розвитку «Україна 2020» і Коаліційній угоді; Державній стратегії регіонального розвитку до 2020 р.

**Аналіз останніх досліджень та публікацій.** Дослідженням проблематики децентралізація займалися вчені науковці заходу, а саме: Р. Масгрейв, В. Оутс. Серед українських науковців у сфері української економічної науки проблематику фінансової децентралізації розглядали Н. Бикадорова, Б. Данилишин, О. Василик, З. Варналій, М. Козоріз, М. Кизима, В. Кравченко, Е. Лібнова, та інші відомі фахівці.

**Виділення недосліджених частин загальної проблеми.** Дослідження робіт наведених вище науковців не дозволяє робити висновок про повноту оцінки ними адміністративно-фінансової децентралізації в процесі розвитку територіальних громад.

**Постановка завдання.** Стаття покликана провести дослідження адміністративно-фінансової децентралізації, визначення особливостей формування концепції фінансового забезпечення розвитку територіальних громад.

**Виклад основного матеріалу.** У статті наведено основні підходи до визначення сутності адміністративно-фінансової децентралізації та особливості формування концепції фінансового забезпечення розвитку територіальних громад в Україні. В процесі дослідження встановлено, що даний правовий інститут знайшов своє відображення в усіх основних державних програмних документах. Проведено аналіз областей України у яких проведено об'єднання територіальних громад.

**Висновки.** Об'єднання територіальних громад є перспективою переходу місцевого самоврядування на якісно новий рівень. Напрямами подальших досліджень можуть стати нормативно-правове обґрунтування механізмів реалізації стратегічного планування, бенчмаркінгу, проектного менеджменту в об'єднаній громаді.

**Ключові слова:** децентралізація; територіальна громада; фінансове забезпечення; фінансова система; державний бюджет; правове регулювання.

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**Urgency of the research.** The desire of Ukraine to enter the Europe is driven by goals and objectives, the implementation of which is of ligatory in close time perspective. One of these tasks is to conduct administrative and territorial reform and local government reform towards administrative and financial decentralization and the formation of the concept of financial security of local communities in Ukraine.

Exploring the essence of decentralization, it should be emphasized, that this subject is reflected in all major government policy documents, including - Sustainable Development Strategy "Ukraine 2020" [1] and the Coalition Agreement [2]; State Regional Development Strategy up to 2020 [3]; Program of the Cabinet of Minister (new policy governance) [4].

The stages of decentralization of local government in the enlargement process should include local communities, creating conditions to encourage and promote communities that will undertape the process of unification. Implementation of this process should be the basis for the creation of wealthy local communities. Under the apportunitees of local communities one should understand the territorial communities of villages, towns that as a result of voluntary association, capable of independentl provesson or through the appropriate local authorities of the appropriate level of service, particularly in the field of social security, housing and utilities, education, culture, health care. However, in course of the provision of the specified services, human resources, infrastructure administrative unit and its financial support are to be taken into account.

**Target setting.** The article is to study the administrative and financial decentralization, defining features of formation of the concept of financial security of local communities in Ukraine.

**Actual scientific researches and issues analysis.** The study of the problems of decentralization engaged scholars, namely R. Musgrave, W. Oates. Studying their scientific achievements one should pay special attention to such major works as Robert Musgrave - "Financing state governments and local bodies" V. Outsa - "Essays on fiscal federalism", "fiscal federalism" and "political economy of fiscal federalism." Among Ukrainian scientists in the Ukrainian economics issues of fiscal decentralization were considered by Bykadorova N., B. Danylyshyn, A. Vasiliko, Z. Varnaliy M. Kozoriz, M. Kyzyma, Vladimir Kravchenko, E. Libnova A. Mokiy, IA Lunin V. Oparin, Romanyuk, A. Tkachuk, L. Tychkovskiy, St. George and other well-known experts. It should be emphasized that, given the large number of scholars in the field of fiscal decentralization, the issue of its development is always relevant.

**Research objectives.** Decentralization of power - is the real way to improve the quality of daily life of local communities, it is self-sufficient communities, basic in concept "decentralization" should be considered as a change of management system that will ensure the transfer of a significant part of the central government to local government and self-initiative of citizens.

Renowned American scholar M. Bell interprets the concept of decentralization as a way of measuring the size of the national economy transition from an administrative-command to market [5].

An important contribution of R.Masgrave to the development of the theory of financial decentralization was the formulation of principles based on which it should be carried out.

The principles include:

- the principle of conformity, the essence of which is the production of public goods, which must rely on the citizens living on the territory, which provides the relevant services and funding of their production through tax payments;

- the principle of national wealth, the essence of which is to provide benefits that are import out position of national interests or to support the production of which is characterized by spatial externalities can be stimulated by the central government through the provision of targeted transfers of production;

- the principle of centralized redistribution, ie the distribution should be carried out by the central authorities, as they have the necessary tools for this purpose;

- the principle of financial equalization, is the ensuring of budgetary alignment between better and worse secured administrative-territorial units shall be conducted at the national level [6].

Tody, there are no checks on the correctness of the reform towards decentralization. Building self-sufficient local communities, which will be characterized by sufficient powers of local governments, power budgets, high levels of financial independence is a central core in reforming of territorial admin-

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istrative and fiscal systems to the Ukraine. The transfer of administrative and financial resources in place provides the basis for reforms conceived.

In implementing fiscal decentralization basis for its implementation should be prerequisites such as:

- the administrative and financial capacity of local authorities to carry out their responsibilities;
- an effective system of incentives and accountability of local governments for performing their duties;
- strong delineation of spending powers between the central and local levels in accordance with the economic and social feasibility;
- a high level of autonomy of local governments.

It should be taken into account that the changes that have occurred in legislation and which were scheduled to take place. In particular, this drafting and adoption of several laws in the field of the process of decentralization, among which are the Laws of Ukraine "On Amendments to the Budget Code of Ukraine on the reform of intergovernmental relations" [7], "On Amendments to the Tax Code of Ukraine and some other legislative acts of Ukraine on tax reform" [8], the draft law of Ukraine "on amendments to some legislative acts of Ukraine concerning the characteristics of a voluntary association of local communities located in territories adjacent areas", "On amendments to some legislative acts of Ukraine (concerning the status of old age village, town)", "On Amendments to the Budget Code of Ukraine (concerning the voluntary joining of local communities)" and a number of other acts.

Regulatory developments determine the basic processes of voluntary association of local communities, as well as revealing the roles and responsibilities that will come incorporated municipalities in the process of decentralization of finance to be provided for their implementation after completion of the merger. The main purpose, for which merged municipalities are getting autonomy in economic and fiscal development, in the implementation powers combined that will give local communities a status closer to the status of regional significance.

Since 2015, the development of laws and other legal acts of central executive bodies started practical stage capable of forming communities. Analyzing statistics, as of June 2016 established the 172 incorporated municipalities in which elected local governments - including 159 combined local communities where local elections took place on 25 October 2015, received new powers and resources, from 1 January 2016 went on direct budget payments to the administrative State Treasury Service of Ukraine. Exploring the decentralization process in units of Ukraine, the largest integrated local communities established in Lviv, Ternopil, Rivne, Khmelnytsky, Dnipropetrovsk, Poltava, Chernivtsi, and at the end of 2016 these regions joined Transcarpathia.

The introduction of new norms have strengthened the financial basis of local government, introduced mechanisms to encourage local communities to voluntary associations. The results achieved in 2015 revenues to the general fund of local budgets 99.8 billion. UAH., Which is 116.0% of the annual appropriations approved by local councils. Increase in revenues to the general fund of local budgets in 2015 compared to 2014 year amounted to 29,6 billion. UAH. Or 42.1%. Significantly increased the share of expenditures for self-governing authority introduced a new mechanism for budget management [10].

At the same time, it is necessary to emphasize that only 17.8% of the created combined communities of the planned 967. The four regions created only one united community. Ternopil region leads in creating a capable community project 100% implemented. This process clearly requires communities despite substantial number of small local communities which are highly subsidized (dotatsiynist 5419 local budgets of more than 70%, 483 municipalities 90% financed from the state budget), to talk about effective to meet the needs of residents of communities impossible. It should be noted that this association should lead to significant improvements in the development of local communities and create conditions for the transfer of the relevant powers in such communities [10].

Creating a financially independent local communities should start from the fact that local authorities which are unable to provide own powers but are willing to work together by combining the benefit of their own locality. The determination of local communities should manifest itself in readiness to take responsibility for their own and delegated powers of the state. This interaction should manifest between the community and local authorities and the result should lead to the development of communities and general development of the region.



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Speaking of financial autonomy in the context of decentralization, it can be treated as a basic condition for the viability of the territorial community. That is, the municipality that can independently generate the financial resources to carry out their own powers aimed at providing social services to the population at an appropriate level. However, this level should not be below the established state standards. The result - income ought to be directed to the development budget, funds are quantity of used for the implementation of programs of economic and social development of the area. The availability of financial resources makes it possible to maintain the territorial community need kilkosti communal properties that make the material basis of local government. In this case, the financial and economic capacity of local government is the main criterion for the effectiveness of its management activities.

In reforming financial relationships it is necessary to form regions that would have sufficient capacity for extended play and were economically self-sufficient. Creating a financially independent administrative units will lead to changes not only in the size of local communities, but also in the budget and tax legislation. As a result of the changes should be established in compliance of the regional economy revenue. However, during the reform of territorial organization should take into account the potential of the community to carry out self-financing. Given the need for the transition to decentralized financial system should be defined tasks that rely on administrative units. At the same time we need to assess their ability to finance these tasks. Since the economic efficiency out of the market economy, decentralization will allow small communities to provide public goods according to differences in geographically disparate society and the individual will be able to leave or move to another community that provides the best package of public services. Therefore, the formation of administrative units should be created in relatively equal starting conditions for self-financing of local government [11].

Carrying out the administrative and financial decentralization and the formation of the concept of financial security of local communities in Ukraine the following tasks are important:

- updating and improving regulations in the field of decentralization and local communities;
- improve the tax base, which would allow local communities to enforce their authority on the basis of objective criteria state subsidies granted powers;
- bringing to the economically justified norms rent payments;
- organization incentives for using natural wealth of local communities;
- improvement of the judiciary local communities to ensure sustainable development of local communities.

Thus, since the beginning of 2015 in Ukraine actually there was introduced a new budget model that aims at provision of financial decentralization, namely increased financial resources available to local governments, forming financially sound communities.

A significant part of local budgets will generate revenue from tax collection mechanisms are not adequately fulfilled. This applies primarily to tax on immovable property other than land, excise tax implementation entities retailers of excisable goods, environmental tax. Accordingly, village, town council can not fully rely on existing revenue sources as order administration of appropriate forms of taxation are not properly defined and fiscal capacity estimate is difficult.

The level of local tax administration is low, due to the lack of interest of fiscal services in their proper charging (unlike taxes for the state budget) and the complicated mechanism of administration (lack of proper information registers necessitate tax for the organization process). To implement the requirements of environmental policy it is important to ensure appropriate environmental tax accumulation funds of combined local communities, to enable effective use of them for the intended purpose. The levers to encourage the establishment of joint environmental programs in the framework of cooperation projects of local communities and united communities are alsopromising.

Among the proposed fees and various payments to local budgets it is advisable to specify the positions of components of the state fee, rent for water bodies and their parts. It is not clear what is meant and what will be the division like between rational budgets.

In addition, there is a very low percentage (1.5%) of funds that should be allocated to community budgets in case of oil and gas extraction in their territory. There are types of payments and fees, which

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should be left fully incorporated in the budgets of local communities based on their local content, including:

- fee for administrative services, administrative fines and penalties;
- fee for parking vehicles;
- tourist tax;
- income from rent for use of property and others;
- property that is in co-ownership *munalniy* [12].

**Conclusions.** Upon learning and review of the issues of the administrative and financial decentralization concept and features of formation of financial security of local communities in Ukraine it was, found that the following result of effective reforms should be expected:

- to obtain economic, financially and infrastructure capable of communities;
- new elite in the field;
- to improve public services;
- comprehensive management capabilities and resource base;
- horizontal relations between public authorities, local governments, the private sector;
- tools to create an investment environment.

New ideological, cultural and educational approaches for designing regional characteristics that will fill the context.

Thus, the association of local communities is the prospect of local government transition to a new level.

Future research directions may be regulatory mechanisms to study the strategic planning, benchmarking, project management in a unified community and approaches to the management of community property rights, expanding funding sources and adoption of local development and so on.

For the effective functioning of local governments on the basis of fiscal decentralization and the implementation of its autonomy on spending, local authorities should have a budget and tax autonomy based on the use of these attributes - especially important is a sufficient level of autonomy of local governments to use revenues - local authorities should be able, if necessary, to supplement the amount of income they receive from their own sources of income.

Yes, there are four dimensions of such autonomy - is the ability to change tax rates, the determination of the tax base, the ability to decide on the introduction of specific tax and the possibility of collecting taxes imposed locally.

These include the ability to change the tax rate, which is not the most important feature of the tax autonomy because in the absence of powers of local authorities to introduce, if necessary, additional taxes are very limited.

This is a very important rule of fiscal decentralization, because if payments are made to ensure the appropriate level of life of residents of the territory, partly paid by residents, local authorities will become less accountable to local residents on the structure of their costs. Thus, income tax and excise duties may not be candidates for local tax burden as they are exported to non-residents; financial resources received from higher authorities must not conflict with the priorities of local authorities in the conduct of its own expenditure policies.

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## ІННОВАЦІЇ

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**THE DEVELOPMENT OF INNOVATIVE  
FORMS OF ENTERPRISE IN UKRAINE IN  
TERMS OF GLOBALIZATION IN 21  
CENTURY**

**РОЗВИТОК ІННОВАЦІЙНИХ ФОРМ  
ПІДПРИЄМНИЦТВА В УКРАЇНІ В УМОВАХ  
ГЛОБАЛІЗАЦІЙНИХ ВИКЛИКІВ ХХІ СТ.**

**Urgency of the research.** The importance of studying the innovative enterprise is determined by the need to optimization of development proportions and overcome the manifestations of the systemic crisis in national economy.

**Target setting.** It is reasonable to study development of innovative business of Ukraine as reaction to globalization of the spread of the network economy and smart technologies etc.

**Actual scientific researches and issues analysis.** The scientific works of such scholars as P. Diamandis, S. Case, C. Clayton, Y. Bazhal and others deal with the innovative enterprise.

**Uninvestigated parts of general matters defining.** The scientists have not yet sufficiently studied the reasons for the introduction and features of the innovative enterprise development in Ukraine after 2014.

**The research objective.** The article aims to investigate the causes of introduction, dynamics, obstacles and perspectives of domestic innovative business development in the context of globalization of the XXI century.

**The statement of basic materials.** It was proved that the exponential development of Internet technologies, network economy caused the economic establishment of communal consumption and uprise of sharing companies being new types of enterprise structures. It was found that the main organizational enterprise forms in the field of economics of common use are ridesharing, crowd-funding, coworking and others. The author has studied the specificity and consequences of national sharing enterprise.

**Conclusions.** It is defined that involvement to common production such previously non-used resources (such as: solidarism, social unity, responsibility, cooperation); creating of positive competitive conditions for businesses; cultural and behavioral changes of consumers become the basis for conscious and ecological consumption, producing new standards for businesses and becoming an integral part of social culture.

**Keywords:** innovative enterprise; sharing economy; crowdfunding; ridesharing.

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**Urgency of the research.** At the summit in March 2017 the leaders of Germany, France, Italy and Spain agreed on the program "Multi-speed Europe" with the main topic of economic growth in the European Union countries. At the same time the World Bank experts exposed a growing tendency to speed up globalization and innovational technologies spread at the Dover Forum in 2017. Under such circumstances, Ukraine, having to catch up with the European integration, must have a higher level of

**Актуальність теми дослідження.** Важливість вивчення інноваційного підприємництва обумовлена необхідністю оптимізації пропорцій розвитку та подолання проявів системної кризи в національній економіці.

**Постановка проблеми.** Доцільним є вивчення розвитку інноваційного бізнесу України як відповіді на глобальні виклики поширення мережевої економіки й смарт-технологій тощо.

**Аналіз останніх досліджень і публікацій.** Окремі аспекти даної проблеми висвітлені в працях П. Діамандіса, С. Кейса, К. Клейтона, Ю. Бажала та ін.

**Виділення недосліджених частин загальної проблеми.** Науковцями ще недостатньо опрацьовані питання причин появи та особливостей розвитку інноваційного підприємництва України після 2014 р.

**Постановка завдання.** Мета статті полягає у дослідженні причин появи, динаміки, перешкод та перспектив розвитку вітчизняного інноваційного підприємництва в умовах глобалізаційних викликів ХХІ ст.

**Виклад основного матеріалу.** У статті обґрунтовується, що експонентний розвиток Інтернет-технологій, мережевої економіки спричинили становлення економіки спільного споживання та появу шерінгових компаній як підприємницьких структур нового типу. Охарактеризовано основні організаційні форми підприємництва в сфері економіки спільного користування такі як: райдшерінг, краудфандинг, коворкінг тощо. Авторами розглядаються особливості та наслідки розвитку вітчизняного шерінгового підприємництва.

**Висновки.** Виявлено, що активне залучення до суспільного виробництва раніше незадіяних ресурсів (а саме: солідаризм, соціальна згуртованість, відповідальність, кооперація), створення сприятливих конкурентних умов для ведення бізнесу, зміна культури та поведінки споживачів, яка набуває рис свідомого та екологічного споживання, закладають нові стандарти ведення бізнесу та стає невід'ємною частиною суспільної культури.

**Ключові слова:** інноваційне підприємництво; шерінгова економіка; краудфандинг; райдшерінг.

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economic growth. Innovative enterprise can become the accelerator as it solves the number of food, energy-efficiency, ecological and social problems. Everything mentioned above underlies the urgency of the major developmental tendencies' research and the structure and channels of innovative enterprise influence on the national economy.

**Target setting.** The system crisis, globalization, European integration and financial instability can facilitate the reveal of national economy innovative potential. This is due to the fact that crisis is the reaction to exhausted growth potential of basic system elements. So, the new system elements appear and they can influence future topical social trends. We consider it important not to let pass of the right period for innovative enterprise development as economic growth acceleration and national security increase can be provided.

**Actual scientific researches and issues analysis.** Joseph Schumpeter is considered to be the founder of the theory of economic innovations having defined a particular role of enterpreneur-innovator in economic development. Different aspects of this problem are revealed in the works of famous economists P. Diamandis, S. Case, C. Clayton, F. Laloux, N. Radjou. However, they characterize the innovative enterprise spread in the USA and European countries. Ukrainian researches are predominantly narrowly-specialized and they are based on the character of economic innovations (L. Fedulova), roles of innovations in different enterprises (O. Honcharenko), studying of crowdfunding (O. Vasiliev, V. Ogorodnyk) and sharing (G. Losova, O. Rudic) etc.

**Uninvestigated parts of general matters defining.** The scientists have not yet sufficiently studied the reasons for the introduction and features of the innovative enterprise development in Ukraine after 2014.

**The research objective.** The article aims to investigate the causes of introduction, dynamics, obstacles and perspectives of domestic innovative business development in the context of globalization of the XXI century.

**The statement of basic materials.** An important trend that hampered the enterprise development in 2005-2013 was a decrease of economic and business activity. It was a result of world economy crisis and leadership, power and trust crisis which became urgent social issues having spread all over the world. According to the social inquiry in 2008 the majority of population (more than a third of respondents - 38,4%) stated their unwillingness to set up a business [1]. Starting from 2014 an increase of civic engagement and volunteering influenced positively small business development and microenterprise in particular [2]. At the same time, as reported by the Ukrainian State statistical service data, the population percentage ready to take responsibility for their own wellbeing is around 70%. Their representatives feel the need to solve the problems of unsatisfactory dwelling and low income either on their own or together with the state institutions [3].

The boost of civil responsibility, economic activity and gradual decline of paternalistic traditions is a reaction to the crisis connected with the war and general social and economic instability. Society was induced to use relevant and efficient business forms in both Ukrainian traditional enterprise and new western business practice. A combination of traditional for Ukrainian society business organizations such as self-management, collaboration and cooperation with innovative creative approaches to economic problem solving on the basis of IT-technologies resulted in the spread of the following enterprise forms of common use economics: crowdfunding, crowdsourcing, coworking and sharing companies etc. Entrepreneurial forms of sharing economy (common use economy) advanced after 2008 year crisis having spurred the growth of social attention to the problems of resources saving, ecological activity and trust rebirth. Lately, American turnover of common use economy has been estimated as 3 billion dollars and there is a boost foreseen (at least 25% yearly) [4]. The sharing companies were set up for accommodation rent, transport and other services on the basic level of common use economy development. As stated in the analyst data of PwC company in 2015 the transaction cost of sharing platform was 28 billion Euros, and the income was 4 billion Euros. It is anticipated that the transaction costs and services income will have grown up to 570 billion Euros and 83 billion Euros respectively by 2025 [5].

In Ukraine the first business sharing forms of common use economy were set up in 2014 and spread in the sphere of ridesharing, common consumption of knowledge and split access to commodity and

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services. The most famous Ukrainian sharing projects are BlaBlaCar (world ridesharing leader), Prometheus (educational on-line platform), OLX (on-line platform to sell and buy goods).

International service BlaBlaCar started in work in 2004 having united 35 billion users from 22 countries. According to the BlaBlaCar data the drivers managed to save around 275 billion Euros for the period of its functioning. This service was set up in Ukraine after the purchase of Ukrainian start-up "Podorozhnyk". In 2016 around 1 million people joined this Ukrainian service and the number is not a final one increasing each day. The average consumer age is 29-35 being the most educated and economically active youth [6].

The most well-known business organizations in the sphere of common consumption of knowledge in Ukraine are the local projects Preply (platform to provide educational services) and Prometheus (on-line platform for free education; the project kicked off in October 2014 but in 18 months it contained 225 thousand students registered). Prometheus aims to conduct educational revolution in Ukraine, to clear the barriers and get the access to high quality content regardless of origin and location of its users. Thus, for the period of 40 days in 2016 crowdfunding platform "Spilnokosht" succeeded in getting 515 thousand UAH for the launch of a combined education pilot project in a few Ukrainian universities.

Different international (TaskRabbit, Upwork) and local (Kabanchik.ua) sharing platforms of other services exchange are being actively developed in Ukraine. In 2015 platform Kabanchik.ua rendered more than 500 services daily with an average price of 20 dollars each. Service platforms promote the improvement of business environment and business activity with the help of logistics optimization and reduction of information search transaction expenses, combination of people rendering and getting services, providing the quality of service etc.

On-line platforms to exchange things are widely spread in Ukraine. The biggest of them are OLX (a global platform used in around 40 countries) and "Plushkin" (a local ecologically-oriented platform to exchange things and services founded in 2014). As stated in the research of Gemius company (Fusion panel, June 2016) the site of OLX belongs to the top popular Ukrainian resources and every second internet user links to this site at least once a month. In 2015-2016 years more than a few thousand people made use of "Plushkin" services.

Together with the common use economy one more form of innovative enterprise is being developed. It is based on common funding (crowdfunding) being an alternative to business bank loans. According to the data of one of the top crowdfunding platforms Kickstarter in 2015 the most of funding is given to the projects connected with technologies (129 million dollars), design (96,7 million dollars), games (89,0 million dollars), (129 million dollars), films and video (66,4 million dollars), music (34,1 million dollars), food (28,1 million dollars) and fashion (22,8 million dollars) [7]. Crowdfunding popularity growth is due to the usage of modern web-technologies thus creating new possibilities for enterprise resources cooperation. As reported by the World Bank yearly contributions to crowdfunding will have grown up to 93 billion dollars by 2025. As stated in the report by Massolution's 2015CF - CrowdfundingIndustryReport in 2014 this market has already grown three times by 167% having reached 16,2 billion dollars with only 6,1 billion dollars of investments in 2013. It must be pointed out that crowdfunding platforms mobilized more than 34,4 billion dollars in 2015.

The most successful Ukrainian crowdfunding platforms are bigggidea.com and "Spilnokosht" where money resources are accumulated for the projects in the field of education, healthcare, literature, music, journalism and scientific research. At the end of 2016 "Spilnokosht" platform rendered funding to more than 150 projects with social enterprise projects prevailing as they were oriented to solve crucial social problems and creating social worth increase.

Owing to international crowdfunding platform Kickstarter innovative Ukrainian projects not only were funded to start their production but also received international recognition. They are LaMetric (369 thousand dollars), Petcube – a device for remote communication with pets (251 thousand dollars), iBlazr-light emitting diode flash for smartphones (156 thousand dollars) [7]. At the same time, during 2014 more than 1 thousand Ukrainians funded projects contributing 259 thousand dollars. It is a proof of internal investment stocks existence and the absence of efficient mechanisms of converting savings into investments which decreases investment and enterprise activities. The growth of civic

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engagement of Ukrainians resulted in activation of microenterprises and small enterprises' development on the basis of social enterprise with combination of business calculation principles and resources cooperation. The example of such enterprise is the restaurant UrbanSpace 100 in Ivano-Frankivsk. It was aimed to create a communication platform for social discussion and social and economic city problems solving. Having been founded on the basis of cooperation each co-founder owns a share (worth 1 thousand dollars) company statutory capital which is 100 thousand dollars. 80 % of the profit is spent on social demands funding.

**Conclusions.** Sharing companies that exist on the ground of decentralized resources exchange are spread through peering systems (originating from peer-to-peer – equal, a network with equal members); communal project funding and total consumption. They are the proofs of new trend springing in enterprise development thus bringing innovative changes in overall social development. They are also characterized by involving of previously unengaged resources such as solidarism, social cohesion, responsibility and cooperation. The development of sharing enterprise culture gradually counter-balances the influence of definite social stereotypes that were formed as a part of Soviet Union culture of social paternalism such as nihilism, social estrangement, absenteeism etc. However, the spread of common use culture influences greatly consumer culture and behavioral changes that become the basis for conscious and ecological consumption producing new standards for businesses and becoming an integral part of social culture.

Consequently, tendencies of enterprise development being influenced by the global challenges and economic system crisis support J. Shumpeter's concept of “creative ruining” according to which implementing of business innovations in the process of social development results in constant industrial and institutional permutations that change and reconstruct the economic system from the inside, ruining its old organizational structure and outdated models of business activity thus creating new competitive norms and organizational forms that provide system changes and steady economic growth.

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## ІННОВАЦІЇ

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### DEVELOPMENT OF INFORMATIONAL AND EDUCATIONAL CENTERS FOR THE IMPLEMENTATION OF THE MODERN EDUCATIONAL PROCESS

**Urgency of the research.** The development and expansion of the number of information and education centers is of particular importance in today's conditions, when there is a rapid change in the situation in the markets, an increase in information volumes, the acceleration of scientific and technological progress, expansion of the range of goods and services.

**Target setting.** An important role of information and education centers is the formation of the personnel potential of the country's economy, scientists, methodologists, educational workers, in the development of the most important areas of scientific and technological progress, especially in the field of electronics, cybernetics and computer science.

**Actual scientific researches and issues analysis.** An important contribution to the issue of highlighting the peculiarities of the organization of the educational and library system was made in the scientific works of Ukrainian and foreign scholars.

**Uninvestigated parts of general matters defining.** In the conditions of the formation of an innovative economy, progressive changes in the field of public administration, changes in the relations between the state and business, the problem of the formation and development of information and education centers becomes very important.

**The research objective.** Investigation of the regulation of the development of information and education centers of the personnel training system and the study of the problems of the expansion of such centers for the formation of the personnel potential of the country.

**The statement of basic materials.** In the conditions of the innovation-investment economy, the limitation of financial resources is the libraries and other informational and educational complexes that do not require large investments, are characterized by accessibility and ease of use, capable of stimulating structural restructuring of the economy, developing economic science, promoting educational activity, forming provide a wide range of scientific, economic and technical literature, provide access to electronic databases, both domestic and foreign fountains.

**Conclusion.** Consequently, the mechanism of management of information and education centers provides freedom of economic choice, the realization of own access to economic sources of information and coherence of interests of economic entities.

**Keywords:** information and education centers; regulation of activity of information and education centers; state regulation.

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**Urgency of the research.** The development and expansion of the number of information and educa-

УДК 37.014.5:378.14

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### РОЗВИТОК ІНФОРМАЦІЙНО-ОСВІТНІХ ЦЕНТРІВ ДЛЯ ЗДІЙСНЕННЯ СУЧАСНОГО НАВЧАЛЬНОГО ПРОЦЕСУ

**Актуальність теми дослідження.** Розвиток та розширення кількості інформаційно-освітніх центрів набуває особливого значення в сучасних умовах, коли відбувається швидка зміна ситуації на ринках, збільшення обсягів інформації, прискорення науково-технічного прогресу, розширення номенклатури товарів і послуг.

**Постановка проблеми.** Важливіша роль інформаційно-освітніх центрів полягає у формуванні кадрового потенціалу економіки країни, науковців, методистів, освітніх працівників, в розвитку найважливіших напрямків науково-технічного прогресу, насамперед в області електроніки, кібернетики і інформатики.

**Аналіз останніх досліджень і публікацій.** Вагомий внесок питанням висвітлення особливостей організації освітньої та бібліотечної системи зроблено у наукових працях українських та зарубіжних науковців.

**Виділення недосліджених частин загальної проблеми.** В умовах формування інноваційної економіки, прогресивних змін в галузі державного управління, змін у відносинах держави та бізнесу проблема становлення і розвитку інформаційно-освітніх центрів набуває дуже важливого значення.

**Постановка завдання.** Дослідження регулювання розвитку інформаційно-освітніх центрів системи підготовки кадрів та дослідження проблем розширення таких центрів для формування кадрового потенціалу країни.

**Виклад основного матеріалу.** В умовах інноваційно-інвестиційної економіки, обмеження фінансових ресурсів саме бібліотеки та інші інформаційно-освітні комплекси, які не потребують великих інвестицій, характеризуються доступністю та простотою в користуванні, здатні за певної підтримки стимулювати структурну перебудову економіки, розвиток економічної науки, сприяти освітній діяльності, формуванню нормативної бази, забезпечувати широкий вибір наукової, економічної та технічної літератури, надавати доступ до електронних баз даних, як вітчизняних так і закордонних джерел.

**Висновки.** Отже, механізм управління інформаційно-освітніми центрами забезпечує свободу економічного вибору, реалізацію власного доступу до економічних джерел інформації та взаємоузгодженість інтересів суб'єктів господарювання.

**Ключові слова:** інформаційно-освітні центри; регулювання діяльності інформаційно-освітніх центрів; державне регулювання.



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tion centers is of particular importance in today's conditions, when there is a rapid change in the situation in the markets, increase in information volumes, accelerating scientific and technological progress, expanding the range of goods and services. Such centers mobilize significant regulatory and regulatory resources in the field of standardization, certification and quality management of products and services, as evidenced by the experience of developed countries (according to the International Federation of Library Associations and Institutions) in the world there are over 569.6 thousand libraries).

**Target setting.** An important role of information and education centers is the formation of the personnel potential of the country's economy, scientists, methodologists, educational workers, in the development of the most important areas of scientific and technological progress, especially in the field of electronics, cybernetics and computer science. Its formation and development is one of the main problems of economic policy in terms of innovation.

**Actual scientific researches and issues analysis.** An important contribution to the issue of highlighting the peculiarities of the organization of the educational and library system was made in the scientific works of the Ukrainian library experts of the late XIX - early XX centuries, such as D. A. Balik, K. I. Rubinsky, S. O. Syropolko, N. Ya. Fidiev, Ya. Isayevich, V. G. Draigailo, economists, in particular, L. Bezchasnogo, V. Borodyuk, S. Mocherny and others. However, in the context of the rapid development of the importance of the importance of information for the formation of the educational potential of society, the mentioned problem in the domestic and foreign literature remains relevant.

**Uninvestigated parts of general matters defining.** In the conditions of the formation of an innovative economy, progressive changes in the field of public administration, changes in the relations between the state and business, the problem of the formation and development of information and education centers becomes very important. The urgency of the study of the development problem is compounded by the underestimation of the economic and social significance of information and education centers as a structuring element of the innovation economy.

**The purpose of the article** is to study the regulation of the development of information and education centers for the training system and to study the problems of the expansion of such centers for the formation of the personnel potential of the country.

**The statement of basic materials.** In the conditions of the innovation-investment economy, the limitation of financial resources is the libraries and other informational and educational complexes that do not require large investments, are characterized by accessibility and ease of use, capable of stimulating structural restructuring of the economy, developing economic science, promoting educational activity, forming provide a wide range of scientific, economic and technical literature, provide access to electronic databases, both domestic and foreign fountains [1; 2].

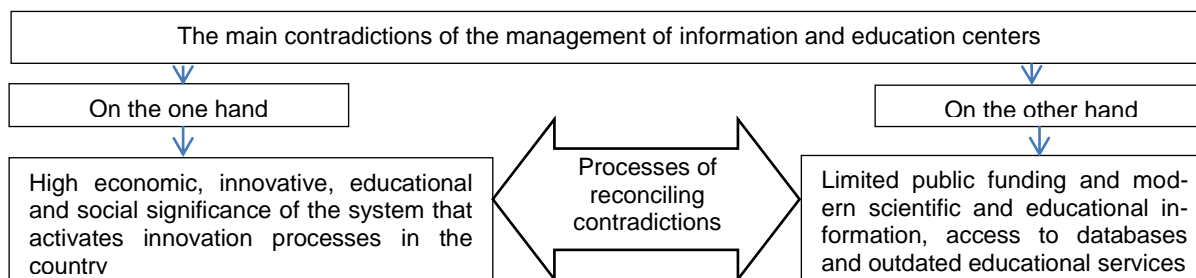
The rationale for a long-term project for the development of information and education centers is a complex systemic view of professional activity that determines the setting and preparation of such centers. The task of information and education centers is to create accessible conditions for conducting scientific research, educational activities, and raising the socio-cultural level of Ukrainian citizens. The results of its work may include reports assessing the effectiveness of these information and education centers and their management systems, as well as proposals for its restructuring. In this regard, it should be remembered that in the process of providing information and education services there are unfavorable conditions that restrict access of consumers to scientific and educational information, not related to the lack of timely receipt of the necessary literature, financial constraints, weak information system, mistakes in the translation of foreign-language publications, inadequately organized processes. In this case, a number of deviations in the process of library system from the planned parameters. To eliminate the shortcomings in meeting the needs of consumers for scientific and educational information, it is necessary to carry out external and internal regulation of such activity [3].

The external environment of the organization and development of information and education centers is characterized by a special uncertainty. In practice, the organization of the library network allows for the disadvantages of two kinds: violated the rational relationship and the connection when placing such centers, which leads to the parallelism and duplication in the organization of educational services and, consequently, to the inappropriate cost of resources, at the same time, there are disproportions in the development of residential districts and information and education centers, which are expressed in

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excessive concentration in large cities and their lack in small towns and rural areas.

Opportunities to withstand various factors are objectively limited to a large extent dependent on state and regional management with limited resources. The main contradiction between information and education centers is the inconsistency between objectively high innovation-economic, cultural and socio-political significance, its role in the development of the state economy and active innovation activities in a competitive economy and the limited information, access to databases and public funding (Fig. 1).



**Fig. 1. The main contradictions of the management of information and education centers**

This contradiction is inherent in systems of information and education centers in developing countries. At the same time, the degree of its acuteness at different stages of the evolution of the economy is not the same, which is determined by the specific (special) factors inherent in Ukraine. In order for information and education centers to fully fulfill their innovative, educational, economic and social tasks, it is necessary to optimize state regulation of the processes of development of information and education centers, which requires measures aimed at supporting such centers.

Objective advantages of modern management are efficient and, above all, rational use of information and production resources, dynamism, specificity, high adaptive properties for scientific and technological progress, etc.

Conclusion. Consequently, the mechanism of management of information and education centers provides freedom of economic choice, the realization of own access to economic sources of information and coherence of interests of economic entities. Equally important features of the functioning of information and education centers are realization of innovation and investment entrepreneurial potential, mobilization of an independent initiative of a business entity. Information and educational centers are the driving force of information and socio-economic development of the state.

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**ІННОВАЦІЇ**

UDC 336 : 504

УДК 336 : 504

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**FINANCIAL SUPPLY  
OF INNOVATION-ENVIRONMENTAL  
DEVELOPMENT OF AGRARIAN SECTOR**

**ФІНАНСОВЕ ЗАБЕЗПЕЧЕННЯ  
ІННОВАЦІЙНО-ЕКОЛОГІЧНОГО РОЗВИТКУ  
АГРАРНОГО СЕКТОРУ**

**Urgency of the research.** Ensuring stable economic development of Ukraine is possible only with the construction of a high-tech agrarian sector.

**Target setting.** To ensure economic and environmental human needs, sources of financial resources should be identified and a redistribution system based on innovation should be formed.

**Actual scientific researches and issues analysis.** Much attention to the issue of innovations is paid in the works of M. D. Babenko, O. Yu. Yermakov, O. D. Hudzynskyi, O. V. Oliinyk, H. Ye. Pavlova, P. T. Sabluk, N. M. Sirenko, O. H. Shpykuliak and others.

**Uninvestigated parts of general matters defining.** The need for economic feasibility of innovation-environmental development cause the necessity to study the financial constituents.

**The research objective** is to substantiate elements of the mechanism of financial support of innovation-environmental development of the agrarian sector.

**The statement of basic materials.** The research has confirmed the expediency of identifying the financial resources' needs at the micro level, in order to implement the savings measures and the expanded reproduction of the agrarian natural resource potential, to determine the criteria for choosing alternative sources of funding of environmental programs and projects.

**Conclusions.** Implementation of strategic directions of innovation-environmental development of the agrarian sector involves the formation of a financial security mechanism, which elements are defined to be forms and methods of provision; sources of security; financial instruments; financial levers; financial sanctions and incentives. The system of financial provision of the agrarian sector through the use of regulators, which stimulate the ecologization of production and transition to innovative technologies, is substantiated.

**Keywords:** financial support; innovation-environmental development; agrarian sector.

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**Urgency of the research.** Ensuring stable economic development of Ukraine is possible only with the construction of a high-tech agrarian sector, where innovative and environmental production technologies become an increasingly real instrument for achieving the set goals and addressing pressing problems, primarily economic and environmental ones.

**Target setting.** The main purpose of the innovation-environmental development financing system of the agrarian sector is to meet the economic and environmental needs of the individual, to improve the environmental situation at the level of economic entities, specific administrative-territorial units and the state as a whole. In order to achieve the goals of realizing such an aim, determined by the available financial resources and the focus on environmental protection, it is necessary to determine

**Актуальність теми дослідження.** Забезпечення стабільного розвитку економіки України можливе за умови інноваційно-екологічного розвитку аграрного сектору.

**Постановка проблеми.** Для забезпечення економічних та екологічних потреб людини слід визначити джерела фінансових ресурсів та сформувати систему розподілу на інноваційних засадах.

**Аналіз останніх досліджень та публікацій.** Значну увагу питанню інновацій приділено в працях М. Д. Бабенка, О. Ю. Єрмакова, О. Д. Гудзинського, О. В. Олійника, Г. Є. Павлової, П. Т. Саблука, Н. М. Сіренка, О. Г. Шпикуляка та ін.

**Виділення недосліджених частин загальної проблеми.** Потреба щодо економічної обґрунтованості інноваційно-екологічного розвитку зумовлює необхідність дослідження фінансової складової.

**Постановка завдання:** обґрунтувати елементи механізму фінансового забезпечення інноваційно-екологічного розвитку аграрного сектору.

**Виклад основного матеріалу.** Дослідженнями підтверджена доцільність визначення потреб у фінансових ресурсах на мікрорівні, з метою здійснення заощаджуваних заходів та розширеного відтворення аграрного природно-ресурсного потенціалу, визначення критеріїв вибору альтернативних джерел фінансування екологічних програм і проектів.

**Висновки.** Реалізація стратегічних напрямів інноваційно-екологічного розвитку аграрного сектору передбачає формування механізму фінансового забезпечення, елементами якого визначено: форми та методи забезпечення; джерела забезпечення; фінансові інструменти; фінансові важелі; фінансові санкції та стимули. Обґрунтовано систему фінансового забезпечення аграрного сектору через використання регуляторів, що стимулюють екологізацію виробництва й перехід на інноваційні технології.

**Ключові слова:** фінансове забезпечення; інноваційно-екологічний розвиток; аграрний сектор.

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the sources of financial resources, the directions of their receipt and the formation of an effective distribution system that depends on the environmental state.

**Actual scientific researches and issues analysis.** The research of innovative development of the agrarian sector of the economy is covered in the works of such authors as M. D. Babenko, O. Yu. Yermakov, O. D. Hudzynskyi, P. N. Lupenko, V. I. Melnyk, Yu. O. Nesterchuk, O. Ye. Novikov, O. V. Oliinyk, H. Ye. Pavlova, B. Y. Paskhaver, P. T. Sabluk, N. M. Sirenko, V. P. Sytnyk, V. S. Shebanin, O. H. Shpykuliak, I. I. Cherven, N. P. Chorna, etc.

**Uninvestigated parts of general matters defining.** The need to substantiate economically a complex solution to the issues of innovation-environmental development of the agrarian sector of the economy causes the necessitates to substantiate the financial component of its development and the practical implementation of measures for the implementation of this research direction.

**The research objective.** To substantiate the components of the mechanism of financial provision of innovative-ecological development of the agrarian sector, aimed at implementing the environmental protection function taking into account the peculiarities of the current mechanism of financial and credit provision of agricultural commodity producers; to highlight the main factors of the financial stabilization of the ecological state for the innovative and ecological development of the agrarian sector.

**The statement of basic materials.** The level of development of the financing system is an important element of the transition of the agrarian sector to the innovative-ecological type of operation. Structural transformations, dynamic economic growth and the withdrawal of our country's economy on the path to sustainable development can not take place without innovative processes. At the same time, the development of innovations is slower in the agrarian sector, unlike other spheres [1]. Therefore, in modern scientific and applied research, the problem of transferring the agrarian sector to an innovative model of development is one of the urgent and priority issues and one that requires special attention. This is due to the fact that innovation is the material basis for improving the production efficiency, quality and competitiveness of products, reducing costs and acting as the most important condition for economic growth on a qualitatively new basis [2].

The main characteristics of the current stage of the innovation process in the agrarian sector of the domestic economy are: the lack of a holistic vision of the development of the innovation process in the agro-sphere; the insufficient development of the world's leading innovation activities in the agrarian sector; limited use of own innovations by the agrarian enterprises (both in terms of resources and technologies), interdependence of the degree of innovation activity of the enterprise and its profitability, diversification of directions of innovative activity of effective enterprises, absolute predominance of own funds of enterprises among sources of financing of innovations, low level of use of institutional sources of information on innovations and possibilities of their introduction by enterprises; the diversification of innovation activity of plant and livestock enterprises by its types, lack of positive environmental effects from the introduction of the results of agro-innovative activity [3].

Formation and implementation of environmental policy in the field of agro-industrial development must be carried out taking into account the following factors: the state of the environment and individual natural resources in a particular region; the real possibility of obtaining the ecological effect of the maximum level from the attracted investments in the rationalization of natural resources and environmental protection; when solving problems of environmental protection, environmental problems and reproduction of natural resources to apply in a particular region the appropriate differentiated approaches to the volume of financing of taxation, lending [4, p. 127].

As special components of the mechanism of financial support for the innovative and ecological development of the agrarian sector, aimed at the implementation of the environmental function, it is necessary to distinguish its forming elements as priorities in relation to the improvement, since they show the inherent properties for him only:

- provision forms, which include financial planning measures, financial activities provision , financial control, operational management of the financial security system;
- providing methods that are realized through self-financing, financing from budgets of different levels, credit resources attraction, financial regulation, insurance activity, leasing operations;

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- support sources: revenue from the budget, reserve funds, insurance environmental funds, loans, voluntary contributions, own funds of economic entities, citizens;
- financial leverage: the taxation and regulation system, the procedure and conditions for the concentration of financial assets, the principles and methods of financial provision, the conditions for the provision of loans and the opening of credit lines, the principles of insurance activities, etc.;
- financial instruments: compulsory fees and taxes, interest payment for the use of loans, norms, norms, limits and reserves for increasing financial resources;
- financial incentives for the granting of benefits in the taxation of economic activities, financing from the budget, assistance and financial support, and other activities to stimulate the financing system;
- financial sanctions provide fines in case of violation of the legislation in the field of taxation, in the case of using budget funds not on purpose, charging fines and application of other sanctions in case of payments in non-established by the legislation terms, reduction or termination of financing from the budget, redirection of funds to the budget in the case of their use not for their intended purpose, cancellation of privileges and other financial sanctions.

The financing of agriculture is still insufficient, which influences the development and implementation of innovative resource-saving production technologies. As experience of the developed countries of the world shows, the level of development of agricultural production and its efficiency depends precisely on the use of new technologies, which is particularly relevant in the context of the food crisis [5, p. 51].

Improvement of the financial mechanism of environmental protection is aimed at increasing environmental safety, overcoming the crisis phenomena in the field of environmental marginalization with a minimal cost of resources (material, financial, personnel) by creating the most favorable economic conditions for enterprises and industries in relation to nature conservation activities. However, companies often redirect their funds not to warnings, but to reimburse already incurred losses to the environment for the need to develop and implement innovative, eco-friendly technologies.

The levers that encourage natural and environmental pollutants to effective preventive actions should gain wider application. These include environmental subsidies, advances and compensation systems, various types of tax privileges and preferential loans, etc. The reorientation of the economic mechanism to preventive levers, rather than overcoming the consequences of environmental degradation, should become a priority area for improving the mechanism for ensuring environmental safety of innovation development [6, p. 364].

The determining prerequisite for the effective functioning of the financial mechanism of environmental protection is the concept of paid agrarian nature management, which can completely change the concept of free nature management, especially in the agro-industrial complex, because at the expense of the payment for the use of these resources the main sources of budget allocations for nature-restoration purposes will be formed.

The introduction of fees for the use of natural resources and environmental pollution is the result of a change in attitude to the field of nature management in connection with the transition to the principles of a market economy. Taking this into account, one of the tasks of national environmental policy is the organization of work to ensure compliance with the principles of payment for the use of natural resources and environmental protection.

Transformation processes for the transfer of agrarian nature to paid principles predetermines the need to solve organizational and economic issues. In particular, it refers to the fee for land use, which is subject to the competences of the State Committee of Ukraine for Land Resources and local authorities. We believe that payments for the use of subsoil resources should be transferred to profile state committees, such as the State Committee for Geology and Subsoil Use of Ukraine, the Ministry of Finance of Ukraine. In this case, the Ministry of Ecology and Natural Resources of Ukraine only coordinates the general use of funds with the abovementioned ministries and departments. The aggravating factor is the number, concentration of stationary and dynamism of mobile sources of pollution of agrarian resources of the environment. Therefore, the application of economic factors for

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the formation of environmental security in the form of financing will contribute to the reform of the system of ecological resources payments using the experience of developed countries.

It is expedient to form alternative sources of financing in the conditions of a sharp reduction of natural and reproductive costs, in particular, non-state extrabudgetary environmental funds. So, state allocations for expanded reproduction and preservation of agrarian resources of the environment in many countries of the European Union are carried out by appropriate ecological funds, while in our country their share in the structure of the corresponding expenses is rather insignificant. The state extra-budgetary fund for environmental protection is formed due to deductions from local non-budget environmental funds (which size is determined by the Verkhovna Rada of Ukraine) and voluntary contributions of legal entities and individuals. Therefore, we believe that the conceptually important principle of environmental taxation should be the compliance of the size of the payment for pollution of the magnitude of environmental damage from a specific type of environmental pollution.

The current mechanism of financial and credit provision is not adapted sufficiently to the needs for activities management related to the reproduction of natural resources in the process of innovation type of management. Thus, payments for contamination of natural resources and reproduction of natural resource potential are defined as additional tax burden in the agricultural sector.

Therefore, the existing approach does not stimulate agricultural producers to rationalize the use of nature and to implement an expanded reproduction of agrarian natural resources in the implementation of production processes. Under such conditions there is a loss of the target function of environmental payments in extrabudgetary funds of environmental protection, which "dissolve" in the overall structure of expenditures of state and local budgets.

At present, a significant part of agricultural enterprises does not work at full capacity, being in a prolonged financial crisis, although in recent years there has been a stabilization of the economic situation in the agro-industrial complex. The condition of the limited financial resources of a large number of business entities in the agrarian sector of the Ukrainian economy, stimulating lending is a necessary component in the development of innovative entrepreneurship.

There is a need to provide long-term loans to high-tech companies and small agricultural enterprises, the possibility of obtaining state guarantees for borrowed loans, as well as partial compensation of interest rates on loans at the expense of budgetary funds of all levels, etc. [7, p. 123].

The research has confirmed the appropriateness of identifying the financial resources' needs at the micro level, in order to implement saving measures and expanded reproduction of the agrarian natural resource potential of agrarian enterprises, determination of criteria for selecting alternative sources of funding for innovation-environmental programs and projects.

Micro-level, or economic management, where the heads of enterprises of the agrarian sector play the main role and the team of managers and specialists formed by them. Object of management of this level is primarily the internal environment of the enterprise, which forms the organizational and economic mechanism of the economy, formed on the basis of a complex of external and internal factors [8, p. 122].

Transformation of macroeconomics into ecological bases is determined by the level of self-financing processes development of environmental safety at the micro level, in particular, enterprises of the agro-food complex. An alternative source is the attraction of foreign investments of environmental orientation in case of the formation of investment attractiveness of domestic commodity producers.

It is proved that the main factors of financial provision for the stabilization of the ecological state for the development of the agrarian sector should be: subsidizing state programs, stimulating economic levers of the rational use of agrarian resources of the environment, applying price levers and lending to environmentally sound production that meets international environmental standards, expanding the budget and extrabudgetary financing of measures to introduce innovative technologies into the management system for the purpose of improvement ecological situation, etc.

Modern ecological orientation of the development of the domestic agrarian sphere can be effectively manifested through a combination of economic motivation of agricultural production, social responsibility of the producer and new aspects of interest in agrarian business [9, p. 122].

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In the long run, we see the urgent need to create powerful financial resources for improving the ecological state of agricultural land at the expense of private domestic capital, and significantly more efficient use of budget funds for solving ecology problems at its intended destination. This need is explained by the presence of many shortcomings in the system of financing environmental activities, the main of which is that the limited funds from these sources are sprayed and spent without coordination in order to finance the priority actions and works in the region, also they are directed at current costs, rather than at capital expenditures.

One of the modern forms of financial support for innovation-environmental development of the agrarian sector can be the development of venture financing through the creation of regional venture funds.

The financial basis for the functioning of the funds should be the deduction of producers in the amount of 1.5% of the cost of agricultural products. The potential results of such deductions are defined in the context of the analysis of producer benefits and consumer losses. Under the benefits of an agricultural enterprise is understood the amount of cash resources (both in general and for each individual entity), which will be sent to the venture fund. The scheme of obtaining funds by enterprises that need investment is quite simple - innovative projects and proposals for their implementation come to the fund and after a detailed examination the issue of the appropriateness of financing is decided [10]. In this case, the created fund is a connecting element between the executor and the customer. In the long run, it will have a function of concentration of budget and extrabudgetary resources, while ensuring the development of promising areas of agriculture, providing financial support to innovative structures involved in the development and implementation of new technologies, to participate in the development, conducting of expertise, competitive selection and implementation of regional scientific-technical and innovative programs and projects.

In the organization of financial support for innovation-environmental development of the agrarian sector, the leading role belongs to the improvement of the mechanism of financial support for environmental activities, which is a component of the economic mechanism of the agrarian sector. Among the mentioned elements of the financial mechanism, it is considered to be necessary to implement and develop the following priority:

- application of tax privileges for enterprises that are environmentally responsible, i.e. transfer of production to innovative resource-saving technologies (may be exemption from VAT of such enterprises for the period of technical and technological re-equipment of the main production facilities involved in the process of providing environmental safety of production, resource conservation, etc.);
- increase of the amount of taxation for environmentally hazardous activities and products;
- lending on preferential terms (for the period of creation and introduction of new environmentally safe, resource-saving technologies and production equipment);
- application of accelerated depreciation for fixed assets with environmental protection purpose;
- using surcharges in the process of establishing prices for environmental products, etc.;
- provision of incentive and compensatory benefits for eco-friendly farming and the transition to new production technologies.

**Conclusions.** On the basis of the research, the elements of the mechanism of financial support of the innovation-environmental development of the agrarian sector are identified, defining its unified characteristics: the forms and methods of its provision, which are implemented on the basis of budget subsidization, self-financing, attraction of loans, foreign investment, funds of insurance funds and leasing companies; sources of security; financial instruments; financial levers; financial sanctions and incentives. Justification of the system of elements of realization of strategic directions for improvement of innovation-environmental development of the agrarian sector includes: establishment of tax privileges for environmentally responsible enterprises transferring production to innovative technologies and higher taxes for environmentally hazardous activities and products; preferential lending (for the creation and implementation of new resource-saving and environmentally sound technologies and equipment); accelerated depreciation of the main means of environmental protection; establishment of increments for prices for ecological products; the use of regulators, which stimulate the ecologization of production and the transition to innovative technologies.

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Improvement of the organization of financial provision of innovation-environmental development of the agrarian sector and the formation of effective sources of financing of environmental protection measures in the present conditions should become an integral part of the formation of the mechanism of management and regulation of the economic system and to stimulate the reproduction of the natural resource potential of the agrarian sector of Ukraine's economy.

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## ІННОВАЦІЇ

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**FORMATION OF FINANCIAL  
INSTRUMENTATION  
FOR THE SUSTAINABLE AGRICULTURAL  
DEVELOPMENT: INNOVATIVE APPROACH**

**ФОРМУВАННЯ ФІНАНСОВОГО  
ІНСТРУМЕНТАРІЮ СТАЛОГО РОЗВИТКУ  
СІЛЬСЬКИХ ГРОМАД:  
ІННОВАЦІЙНИЙ ПІДХІД**

**Urgency of the research.** The objective need to popularize the foundations of sustainable development is due to an increase of anthropogenic impact on the environment. An important point is the formation of financial instruments for the sustainable development of rural areas and the development of ways of environmentalizing the agrosphere.

**Actual scientific researches and issues analysis.** The scientific works of such scholars as M. Y. Malik, M. A. Khvesyuk, O. M. Alymov, I. M. Lytsur, V. V. Mykytenko, E. M. Libanova and others deal with the financial support of sustainable development of rural territories.

**Uninvestigated parts of general matters defining.** The scientists have not yet sufficiently developed the argumentation of the implementation opportunities of the priority areas of the formation of financial instrumentation for the sustainable agricultural development innovative approach.

**The research objective.** The aim of this article is the substantiation of innovative approaches to the formation of financial instruments for sustainable development of rural communities.

**The statement of basic materials.** The article deals with the features of the formation of financial instruments for sustainable rural development. The key role of the financial sector in the sustainable development of local natural and economic systems has been proved. We have calculated the resource of the local budget of Mukachevo district in 2014-2016. There have been defined the directions of expansion forms and sources of financing of the processes of reproduction of natural resources and improving environmental management through the rent relations in the process of financial providing of sustainable development management of rural communities.

**Conclusions.** The concept of sustainable development, which covers the economic, social and environmental trends, needs to be prioritized. Strengthening the progress of the priority components of the concept of decentralized sustainable development, the possibilities of modernizing economic relations will be expanded on the basis of coordination of interests of communities with the interests of the authorities. It is also necessary to strengthen the development of the concept of a mutually integrated mechanism of accumulation and use of financial resources to ensure the economic basis of environmentally-oriented growth.

**Keywords:** rural areas; sustainable development; system of financial support; rent relations.

**Актуальність теми дослідження.** Об'єктивна необхідність популяризації засад сталого розвитку викликана зростанням антропогенного впливу на довкілля. Важливим моментом є формування фінансового інструментарію сталого розвитку сільських територій та розробка шляхів екологізації агросфери.

**Аналіз останніх досліджень і публікацій.** Наукові праці таких вчених, як М. Й. Маліка, М. А. Хвесика, О. М. Алімова, І. М. Лицура, В. В. Микитенко, Е. М. Лібанової та інші мали справу з фінансуванням сталого розвитку сільських територій.

**Виділення недосліджених частин загальної проблеми.** Науковцями ще недостатньо опрацьовані питання аргументації можливостей отримання фінансового інструментарію сталого розвитку сільських громад.

**Постановка завдання.** Метою дослідження є обґрунтування інноваційних підходів до формування фінансового інструментарію сталого розвитку сільських громад.

**Виклад основного матеріалу.** У статті досліджено особливості формування фінансового інструментарію сталого розвитку сільських громад. Обґрунтовано ключову роль фінансового сектору у забезпеченні сталого розвитку територіальних природно-економічних систем. Проаналізовано динаміку ресурсу місцевого бюджету Мукачівського району Закарпатської області за 2014-2016 роки. Визначено напрями розширення інноваційних форм і джерел фінансування процесів відтворення природно-ресурсного потенціалу та покращення природокористування за допомогою рентних відносин в процесі фінансового забезпечення сталого розвитку сільських громад.

**Висновки.** Потребує визначення першочергових пріоритетів концепція сталого розвитку, яка охоплює економічний, соціальний й екологічний напрями. Посилюючи розвиток пріоритетних складових концепту децентралізованого сталого розвитку, розширюватимуться можливості модернізації господарських відносин на засадах взаємоузгодження інтересів громад із інтересами влади. Необхідно також посилити розроблення концепту взаємоінтегрованого механізму акумулювання та використання фінансових ресурсів забезпечення економічного базису екологоорієнтованого розвитку.

**Ключові слова:** сільські громади; сталий розвиток; система фінансового забезпечення; рентні відносини.

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**Urgency of the research.** The objective need to popularize the foundations of sustainable development is due to the increase of anthropogenic impact on the environment and the violation of the ability of self-replenishment of natural resources due to unwise socio-economic activities of economic entities, including in agricultural production. Accelerated economic development of the agro-food sector leads to an aggravation of the ecological situation and influences the quality of life of the rural community.

Disappointing perspectives may be caused by numerous imperfect and controversial regulations on environmental protection, the lack of new technologies adapted to the conditions of the modern economic space, and the instrument of ecologization of the agro-food sector and sustainable development.

**Target setting.** An important point is the formation of financial tools of sustainable development of rural areas and the development of ways of environmentalizing the agrosphere, covering the system of certain types of activities aimed at preserving the natural environment, harmonizing the relations between society and the environment, forming a proper societal attitude to nature for its preservation, restoration and development. The previous unreasonable application of technologies in the agricultural sector has led to a decrease in its efficiency in terms of environmental production, suspended the use of innovative ecologically oriented technologies aimed at nature preservation activities, etc. These mentioned tendencies lead to the search of new effective mechanisms of financial management of the subjects of this branch in the direction of innovative development and improvement of natural and living environment.

**Actual scientific researches and issues analysis.** Scientific investigations of such Ukrainian scientists are devoted to the topical issues of sustainable development: M. Y. Malik [6], M. Khvesyk [4], O. M. Alymov [8], I. M. Lytsur [8], V. V. Mykytenko [8], E. M. Libanova [7] and others.

Well-known Ukrainian scientists M. Y. Malik and M. A. Khvesyk [6, p. 4] note that now it is possible to talk about the general debt of our society to the Ukrainian village and this debt affects not only the economic component, but also demographic and even socio-psychological.

Scientific researches of Sh. I. Ibatyllin, M. A. Khvesyk Y. M. Dorosh [4] are devoted to the issues of market infrastructure development, financial and credit markets in particular, which promote the attraction of stock instruments and the formation of fictitious capital on the basis of land capital of the region.

The importance of research is due to problematic issues of optimizing the financial component of the state economy. According to the authors of the monograph "Capitalization of Natural Resources" [5], sustainable development requires wise usage of its own territorial resources and attraction of other financial resources. It is important to find ways of increasing the value and simultaneously involving territorial resources in financial turnover.

However, it is possible to agree with the opinion of the authors of the monograph "Formation of rental relations in the water sector of Ukraine" [11], about the absence of reliable mechanisms of mobilizing and accumulating financial resources in the field of environmental management and environmental taxation, as well as the targeted use of funds with the purpose of environmental protection.

**Uninvestigated parts of general matters defining.** In these works, scientific and methodological foundations of studying the problems of forming financial instruments of sustainable development of rural communities are laid. The great social significance of the above-mentioned problems gives the ground for further researches of unexplored aspects. Thus, in our opinion, the most relevant direction is justification of the peculiarities of financial provision of sustainable development of rural communities.

**The research objective.** The aim of the study is to substantiate innovative approaches to the formation of financial instruments for sustainable development of rural communities.

**The statement of basic materials.**

**1. Sustainable financing of rural communities.**

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**ІННОВАЦІЇ**

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Ukraine's integration processes into the world community require wide implementation of sustainable development foundations for the native village and the acceleration of the decision-making process in this direction. Improving the development tendencies for rural communities is part of the process of creating an effective competitive environment with the economic systems of other developed countries.

Thus, it should be pointed out that the village degradation has a bad effect on the development of the agricultural sector, as well as on the economy as a whole, since there are threats to the loss of food security, cultural heritage and socio-economic control in the state.

All above mentioned explains the need of financial instruments for sustainable development of rural communities. This will help to revitalize rural communities' initiatives, improve service quality, expand the number of rural jobs, and, as a result, improve rural population's quality of life.

Famous Ukrainian scientists O. M. Alymov, I. M. Litsyr and V. V. Mykytenko [8, p. 38] note that the formation of our country's potential of sustainable development is due to: a) process allocational technology, which consists of combining the theory of macro-system evolution with the means of methodology of process and allocational control; b) the regeneration of the real economy sector and the invariance of the integration processes implementation; c) the formation of an adequate methodology for analysis and making forecasts for the resulting indicators in the system of managing the process of forming the sustainable development potential.

The financial sector plays an important role in ensuring the sustainable development of natural and economic systems of territories by means of the sustainable financing of all types of economic activity and territorial communities. In the conditions of decentralization of natural resources management, sustainable financing of rural communities' development provides [3, p. 13]:

- responsible financing - building a financial component of the nature management process based on the concept of project management and financing;
- responsible investment in natural assets - investments are carried out taking into account environmental and social factors on the principles of preservation of natural resources, "Blue", "Green" economy;
- sustainable insurance - a strategic approach, taking into account the risks and opportunities of the insurance business, which correlates with environmental, social and economic aspects;
- taking into account natural capital in goods and services - integrating the cost of natural resources into the economic process as a source of income;
- stock market development. The establishment of common stock-exchange institutions (ETF-exchange-traded funds) may be very useful for the decentralization of the financial sector.

Taking into account the opinion of some researchers [1, p. 85], a decentralized basis for funding the process of incorporating natural resources into economic turnover must be created basing on the concept of consolidated financing with the participation of all concerned parties - state, municipalities, business, etc. The idea of special investment funds created to preserve assets for long-term goals, i.e., sovereign wealth funds (SWF), deserves attention and spread. It is possible to create a SWF in Ukraine based on the income from recreational activities and the use of mineral resources, land, water and forestry capital, etc. [3, p. 51].

An important task for the sustainable development of rural communities is the choice and justification of investment tools that would ensure a sustainable increase in the living standards of the rural population and contribute to solving a number of issues concerning the attraction of sufficient investment resources, as market sources of investment are formed very slowly.

## **2. Determining the increase of the local budget resource by implementing the reforms of budget and tax systems.**

An important step towards strengthening the financial security of sustainable development of local communities was in 2015 with the introduction of 100% revenues from the local budget for providing administrative services, increasing revenues from the retail sale of excisable goods and concentrating 80% of the environmental tax in the budgets of the communities.

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In order to elaborate variants of the algorithm for calculating the effect from innovations, we have conducted such assessment for the Mukacheve district of the Transcarpathian region (Tab. 1). As an estimated effect value, we propose to determine the increase of local budget resource.

We have calculated the resource of the local budget of the Mukacheve district in 2014, under the conditions of the old system and the tax and budget system reforms implemented in 2015 and 2016. The calculations are carried out with the help of software used by the financial department of the Mukacheve District State Administration and on the basis of running provision at the time of settlement of the Budget Code of Ukraine in force [2]. This table indicates an increase in the resource of the local budget of Mukacheve district in 2015 and 2016 compared to 2014. The main source of growth in the local budget's resources in 2015 and 2016 was the new transfers due to the increase of wages of employees of the budget sphere.

Table 1

**Resource of the local budget of the Mukacheve district of Transcarpathian region, million UAH**  
(calculations were conducted by the authors on the basis of financial management data of the Mukacheve district of the Transcarpathian region)

Local budgets of the Mukacheve district	2014	2015	2016
<b>Revenue</b> common fund	20,3	29,5	115,8
<b>+</b>			
<b>Revenue</b> Special fund	30,5	6,5	10,7
<b>+</b>			
Equalisation grant	220,6	-	
<b>Basic grant</b>	-	40,7	40,3
<b>-</b>			
Extraction / <b>Reverse grand</b>	-		
<b>+</b>			
<b>New Transfers</b> (educational, medical, training employees, centralized activities of the Ministry of Health)		362,5	413,6
<b>=</b>			
<b>Resource</b>	271,4	439,2	580,4
<b>Increase (to 2014)</b>		+167,8(+61,8%)	+309(+113,9%)

As of the beginning of 2017, 39 rural, village councils belong to the Mukacheve district, till this time no unification of communities happened; administrative and territorial reform was ignored. We proposed to conduct community unification through several stages, at the first stage, it is advisable to consolidate them into 17 territorial communities, taking into account the territorial peculiarities and population size. The main source for increasing the financial soundness of the communities after the consolidation is the revenue from the personal income tax and new transfers (educational, medical, training, centralized activities of the Ministry of Health).

Thus, in the conditions of decentralization, there is a need to develop innovative approaches to the formation of financial tools for sustainable development of rural communities aimed at providing sources of investment resources and effective use of existing industrial, socio-cultural and communal-residential potential of rural development, in particular, tools for effective real investment in priority areas, considering the risks of agricultural production.

### 3. Rent relations in the innovative system of forming financial instruments of sustainable development of rural communities.

On the basis of the results of studying the problematic issues of the development of rural communities, it is evident that modern mechanism of payments and fees for the use of natural resources on a rental basis should be improved, in particular with regard to deep consideration of environmental losses of communities.

The direction of expansion of forms and sources of financing the process of nature use is the introduction and spreading of rent relations (Tab. 2) in the process of financial provision of sustainable development of rural communities.

**ІННОВАЦІЇ**

Table 2

**Innovative forms of implementation of rent relations in innovative system of forming financial instruments of sustainable development of rural communities** (developed by authors)

Name of the form	Characteristics of the form
<b>Capitalization</b>	<ul style="list-style-type: none"> <li>• transformation of natural resources, as factors of production, into capital of economic systems on the basis of sustainable development of rural communities;</li> <li>• the formation of a structured asset from natural resources, the financial assessment of which exceeds the sum of the costs of the constituent resources;</li> </ul>
<b>Corporatization</b>	<ul style="list-style-type: none"> <li>• the formation of organizations, associations of private individuals and legal bodies whose ownership consists of a share of production and non-production direction, in order to form an effective business enterprise and to share the consumption of natural goods on the basis of sustainable development;</li> <li>• concentration of investment capital on the development and implementation of innovative technologies of regulating natural resources and sustainable development of rural communities;</li> </ul>
<b>Institutionalization</b>	<ul style="list-style-type: none"> <li>• improvement of norms, standards and forms of economic development of villages' resource potential;</li> <li>• definition and legislative consolidation of the specification of rights to use natural resources;</li> <li>• definition of a list of environmental activities' types covered by public-private partnership agreements</li> <li>• formation of rules for concluding mortgage contracts with banking institutions on the bail of land funds;</li> </ul>
<b>Diversification</b>	<ul style="list-style-type: none"> <li>• Growth of community budget revenues by expanding the list of paid services;</li> <li>• reinvestment in the expanded reproduction of environmental infrastructure at the expense of funds received as a result of the sale of local loan bonds and mortgage lending on land bail;</li> <li>• attraction of funds from foreign investors and international financial and credit institutions for the implementation of environmental projects;</li> </ul>
<b>Securitization</b>	<ul style="list-style-type: none"> <li>• issue of local bonds by local councils under the bail of land funds;</li> <li>• issue of securities for low-liquidity arrivals, to ensure the flow of resources directly from investors to consumers, reducing transaction costs.</li> </ul>

Thus, the proposed innovative forms of rent relations give the possibility to modernize the concept of rural communities' sustainable development on the basis of ecologically oriented nature management and to improve the living standards of rural population. In addition, the opinion of scientists [9] on the human-centeredness of the society, according to which the result of successful development consists in fair treatment and accommodation of interests of both current and future generations deserves attention.

In the modern context of economic management, the problem of the transformation of social relations concerning the use of land resources on the basis of methods of market economy, and according to the postulates of sustainable development, the combination of personal and social interests in the process of making management decisions requires special attention. Taking into account the political problems and drawbacks of ecological and land normative framework, the issue of land preservation in Ukraine becomes relevant [10].

Many scientists [7; 9; 10] have devoted their work to revealing the concept of sustainable development in the dialectical symbiosis of philosophical theoretical aspects with modern technologies of ecological, social and economic development. The most important goal is to defend the national strategy of sustainable development.

The effectiveness of the program of sustainable development of rural communities is mainly determined by the ability of developers to take into account complex interaction of objective environmental and economic laws, including their specific manifestations in the agrarian sector.

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Simultaneously, the use of laws of proportional economy development and social infrastructure, land rent, cycles of reproduction, principles of labor activity, etc. are of particular importance.

In addition, consideration of laws of resource potential functioning, as a basis for sustainable life necessities of rural population, which directly affects the development and functioning of the rural labor market, the efficiency of agricultural production, diversification of agribusiness, employment rate, quality of life, etc., is mandatory.

**Conclusions.** Despite the existing achievements in the development of the Ukrainian village, the competence of the authorities and self-government has not been clearly defined until now; there is no effective cooperation between them in the process of drafting and implementation of development programmes. The concept of sustainable development, which covers the economic, social and environmental trends, needs to be prioritized. Strengthening the progress of the priority components of the concept of decentralized sustainable development, the possibilities of modernizing economic relations will be expanded on the basis of co-ordination of interests of communities with the interests of the authorities. It is also necessary to strengthen the development of the concept of a mutually integrated mechanism of accumulation and use of financial resources to ensure the economic basis of environmentally-oriented growth.

Taking into account the multifaceted problem issues regarding the peculiarities of forming financial instruments for the sustainable development of rural communities, it is possible to conclude that it is necessary to specify the ways of their solution and further research on this subject taking into account the foreign experience of economic reforms.

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Stehnei, M. I. Formation of financial instrumentation for the sustainable agricultural development: innovative approach / M. I. Stehnei, I. O. Irtysheva, M. M. Korol // Науковий вісник Полісся. – 2017. – № 4 (12). Ч. 1.– С. 225-231.

## РЕФЕРАТИ

УДК 338.49:339.92

**Абакуменко, О. В. Реформування інфраструктурних галузей економіки у відповідності до вимог євроінтеграції / О. В. Абакуменко, А. Г. Герасименко, К. С. Пугачевська // Науковий вісник Полісся. – 2017. - № 4 (12). ч. 1. – С. 8-15.**

**Анотація.** Заданням статті є детермінація переваг та недоліків існуючих підходів до реформування інфраструктурних галузей в контексті вимог III енергопакету ЄС, окреслення оптимальної траєкторії такого реформування. Іл.: 3. Бібліогр.: 10 назв.

**Ключові слова:** інфраструктурна галузь; природна монополія; конкуренція; євроінтеграція.

УДК 336.1; 332.1

**Бондарук, Т. Г. Державне регулювання фінансового забезпечення місцевого самоврядування в умовах децентралізації / Т. Г. Бондарук, І. С. Бондарук // Науковий вісник Полісся. – 2017. - № 4 (12). ч. 1. – С. 16-21.**

**Анотація.** В статті поглиблено теоретико-методичні засади державного регулювання фінансового забезпечення місцевого самоврядування в умовах децентралізації. Обґрунтовано, що внаслідок нерівномірності територіального розвитку, складної структури суспільства, соціальної нерівності виникає відмінність інтересів соціальних груп, що потребує вирішення завдання формування коаліції для модернізації. Іл.: 1. Бібліогр.: 12 назв.

**Ключові слова:** державне регулювання; місцеве самоврядування; фінансове забезпечення; децентралізація; стратегія регіонального розвитку.

УДК 339.1:339.562:63-027.3

**Вдовенко, Н. М. Методична складова дії механізму державної підтримки товаровиробників / Н. М. Вдовенко, К. В. Наконечна, М. М. Павленко // Науковий вісник Полісся. – 2017. - № 4 (12). ч. 1. – С. 22-27.**

**Анотація.** Обґрунтована доцільність впровадження альтернативного варіанта механізму державної підтримки, де передбачено здійснювати унормовані стимулюючі компенсаційні виплати з розрахунку на один відсоток - пункт фактичного приросту реалізованої продукції. Табл.: 1. Бібліогр.: 18 назв.

**Ключові слова:** державна підтримка; виробництво; сільгоспвиробник; механізм державної підтримки.

УДК 330.1:338.2

**Москаленко, О. М. Неоліберальна логіка політики «жорсткої економії» в Україні: взаємозв'язок з інноваційним зростанням / О. М. Москаленко // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. – С. 28-35.**

**Анотація.** Метою статті є теоретичний і політико-економічний аналіз політики жорсткої економії в Україні та надання практичних пропозицій щодо формування інституціональних умов, які спрямовують таку політику на інноваційне зростання. Іл.: 2. Табл.: 2. Бібліогр.: 17 назв.

**Ключові слова:** політика жорсткої економії; неоліберальна логіка; економіка виживання; витрати на дослідження і розробки; інноваційне економічне зростання.

## ABSTRACTS

UDC 338.49:339.92

**Abakumenko, O. V. Reforming of the infrastructure branches of economics according to requirements needed for European integration / O. V. Abakumenko, A. G. Gerasymenko, K. S. Pugachevska // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. – P. 8-15.**

**Abstract.** This article determines the existing approaches to infrastructure sectors reforming in the context of the 3d Energy package, as well as draws the optimal way of such a reform. Figs.: 13. Refs: 10 titles.

**Keywords:** infrastructure sector; natural monopoly; competition; European integration.

UDC 336.1; 332.1

**Bondaruk, T. G. State regulation of financial support of municipal authority under decentralisation conditions / T. G. Bondaruk, I. S. Bondaruk // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. – P. 16-21.**

**Abstract.** The article extended the theoretical and methodological basis of the state regulation of financial support of municipal authority under decentralization conditions. It proved that the difference in interests of social groups appears as for the uneven territory development, the complex structure of a society, as well as social inequality. All those aforementioned factors affect the solution of the task to form a coalition for modernization. Figs.: 1. Refs: 12 titles.

**Keywords:** state regulation; municipal authority; financial support; decentralization; strategy of regional development.

UDC 339.1:339.562:63-027.3

**Vdovenko, N. M. Methodical component of the performance of state support producers mechanism / N. M. Vdovenko, K. V. Nakonechna, M. M. Pavlenko // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 22-27.**

**Abstract.** Substantiates the feasibility of implementation of the alternative variant of mechanism of state support which provides for procedurally to perform a single dose normalized stimulating compensation payments, calculating per one percentage point of the actual growth in sales. Tabl.: 1. Refs: 18 titles.

**Keywords:** state support; production; agricultural producer; mechanism of state support of agricultural production.

UDC 330.1:338.2

**Moskalenko, O. M. Neoliberal logics of the “austerity” policies in Ukraine: the relationship with innovative growth / O. M. Moskalenko // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 28-35.**

**Abstract.** The objective of the article is a theoretical and political-economic analysis of the austerity policies in Ukraine and provision of practical proposals for the formation of institutional conditions that direct such policies to innovative growth. Figs.: 2. Tabl.: 2. Refs: 15 titles.

**Keywords:** austerity policies; neoliberal logics; economics of surviving; R&D expenditures; innovative economic growth.



УДК 330.131.52:004

**Танклевська, Н. С. Управління усвідомленими адаптивними організаціями в умовах соціально-економічних трансформацій та фінансової турбулентності** / Н. С. Танклевська, Ю. Є. Кирилов, О. І. Зайцева // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 36-39.

**Анотація.** Розкрито, яких умов необхідно дотримуватися і які управлінські дії здійснити, щоб модель організаційного розвитку запрацювала результативно. В моделі усвідомленого розвитку важливо змінювати форми і системи навчання, використовувати інформаційні та технологічні інновації; створювати і підтримувати корпоративне середовище довіри і гармонії; дотримуватися комфортної психогеографії в команді і командних правил прийняття рішень. Бібліогр.: 6 назв.

**Ключові слова:** усвідомлені адаптивні організації; управління; адаптація.

УДК [378.014.54:65.012.8](477)

**Тарасенко, І. О. Економічна безпека вищої освіти: аналіз можливостей та загроз** / І. О. Тарасенко, Ю. А. Бондарчук, О. С. Тарасенко // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 40-43.

**Анотація.** У статті визначено існуючі проблеми та систематизовано чинники, які найбільш суттєво впливають на перспективи розвитку системи вищої освіти України; запропоновано використання коефіцієнта сприятливості (несприятливості) зовнішнього середовища для оцінки їх сукупного впливу. Іл.: 1. Бібліогр.: 7 назв.

**Ключові слова:** економічна безпека; система вищої освіти; чинники (можливості та загрози) економічної безпеки вищої освіти; коефіцієнт сприятливості (несприятливості) зовнішнього середовища.

УДК 330.101

**Ткаленко, Н. В. Вектори трансформації сектору вищої освіти в умовах формування інформаційної економіки** / Н. В. Ткаленко, Н. І. Холявко, К. В. Гнедіна // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 44-49.

**Анотація.** У статті ідентифіковано місце сектору вищої освіти у процесах формування інформаційної економіки. Авторами досліджено напрями взаємовпливу суб'єктів секторів вищої освіти та бізнесу в інформаційну епоху. Обґрунтовано перспективи трансформації діяльності ВНЗ України в контексті становлення економіки інформаційного типу. Табл.: 2. Бібліогр.: 9 назв.

**Ключові слова:** інформаційна економіка; сектор вищої освіти; інформаційно-комунікаційні технології; ВНЗ.

УДК 334

**Шилепницький, П. І. Державно-приватне партнерство у сфері інновацій як прояв соціальної відповідальності** / П. І. Шилепницький, О. В. Зибарева, О. В. Попадюк // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 50-55.

**Анотація.** Стаття присвячена використанню співпраці держави та приватного бізнесу у формі державно-приватного партнерства у розвитку інновацій. В роботі надана характеристика ДПП як інноваційної форми розвитку інфраструктури

UDC 330.131.52:004

**Tanklevska, N. S. Management of conscious adaptive organizations in the context of socioeconomic changes and financial turbulence** / N. S. Tanklevska, Yu. Ye. Kyrylov, O. I. Zaitseva // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 36-39.

**Abstract.** The article suggests which conditions have to be observed and which management activities should be performed for the model of organizational development to work effectively. According to the model of conscious development, it is important to vary training methods and systems; to use technological innovations; to create and maintain a corporate environment based on trust and harmony; to adhere to a comfortable psychogeography in a team and keep to the team rules of decision-making. Refs: 6 titles.

**Keywords:** Conscious adaptive organizations; management; adaptation.

UDC [378.014.54:65.012.8](477)

**Tarasenko, I. O. Economic security of higher education: opportunities and threats analysis** / I. O. Tarasenko, J. A. Bondarchuk, O. S. Tarasenko // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 40-43.

**Abstract.** The article has identified the existing problems systematized the factors that most significantly affect the development prospects of higher education in Ukraine. There has also been proposed the use of the coefficient of favorability (unfavorability) of the environment for estimating the cumulative effect. Figs.: 1. Refs: 7 titles.

**Keywords:** economic security; higher education system; economic security factors (opportunities and threats) of higher education; coefficient of favorability (unfavorability) of the environment.

UDC 330.101

**Tkalenko, N. V. Vectors of higher education sector transformation in conditions of the information economy formation** / N. V. Tkalenko, N. I. Kholiavko, K. V. Hnedina // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 44-49.

**Abstract.** The article identifies the role of the higher education sector in the processes of information economy formation. The authors identify the directions of mutual influence of the subjects of higher education sectors and business enterprise sector at the information age. The prospects of transformation of Ukrainian higher educational institutions activities in the context of informational economy formation are substantiated. Tabl.: 2. Refs: 9 titles.

**Keywords:** information economy; higher education sector; information and communication technologies; higher educational institution.

UDC 334

**Shylepnytskyi, P. I. Public-private partnership in the field of innovations as an effect of social responsibility** / P. I. Shylepnytskyi, O. V. Zybareva, O. V. Popadiuk // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 50-55.

**Abstract.** The article is focused on analysis of the usage of state and private business cooperation in the form of state-private partnership in sphere of innovations development. The PPP in the present research is defined as an innovative form of development of public infrastructure and the allocation of

загального користування та надання пов'язаних послуг. Також, визначено завдання, які держава переслідує використанням державно-приватного партнерства в інноваційній галузі. Окрім того, проаналізована роль ДПП в інноваційній сфері окремих країн. Іл.: 1. Бібліогр.: 14 назв.

**Ключові слова:** державно-приватне партнерство (ДПП); соціальна відповідальність; інновації; інноваційні ДПП; «Зелене зростання»; «Стратегія зеленого зростання».

УДК 658.14

**Бондаренко, О. С. Формування архітектури фінансового управління в корпоративних структурах** / О. С. Бондаренко, Л. С. Селіверстова, І. П. Адамченко // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 56-61.

**Анотація.** Основними завданнями фінансової політики стає пошук нових можливостей формування та ефективного розподілу фінансових потоків, організація регулювання й стимулювання економічних і соціальних процесів фінансовими методами, формування архітектури фінансового управління та його розвиток відповідно до змін мети і завдань фінансової стратегії корпоративних структур, створення ефективної системи управління фінансами. Іл.: 1. Бібліогр.: 6 назв.

**Ключові слова:** архітектура; корпоративні структури; фінансове управління; розвиток; вартість; цінність.

УДК 330.8

**Голубка, С. М. Економічна концепція андрея шептицького** / С. М. Голубка, І. Ю. Штулер, М. М. Голубка // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 62-71.

**Анотація.** В статті розглянуто бачення митрополита щодо реалізації ідеї соціальної справедливості. Розкрито його концепцію перерозподілу доходів у суспільстві. Визначено його розуміння небезпеки переважання капіталу над працею, що веде до надмірного його накопичення, а це є загрозою військових конфліктів, руйнування конкурентних відносин і монополізації ринку. Іл.: 1. Табл.: 2. Бібліогр.: 10 назв.

**Ключові слова:** економічні погляди; економічна діяльність; господарювання; духовництво; кооперативний рух; просвітництво; християнський патерналізм.

УДК 330.837:336.02 (477)

**Смельяненко, Л. М. Інституційні імперативи розширення фіскального простору України в процесі євроінтеграції** / Л. М. Смельяненко, В. Л. Осецький, Д. В. Осецька // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 72-78.

**Анотація.** У статті обґрунтовується, що формування та розширення фіскального простору України варто досліджувати крізь призму інституціональної економічної теорії. В центрі уваги даної теорії знаходяться інституції, що забезпечують еволюцію державних фінансів на основі норм, правил, законів і порядків та інститути, які формують точки розширення фіскального простору, що довели свою ефективність в ЄС. Табл.: 1. Бібліогр.: 13 назв.

**Ключові слова:** фіскальний простір; державні фінанси; державний борг; дефіцит бюджету; інституційні

related services. The tasks that the state pursues via the usage of state-private partnership in the innovation sector are identified. The attention is paid to the role of PPP in the innovation field of particular countries. Figs.: 1. Refs: 14 titles.

**Keywords:** state-private partnership (PPP); social responsibility; innovation; innovative PPP; "Green Growth"; "Green Growth Strategy".

UDC 658.14

**Bondarenko, O. S. Formation of financial management architectonics in corporate structures** / O. S. Bondarenko, L. S. Seliverstova, I. P. Adamenko // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 56-61.

**Abstract.** The main objectives of financial policy are the search for new opportunities for the formation and efficient distribution of financial flows, the organization of regulation and stimulation of economic and social processes by financial methods, the formation of the architecture of financial management and its development in accordance with changes goals and objectives of the financial strategy of corporate structures, creating an effective system of financial management. Figs.: 1. Refs: 6 titles.

**Keywords:** architectonics; corporate structures; financial management; development; cost; value.

UDC 330.8

**Holubka, S. M. Economic concept of andrei sheptytsky's** / S. M. Holubka, I. Yu. Shtuler, M. M. Holubka // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 62-71.

**Abstract.** The article considers the Metropolitan's vision for implementing the idea of social justice. His understanding of the danger of the predominance of capital over labor, which leads to its excessive accumulation, is defined, which is a threat to military conflicts, the destruction of competitive relations to the monopolization of the market. Figs.: 1. Tabl.: 2. Refs: 10 titles.

**Keywords:** economic views; economic activity; clergy; cooperative movement; educational activities; christian paternalism.

UDC 330.837:336.02 (477)

**Yemelianenko, L. M. Institutional imperatives of the expansion of the fiscal space of Ukraine in the process of European integration** / L. M. Yemelianenko, V. L. Osetskyi, D. V. Osetska // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 72-78.

**Abstract.** The article substantiates that the formation and expansion of the fiscal space of Ukraine should be investigated through the prism of the institutional economic theory. The focus of this theory is on the institutions that ensure the evolution of public finances on the basis of norms, rules, laws and procedures and institutions that form the points of expansion of the fiscal space that have proven effective in the EU. Tabl.: 1. Refs: 13 titles.

**Keywords:** fiscal space; public finance; public debt; the budget deficit; institutional imperatives.

імперативи.

УДК 334.012.42:339.92(477+510)

**Затонацька, Т. Г. Транскордонне співробітництво Китаю і України в сфері е-комерції: стан і перспективи розвитку / Т. Г. Затонацька, О. С. Мельничук // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 79-85.**

**Анотація.** SWOT-аналіз показав, що ключовими можливостями при виході на китайський ринок є ємність цього ринку та його динамічне зростання, а ключовою загрозою – культурні та ментальні відмінності. Обґрунтовано, що продаж товарів через маркетплейси дозволить частково нівелювати можливий вплив загроз, пов'язаних з відмінностями між Україною та Китаєм. Табл.: 3. Бібліогр.: 22 назв.

**Ключові слова:** транскордонна електронна комерція; е-експорт; маркетплейс; транскордонне співробітництво; онлайн-торгівля.

УДК 338.23

**Курмаєв, П. Ю. Проституція: вибір ефективної моделі державного регулювання / П. Ю. Курмаєв // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 86-92.**

**Анотація.** У статті досліджуються основні моделі державного регулювання проституції у світі. На прикладі країн із різним рівнем розвитку розглядаються правові, економічні та соціальні аспекти проституції. На основі аналізу статистичних даних та вивчення експертних оцінок визначена ефективність заходів регулювання. Результати проведеного дослідження засвідчили в цілому низьку ефективність функціонування моделей заборони (криміналізації) проституції та змішаної (шведської). Табл.: 1. Іл.: 1. Бібліогр.: 31 назв.

**Ключові слова:** державне регулювання; тіньова економіка; проституція; ефективність.

УДК 330.35:336.6:504.05

**Тулай, О. І. Фінансово-організаційні засади еколого-орієнтованої діяльності суб'єктів господарювання / О. І. Тулай // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 93-97.**

**Анотація.** У статті обґрунтовано необхідність екологізації економічних систем. Проаналізовано проблемні аспекти фінансування природоохоронної діяльності в Україні. Розкрито особливості екологічного оподаткування як ефективного фінансового інструмента реалізації екологічної політики держави. Табл.: 3. Бібліогр.: 7 назв.

**Ключові слова:** фінансування природоохоронної діяльності; екологічне оподаткування; екологічна політика; сталий людський розвиток.

УДК 351:339.543

**Акімова, Л. М. Державне регулювання зовнішньоекономічної діяльності / Л. М. Акімова, О. О. Акімов, О. О. Ляхович // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 98-103.**

**Анотація.** Унікальність митниці полягає в тому, що утримуючи рівновагу на міждержавних кордонах, вона забезпечує захист від зовнішніх загроз національним митним інтересам і безпеці шляхом реалізації виваженої державної митної політики відповідно стратегічних пріоритетів вгалузі державної митної справи. Бібліогр.:

UDC 334.012.42:339.92(477+510)

**Zatonatska, T. H. Cross-border cooperation of China and Ukraine in e-commerce: the status and development prospects / T. H. Zatonatska, O. S. Melnychuk // Scientific bulletin Polissia. - 2017. - Vol. 4(12), P. 1. - P. 79-85.**

**Abstract.** SWOT-analysis of the market entry of China showed that the key opportunities in entering the Chinese market is the capacity of this market and its dynamic growth and a key threat - cultural and mental differences. Sales of goods through marketplaces will partially neutralize the possible impact of threats related to the differences between Ukraine and China. Табл.: 3. Refs: 22 titles.

**Keywords:** cross-border e-commerce; e-export; marketplaces; cross-border cooperation; online trading.

UDC 338.23

**Kurmaiev, P. Yu. Prostitution: the choice of an effective model of state regulation / P. Yu. Kurmaiev // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 86-92.**

**Abstract.** The article examines the main models of state regulation of prostitution in the world. On the example of countries with different levels of development, legal, economic and social aspects of prostitution are considered. Based on the analysis of statistical data and the study of expert evaluations, the efficiency of regulatory measures has been identified. The results of the re-search carried out have shown a generally low effectiveness of the prohibition (criminalization) model of prostitution and mixed (Swedish) model. Табл.: 1. Figs.: 1. Refs: 31 titles.

**Keywords:** state regulation shadow economy; prostitution; efficiency.

UDC 330.35:336.6:504.05

**Tulai, O. I. Financial and organizational foundations of economic entities' ecologically oriented activities / O. I. Tulai // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 93-97.**

**Abstract.** The article substantiates the necessity of making economic systems more eco-logically friendly. It analyses the problem aspects of financing nature conservation activities in Ukraine. The research also shows the specifics of ecological taxation as an effective financial instrument for the implementation of the state environmental policy. Табл.: 3. Refs: 7 titles.

**Keywords:** environmental protection financing; ecological taxation; ecological policy; sustainable human development.

UDC 351:339.543

**Akimova, L. M. State regulation of foreign economic activity / L. M. Akimova, O. O. Akimov, O. O. Liakhovich // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 98-103.**

**Abstract.** The uniqueness of customs is that by keeping balance on interstate borders, it provides protection from external threats to national customs interests and security by implementing a balanced state customs policy in accordance with strategic priorities in the field of state customs. Refs: 5

5 назв.

**Ключові слова:** ризик; митний ризик; управління митними ризиками; адміністрування митних ризиків; державне управління; державне регулювання.

УДК 330.3:338.4

**Бреус, С. В. Збалансована система показників: формування з перспективою забезпечення економічної безпеки вищих навчальних закладів / С. В. Бреус, Є. Б. Хаустова, М. П. Денисенко // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 104-109.**

**Анотація.** Розглянуто методичні підходи до використання BSC на рівні ВНЗ. Проведений ABC (ABCD) – аналіз витрат часу НПП на окремі види робіт та подальший регресійний аналіз з урахуванням перспективи забезпечення економічної безпеки ВНЗ. Табл.4. Бібліогр.: 9 назв.

**Ключові слова:** ВНЗ; збалансована система показників; фінансова та клієнтська складові стратегії діяльності вишів; результативність внутрішніх процесів; економічна безпека ВНЗ.

УДК 339.92(477):061.1ЄС

**Кирилюк, Ю. В. Особливості імплементації економічної та торговельної частин угоди про асоціацію України з ЄС / Ю. В. Кирилюк, Л. М. Мекшун, С. О. Полковниченко // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 110-114.**

**Анотація.** У статті визначено основні елементи економічної та торговельної складових Угоди про асоціацію між Україною та Європейським Союзом. Проаналізовано загальний стан імплементації Угоди про асоціацію України з ЄС за напрямками Розділу V "Економічне та галузеве співробітництво". Систематизовано можливості, які відкриває перед Україною Угода про асоціацію і вільна торгівля з ЄС. Визначено нові виклики та ризики, що можуть виникнути під час реалізації її положень. Обґрунтовано шляхи забезпечення імплементації Угоди. Табл.:1. Бібліогр.: 6 назв.

**Ключові слова:** Угода про асоціацію; Європейський Союз; імплементація; зона вільної торгівлі.

УДК 330.354:330.341.1

**Пінчук, А. О. Генеза трансформацій в економіці / А. О. Пінчук // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 115-124.**

**Анотація.** У статті обґрунтовується доцільність переходу України від індустріальної економіки до економіки знань. В ході дослідження, було визначено, що освіта, наука та інновації стають джерелом розвитку економіки знань. В Україні інтелектуальний потенціал займає високі позиції в міжнародних рейтингах світу, що являється найважливішим чинником в розбудові економіки знань та конкурентоспроможності держави. Іл.: 1. Табл.:3. Бібліогр.: 14 назв.

**Ключові слова:** знання; інформація; інновації; «нова економіка»; інформаційна економіка; економіка знань; інноваційна економіка.

УДК 338.262

**Тюхтенко, Н. А. Взаємне позиціонування соціальних та економічних стратегій / Н. А. Тюхтенко // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 125-129.**

titles.

**Keywords:** risk; customs risk; customs risk management; customs risk management; public administration; state regulation.

UDC 330.3:338.4

**Breus, S. V. Balanced scorecard: formation with perspective to ensure economic security of higher educational institutions / S. V. Breus, Y. B. Khaustova, M. P. Denysenko // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 104-109.**

**Abstract.** There have been considered methodical approaches to use BSC at the university level. There have been conducted an ABC (ABCD) analysis – the time expenditures of academic staff for certain work types and further regression analysis taking into account the perspective to ensure the economic security of higher educational institutions. Tabl.: 4. Refs: 9 titles.

**Keywords:** higher educational institutions (HEIs); balanced scorecard; financial and customer components of the strategy of higher education; the effectiveness of internal processes; economic security of higher educational institutions.

UDC 339.92(477):061.1ЄС

**Kyryliuk, Yu. V. Peculiarities of implementation of economic and trade parts of the Ukraine-European union association agreement / Yu. V. Kyryliuk, L. M. Mekshun, S. O. Polkovnychenko // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 110-114.**

**Abstract.** The article defines the main elements of the economic and trade components of the Ukraine-European union association agreement. The general status of the implementation of the Ukraine-European union association agreement in the areas defined in Title V "Economic and Sector Cooperation" is analyzed. The opportunities opened for Ukraine by the Association Agreement and free trade with the EU are systematized. New challenges and risks that may arise in implementing its provisions are identified. The ways of ensuring the implementation of the Agreement are substantiated. Tabl.: 1. Refs: 6 titles.

**Keywords:** the Association Agreement; the European Union; implementation; free trade area.

UDC 330.354:330.341.1

**Pinchuk, A. O. Genesis of transformations in economics / A. O. Pinchuk // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 115-124.**

**Abstract.** The article substantiates the expediency of transition of Ukraine from the industrial economy to the knowledge economy. In the course of the study, it was determined that education, science and innovation became the source of knowledge economy development. In Ukraine intellectual potential holds high positions in the international rankings of the world, which is the most important factor in building up the knowledge economy and the competitiveness of the state. Figs.: 1. Tabl.: 3. Refs: 14 titles.

**Keywords:** knowledge; information; innovation; "New economy"; information economy; knowledge economy; innovative economy.

UDC 338.262

**Tyukhtenko, N. A. Mutual positioning of social and economic strategies / N. A. Tyukhtenko // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 125-129.**

**Анотація.** В статті розглянуто наукові підходи до визначення соціально-економічних, економічних та соціальних стратегій. Надано авторське бачення сутності поняття «соціальна стратегія». Обґрунтовано принцип та критерії оцінювання соціальної стратегії. Виділено види соціальних стратегій. Досліджено особливості соціальних стратегій активізації трудової діяльності персоналу. Бібліогр.: 9 назв.

**Ключові слова:** соціальна стратегія; економічна стратегія; активізація трудової діяльності; принцип та критерії оцінювання стратегії.

УДК 338.24

**Бахарев, В. В. Направления формирования антикризисной стратегии торговых центров в России / В. В. Бахарев // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 130-135.**

**Анотація.** Анализ антикризисных мероприятий торговых центров показал, что они выстраиваются по двум направлениям. В рамках первого направления торговые центры обеспечивают ценовую доступность своих услуг для арендаторов, в рамках второго – меняют модель взаимодействия с ними с целью перейти к долгосрочному сотрудничеству. Бібліогр.: 14 назв.

**Ключові слова:** торговые центры; антикризисная стратегия; долгосрочное партнерство.

УДК 351:502

**Романенко, С. О. Розбудови об'єктів природно-заповідного фонду: державно-управлінський аспект / С. О. Романенко, І. П. Кринична, Т. С. Яровой // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 136-142.**

**Анотація.** Екологічна безпека є складовим компонентом національної безпеки. За допомогою системи управління національною безпекою державними та недержавними інституціями забезпечується екологічна рівновага і гарантується захист середовища проживання населення країни і біосфери в цілому, атмосфери, гідросфери, літосфери і космосфери, видового складу тваринного і рослинного світу, природних ресурсів, збереження здоров'я і життєдіяльності людей. Бібліогр.: 17 назв.

**Ключові слова:** екологічна безпека; екологічна загроза; національна безпека; національна екологічна мережа; національна безпека; об'єкти природно-заповідного фонду; державне управління.

УДК 336.145.2:335.01

**Чеберяко, О. В. Фінансові передумови та оцінка фінансування оборони в умовах російсько-української гібридної війни / О. В. Чеберяко, З. С. Варналій // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 143-149.**

**Анотація.** Обґрунтовується необхідність швидкого нарощення оборонних витратів через гібридну війну РФ проти України, щоб зберегти реальну незалежність та не перетворитися на фактичного російського сателіта. Табл.: 2. Бібліогр.: 9 назв.

**Ключові слова:** гібридна війна; трансформаційна війна; змішана війна; багатовимірна війна; неконвенційна війна; нестандартна війна; мережево-центрична війна, збройний конфлікт; фінансування оборони; воєнна доктрина; національна безпека.

**Abstract.** The article deals with scientific approaches to the definition of socio-economic, economic and social strategies. The author's vision of the essence of the concept of "social strategy" is given. The principle and criteria of social strategy evaluation are substantiated. There are types of social strategies. The peculiarities of social strategies of activation of labor activity of personnel are researched. Refs: 9 titles.

**Keywords:** social strategy; economic strategy; activation of labor activity; the principle and criteria of strategy evaluation.

UDC 338.24

**Bakharev, V. V. Directions of formation of formation of anticrisis strategy of shopping malls in Russia / V. V. Bakharev // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 130-135.**

**Abstract.** The analysis of the anti-crisis actions of shopping malls demonstrated that they can be divided into two groups. The first group is oriented towards ensuring price affordability of shopping malls services for retailers. The second group transforms the model of cooperation between shopping malls and retailers in order to organize long-term partnership. Refs: 14 titles.

**Keywords:** shopping malls; anti-crisis strategy; long-term partnership.

UDC 351:502

**Romanenko, Y. A. Ukraine establishment of ecological networks in the context of development of natural reserve fund: public management analysis / Y. A. Romanenko, I. P. Krynychnaya, T. S. Yarovoy // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 136-142.**

**Abstract.** Ecological safety is a constituent of national security. Through the use of a national security management system, state and non-state institutions ensure an ecological balance and guarantee protection of the country's population life environment and the biosphere as a whole, atmosphere, hydrosphere, lithosphere and cosmosphere, species composition of flora and fauna, natural resources, preservation of human health, life and activities. Refs: 17 titles.

**Keywords:** ecological safety; ecological threats; national security; national ecological network; national security; the objects of nature reserve fund governance.

UDC 336.145.2:335.01

**Cheberyako, O. V. Financial prerequisites and assessment of defense under the conditions of Russian-Ukrainian hybrid war / O. V. Cheberyako, Z. S. Varnalii // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 143-149.**

**Abstract.** The necessity of a rapid increase in defense expenditures through the Russian hybrid war against Ukraine in order to maintain real independence and not to become a de facto Russian satellite. Tabl.: 2. Refs: 9 titles.

**Keywords:** hybrid wars; transformational wars; mixed wars, multidimensional wars, unconventional wars; non-standard wars; network-centric wars, armed conflict; defense financing; military doctrines; national security.

УДК 330.131.5 : 340.0

**Доній, Н. Є. Економіко-правовий та філософський аспекти дефініції «ефективність» (на прикладі процесу розподілу бюджетних коштів) / Н. Є. Доній, Я. М. Крупко, С. О. Ніщимна // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 150-154.**

**Анотація.** Ефективність в процесі розподілу коштів між ланками бюджетної системи доцільно розглядати як «принцип ефективності». Цей принцип передбачає, що при розподілі коштів бюджету учасники цього процесу повинні діяти відповідно до запланованих конкретних цілей, залучати мінімальний обсяг бюджетних коштів і досягати максимального результату, використовуючи визначений бюджетом обсяг коштів відповідно до мети та завдань. Отже, розподіл коштів повинен здійснюватися на основі планів ефективності та результативності. Бібліогр.: 10 назв.

**Ключові слова:** ефективність, право, розподіл бюджетних коштів, бюджетна система, бюджетні правопорушення.

УДК 330.1+346.1

**Апаров, А. М. Аналіз та характеристика взаємозв'язку господарсько-правової та економічної наук / А. М. Апаров // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 155-160.**

**Анотація** У статті відображені сутність та перспективи розвитку взаємозв'язку господарсько-правової та економічної наук. Бібліогр.: 9 назв.

**Ключові слова:** юридична наука; право; господарське право; господарсько-правова наука; економічна теорія; економічна наука, економіка.

УДК 340 (477)

**Задорожня, Г. В. Контроль у системі державного управління / Г. В. Задорожня, Ю. А. Задорожний, О. М. Собовий // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 161-164.**

**Анотація.** Встановлено особливості та основні форми контрольної компетенції глави держави, визначено концептуальні підходи щодо практичного здійснення цієї компетенції. Бібліогр.: 3 назв.

**Ключові слова:** контроль; державне управління; глава держави; вето.

УДК 379.85 : 303.725.33

**Барна, М. Ю. Економетричне моделювання динаміки туристичних потоків / М. Ю. Барна, Ю. Б. Миронов // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 165-170.**

**Анотація.** Проаналізовано динаміку показників туристичних потоків України за допомогою лінійних моделей тренду. Досліджено вплив фінансово-економічних та соціально-економічних чинників на розвиток туристичних потоків на основі кореляційно-регресійного аналізу. Табл.: 3. Іл.: 3. Бібліогр.: 10 назв.

**Ключові слова:** туризм; туристичні потоки; економетричне моделювання; кореляційно-регресійний аналіз; модель тренду.

УДК 332.142:330.322.54 (477.83)

**Благун, І. С. Когнітивний підхід до аналізу інвестиційної привабливості регіонів / І. С. Благун, Л. І. Дмитришин, Г. В. Лещук // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 171-176.**

UDC 330.131.5 : 340.0

**Doniy, N. Ye. Economic-legal and philosophical aspects of "efficiency" definition (on an example of the budget funds allocation process) / N. Ye. Doniy, Ya. M. Krupko, S. O. Nischymna // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 150-154.**

**Abstract.** Efficiency in the funds allocation process between the links of the budget system should be considered as a "principle of efficiency". This principle implies that while funds allocation process, participants in this process must act in accordance with the specific goals set, involve a minimum amount of budget funds and maximize the result, using the amount determined in the budget in accordance with the goals and objectives. Consequently, the funds allocation should be based on efficiency and effectiveness plans. Refs: 10 titles.

**Keywords:** efficiency, law, budget funds allocation, budget system, budget violations.

UDC 330.1+346.1

**Aparov, A. M. Analysis and characteristic of the relation between the economic law and economic sciences / A. M. Aparov // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 155-160.**

**Abstract.** The article representing the nature and development prospects of relations between economic law science and economic theory. Refs: 9 titles.

**Keywords:** juridical science; law, economic law; economic law science; economic theory; economic science; economics.

UDC 340 (477)

**Zadorozhnia, H. V. Control in the system of public administration / H. V. Zadorozhnia, Y. A. Zadorozhnyi, O. M. Soboviy // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 161-164.**

**Abstract.** In the article is set the features and the main forms of control competence of the head of the state, defined conceptual approaches to the practical implementation of this competence. Refs: 3 titles.

**Keywords:** control; state administration; a head of the state; veto.

UDC 379.85 : 303.725.33

**Barna, M. Y. Econometric modelling of tourist flows dynamics / M. Y. Barna, Yu. B. Myronov // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 165-170.**

**Abstract.** The dynamics of tourist flows indicators in Ukraine is analysed. The influence of financial and economic and also social and economic factors on the development of tourist flows based on correlation and regression analysis is investigated. Tabl.: 3. Figs.: 3. Refs: 10 titles.

**Keywords:** tourism; tourist flows; econometric modelling; regression analysis; trend model.

UDC 332.142:330.322.54 (477.83)

**Blahun, I. S. Cognitive approach to analysis of investment attractiveness of the regions / I. S. Blahun, L. I. Dmytryshyn, H. V. Leshuk // Scientific bulletin Polissia. - 2017.**

**Анотація.** У статті обґрунтовується ефективність застосування когнітивного підходу, що аналізує інвестиційну привабливість регіонів з врахуванням чинників різного рівня ієрархії їх соціального-економічного розвитку. Табл.: 3. Іл.: 1. Бібліогр.: 7 назв.

**Ключові слова:** когнітивне моделювання; когнітивні карти; інвестиційна привабливість; регіон.

УДК 330.342:339.(924+926)

**Газуда, М. В. Алгоритм активізаційних процесів конвергенції та інтеграції розвитку прикордонних територій сільської місцевості / М. В. Газуда, Л. М. Газуда, В. І. Варцаба // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 177-181.**

**Анотація.** Обґрунтовується необхідність активізацій процесів конвергенції та інтеграції для забезпечення зближення та вирівнювання рівнів розвитку територіальних економічних систем. Побудовано алгоритм активізації конвергенційно-інтеграційних процесів на основі врахування існуючих передумов, виявлення придатності та готовності території. Іл.: 1. Бібліогр.: 13 назв.

**Ключові слова:** земля; конвергенція; інтеграційні процеси; прикордонні території; сільська місцевість; міжрегіональна інтеграція.

УДК 338.43

**Залізко, В. Д. Оцінка сталого розвитку сільських територій України: регіональний аспект / В. Д. Залізко, І. О. Луценко, В. І. Мартиненков // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 182-188.**

**Анотація.** У статті наведено SWOT-аналіз основних методів оцінки рівня сталого розвитку, що дозволило виокремити нову систему оцінювання, в якій не використовуються експерти. Використання факторного та математичного аналізу, інтегральної методології оцінювання дозволило підвищити об'єктивність отриманих регіональних оцінок рівня сталого розвитку сільських територій України та мінімізувати можливі помилки, пов'язані з людським чинником. Табл.: 4. Бібліогр.: 14 назв.

**Ключові слова:** сталий розвиток; сільські території; методика оцінки; SWOT-аналіз; методологія інтегрального оцінювання; індексний метод.

УДК 342.25

**Кизим, М. О. Еволюція регіональної політики в Європейському Союзі / М. О. Кизим, В. Є. Хаустова, О. В. Козирева // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 189-200.**

**Анотація.** У статті досліджено типи та види регіональної політики в ЄС. Розглянуто два основних етапи в її розвитку, їх цілі та пріоритети, інструменти реалізації, особливості проведення та фінансування за цілями впроваджуваної політики та країнами-членами. Проаналізовано особливості та цілі функціонування структурних фондів ЄС. Табл.: 3. Іл.: 1. Бібліогр.: 33 назв.

**Ключові слова:** регіональна політика; Європейський союз; еволюція; політика підтримки; структурні фонди.

УДК 336.02:625.7/8

**Хоменко, І. О. Сучасний стан та особливості фінансування дорожньої галузі / І. О. Хоменко, В. В.**

**- Vol. 4 (12), P. 1. - P. 171-176.**

**Abstract.** The effectiveness of cognitive approach implementation that analyzes the investment attractiveness of the regions, taking into account the factors of different levels of the hierarchy of their social and economic development is substantiated in the article. Tabl.: 3. Figs.: 1. Refs: 7 titles.

**Keywords:** cognitive modeling; cognitive maps; investment attractiveness; region.

UDC 330.342:339.(924+926)

**Hazuda, M. V. Algorithm of activation of convergence and integration processes in economic development of rural bordering territories / M. V. Hazuda, L. M. Hazuda // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 177-181.**

**Abstract.** The article grounds the necessity of activation of convergence and integration processes to ensure the rapprochement and equalization development levels of territorial economic systems. The authors developed the algorithm of activation of convergence and integration processes, which is based on current preconditions, the territory's suitability and readiness, goals and priorities of the processes. Figs.: 1. Refs: 13 titles.

**Keywords:** convergence and integration processes; territorial economic system; rural bordering territories; inter-regional integration.

UDC 338.43

**Zalizko, V. D. Evaluation of sustainable rural development Ukraine: regional dimension / V. D. Zalizko, I. O. Lutcenko, V. I. Martynenkov // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 182-188.**

**Abstract.** The article pre-sents a SWOT-analysis of methods for assessing the level of sustainable development, which allowed distinguish the new assessment system, which is not used by experts. Using factor and mathematical analysis, integrated as-sessment methodology, etc., possible to increase the ob-jectivity of received regional assessments of sustainable rural development Ukraine and minimize errors associated with the human factor. Tabl.: 4. Refs: 14 titles.

**Keywords:** sustainable development; rural areas; methods of assessment; SWOT-analysis methodology for integrated assessment; index method.

UDC 342.25

**Kyzym, M. O. Evolution of regional policy in the European union / M. O. Kyzym, V. Y. Khaustova, O. V. Kozyreva // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 189-200.**

**Abstract.** The article studied the types and kinds of regional policies in the EU, considering two major stages in its development, their objectives and priorities, the tools for implementation, the characteristics of conducting, and the financing both by the objectives of the implemented policy and by the EU Member States. The purposes and features of functioning of the EU structural funds have been analyzed. Tabl.: 3. Figs.: 1. Refs: 33 titles.

**Keywords:** regional policy; European Union; evolution; support policy; structural funds.

UDC 336.02:625.7/8

**Khomenko, I. O. Current state and features of financ-**

Концева, А. О. Безуглий // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 201-205.

**Анотація.** Процеси змін дорожньої мережі без прийняття відповідних дієвих заходів вже через кілька років можуть прийняти катастрофічний характер. Відновлення ж технічних характеристик дорожньої мережі в результаті зростання дефіциту ремонтів потребує більш значних коштів. Табл.: 1. Іл.: 2. Бібліогр.: 8 назв.

**Ключові слова:** дорожня галузь; фінансування доріг; витрати на ремонт доріг; автомобільні дороги загального користування.

УДК 342.25(477):336.132.11

**Тимчак, В. В. Адміністративно-фінансова децентралізація та формування концепції фінансового забезпечення розвитку територіальних громад в Україні / В. В. Тимчак, М. В. Тимчак // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 206-211.**

**Анотація.** У статті наведено основні підходи до визначення сутності адміністративно-фінансової децентралізації та особливості формування концепції фінансового забезпечення розвитку територіальних громад в Україні. В процесі дослідження встановлено, що даний правовий інститут знайшов своє відображення в усіх основних державних програмних документах. Проведено аналіз областей України у яких проведено об'єднання територіальних громад. Бібліогр.: 12 назв.

**Ключові слова:** децентралізація; територіальна громада; фінансове забезпечення; фінансова система; держаний бюджет; правове регулювання.

УДК 334.72:339.9

**Супрун, Н. А. Розвиток інноваційних форм підприємництва в Україні в умовах глобалізаційних викликів XXI ст. / Н. А. Супрун, Л. В. Єлісєєва // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 212-215.**

**Анотація.** У статті обґрунтовується, що експонентний розвиток Інтернет-технологій, мережевої економіки спричинили становлення економіки спільного споживання та появу шерінгових компаній як підприємницьких структур нового типу. Охарактеризовано основні організаційні форми підприємництва в сфері економіки спільного користування такі як: райдшерінг, краудфандинг, коворкінг тощо. Авторами розглядаються особливості та наслідки розвитку вітчизняного шерінгового підприємництва. Бібліогр.: 8 назв.

**Ключові слова:** інноваційне підприємництво; шерінгова економіка; краудфандинг; райдшерінг.

УДК 37.014.5:378.14

**Гоголь, Т. А. Розвиток інформаційно-освітніх центрів для здійснення сучасного навчального процесу / Т. А. Гоголь, Є. Ю. Сахно, Н. В. Мороз // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 216-218.**

**Анотація.** В умовах інноваційно-інвестиційної економіки, обмеження фінансових ресурсів саме бібліотеки та інші інформаційно-освітні комплекси, які не потребують великих інвестицій, характеризуються доступністю та простотою в користуванні, здатні за певної підтримки стимулювати структурну перебудову економіки, розвиток економічної науки, сприяти освітній діяльності, формуванню нормативної бази, забезпечувати широкий вибір наукової, економічної та технічної літера-

**ing of the road sector / I. O. Khomenko, V. V. Kontseva, A. O. Bezuglyi // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 201-205.**

**Abstract.** The processes of degradation of the road network without taking appropriate measures in a few years may become catastrophic. Due to growth deficit of repairs restoration of technical characteristics of the road network requires more significant means. Tabl.: 1. Figs.: 2. Refs: 8 titles.

**Keywords:** road industry; road financing; road repairs; roads for public use.

UDC 342.25(477):336.132.11

**Tymchak, V. V. Administrative and financial decentralization concept and formation of financial support community development in Ukraine / V. V. Tymchak, M. V. Tymchak // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 206-211.**

**Abstract.** The article presents the main approaches to defining the essence of administrative and financial decentralization concept and features of formation of financial security of local communities in Ukraine. The study of this legal institution is reflected in all major government policy documents. The analysis of the regions of Ukraine have conducted Territorial Communities. Refs: 12 titles.

**Keywords:** decentralization; local community; financial support; the financial system of state budget regulation.

UDC 334.72:339.9

**Suprun, N. A. The development of innovative forms of enterprise in Ukraine in the context of globalization in 21 century / N. A. Suprun, L. V. Yeliseieva // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 212-215.**

**Abstract.** It was proved that the exponential development of Internet technologies, network economy caused the economic establishment of communal consumption and uprise of sharing companies being new types of enterprise structures. It was found that the main organizational enterprise forms in the field of economics of common use are ridesharing, crowdfunding, coworking and others. The author has studied the specificity and consequences of national sharing enterprise. Refs: 8 titles.

**Keywords:** innovative enterprise; sharing economy; crowdfunding; ridesharing.

UDC 37.014.5:378.14

**Gogol, T. A. Development of informational and educational centers for the implementation of the modern educational process / T. A. Gogol, E. Yu. Sakhno, N. V. Moroz // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 216-218.**

**Abstract.** In the conditions of the innovation-investment economy, the limitation of financial resources is the libraries and other informational and educational complexes that do not require large investments, are characterized by accessibility and ease of use, capable of stimulating structural restructuring of the economy, developing economic science, promoting educational activity, forming provide a wide range of scientific, economic and technical literature, provide access to electronic



тури, надавати доступ до електронних баз даних, як вітчизняних так і закордонних джерел. Лл.: 1. Бібліогр.: 4 назв.

**Ключові слова:** інформаційно-освітні центри; регулювання діяльності інформаційно-освітніх центрів; державне регулювання.

УДК 336:504

**Погріщук, Г. Б. Фінансове забезпечення інноваційно-екологічного розвитку аграрного сектору / Г. Б. Погріщук, В. І. Мельник // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 219-224.**

**Анотація.** Дослідженнями підтверджена доцільність визначення потреб у фінансових ресурсах на мікрорівні, з метою здійснення заощаджуваних заходів та розширеного відтворення аграрного природно-ресурсного потенціалу, визначення критеріїв вибору альтернативних джерел фінансування екологічних програм і проектів. Бібліогр.: 10 назв.

**Ключові слова:** фінансове забезпечення; інноваційно-екологічний розвиток; аграрний сектор.

УДК 338.1: 338.23: 336.6

**Стегней, М. І. Формування фінансового інструментарію сталого розвитку сільських громад: інноваційний підхід / М. І. Стегней, І. О. Іртишева, М. М. Король // Науковий вісник Полісся. - 2017. - № 4 (12), ч. 1. - С. 225-231.**

**Анотація.** У статті досліджено особливості формування фінансового інструментарію сталого розвитку сільських громад. Обґрунтовано ключову роль фінансового сектору у забезпеченні сталого розвитку територіальних природно-економічних систем. Проаналізовано динаміку ресурсу місцевого бюджету Мукачівського району Закарпатської області за 2014-2016 роки. Визначено напрями розширення інноваційних форм і джерел фінансування процесів відтворення природно-ресурсного потенціалу та покращення природокористування за допомогою рентних відносин в процесі фінансового забезпечення сталого розвитку сільських громад. Табл.: 2. Бібліогр.: 11 назв.

**Ключові слова:** сільські громади; сталий розвиток; система фінансового забезпечення; рентні відносини.

databases, both domestic and foreign fountains. Figs.: 1. Refs: 4 titles.

**Keywords:** information and education centers; regulation of activity of information and education centers; state regulation.

UDC 336:504

**Pohrishchuk, G. B. Financial supply of innovation and environmental development agrarian sector / G. B. Pohrishchuk, V. I. Melnyk // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 219-224.**

**Abstract.** The research has confirmed the expediency of identifying the financial resources' needs at the micro level, in order to implement the savings measures and the expanded reproduction of the agrarian natural resource potential, to determine the criteria for choosing alternative sources of funding of environmental programs and projects. Refs: 10 titles.

**Keywords:** financial support; innovation-environmental development; agrarian sector.

UDC 338.1: 338.23: 336.6

**Stehnei, M. I. Formation of financial instrumentation for the sustainable agricultural development: innovative approach / M. I. Stehnei, I. O. Irtysheva, M. M. Korol // Scientific bulletin Polissia. - 2017. - Vol. 4 (12), P. 1. - P. 225-231.**

**Abstract.** The article deals with the features of the formation of financial instruments for sustainable rural development. The key role of the financial sector in the sustainable development of local natural and economic systems has been proved. We have calculated the resource of the local budget of Mukachevo district in 2014-2016. There have been defined the directions of expansion forms and sources of financing of the processes of reproduction of natural resources and improving environmental management through the rent relations in the process of financial providing of sustainable development management of rural communities. Tabl.: 2. Refs: 11 titles.

**Keywords:** rural areas; sustainable development; system of financial support; rent relations.

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## ПРАВИЛА ОФОРМЛЕННЯ ТА ПОДАННЯ РУКОПISУ ДО ЖУРНАЛУ

1. Мова написання рукопису статті: українська, англійська, російська. У разі подання статті українською або російською мовами **обов'язкове надання перекладу статті англійською мовою** (відповідно до п. 2.9. Наказу "Про затвердження порядку формування переліку наукових фахових видань України" від 17.10.2012 р. № 1111).

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- **порожній рядок** (Times New Roman, 14 пт.);

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- актуальність теми дослідження (**Urgency of the research**);

- постановка проблеми (**Target setting**);

- аналіз останніх досліджень і публікацій (**Actual scientific researches and issues analysis**);

- виділення недосліджених частин загальної проблеми (**Uninvestigated parts of general matters defining**);

- постановка завдання (**The research objective**);

- викладення основного матеріалу (**стисло**) (**The statement of basic materials**);

- висновки відповідно до статті (**Conclusions**);

- **порожній рядок** (Times New Roman, 14 пт.);

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– **актуальність теми дослідження** (Times New Roman, 14 пт.);

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**DISTINCTIONS AND FEATURES OF ISO 9001:2015 STANDARD IMPLEMENTATION IN THE CONTEXT OF SOCIAL AND STRATEGIC DEVELOPMENT OF ENTERPRISES**

**ВІДМІННОСТІ ТА ОСОБЛИВОСТІ ВПРОВАДЖЕННЯ СТАНДАРТУ ISO 9001:2015 В КОНТЕКСТІ СОЦІАЛЬНОГО ТА СТРАТЕГІЧНОГО РОЗВИТКУ ПІДПРИЄМСТВ**

**Urgency of the research.** *In terms of globalization of business and trade, when even the concept of "crisis" becomes global, the desire for continued growth and development becomes the most important and top priority.*

*Concerning this, questions about more efficient, rational management, certification, quality management systems, including the ISO 9001 standard arise lately.*

**Target setting.** *The quality and quantity of products are the most important indicators of the final result of the enterprise. Therefore, one should keep in mind the strategic importance of the tasks to be solved such as moral, social and political aspects not only organizational, managerial, economic, technical, industrial and consumer aspects of the problem. The problem of improving quality should be a state priority.*

**Actual scientific researches and issues analysis.** *Such well-known scientists as A. Glichev, M. Kruglov, I. Kryzhanivsky, A. Lositsky, T. Korneeva, E. Korotkov, A. Feigenbaum, G. Taguchi, E. Shilling, H. Wadsworth, T. Seifi, Y. Rebrin has made a significant contribution to the development of the theory, methodology and history of product quality management.*

**Uninvestigated parts of general matters defining.** *At the same time very few of scientific papers highlights the peculiarities of quality management systems based on the new version of the ISO 9001:2015 international standard implementation. New requirements of this standard as well*

**Актуальність теми дослідження.** *В умовах глобалізації бізнесу та торгівлі, коли навіть поняття «криза» набуває світового характеру, прагнення до постійного зростання і розвитку стає найбільш важливим і першочерговим.*

*У зв'язку з цим, останнім часом, виникають питання про більш ефективне, раціональне управління, сертифікацію, системи управління якістю, в тому числі стандарт ISO 9001.*

**Постановка проблеми.** *Якість і кількість продукції є найважливішими показниками кінцевого результату діяльності підприємства. Тому слід мати на увазі стратегічне значення вирішуваних завдань: не тільки організаційно-управлінські, економічні, технічні, виробничо-споживчі боку проблеми, а й моральні, соціальні і політичні аспекти. Проблема підвищення якості повинна стати державним пріоритетом.*

**Аналіз останніх досліджень і публікацій.** *Значний внесок у розвиток теорії, методології та історії розвитку управління якістю продукції зробили відомі вчені: А. Глічев, М. Круглов, І. Крижанівський, О. Лосицький, Т. Корнеєва, Е. Коротков, А. Фейгенбаум, Г. Тагучі, Е. Шилінг, Х. Вадсвордт, Т. Сейфі, Ю. Ребрін.*

**Виділення недосліджених загальної проблеми.** *У той же час недостатньо наукових праць висвітлюють особливості впровадження систем управління якістю на основі нової версії міжнародного*

as its differences from the previous version require researching.

**The research objective.** To study the features of the new version of the ISO 9001:2015 international standard, compare it with the previous edition of ISO 9001:2008 one and highlight the key differences.

**The statement of basic materials.** In the article the peculiarities of implementation of the ISO 9001:2015 standard are considered. A comparative characteristic between versions of the 2008 standard and 2015 one is conducted. It is established that the main differences concern principles of quality management, structure of the standard, terms and definitions, requirements of the standard.

**Conclusions.** The ISO 9001 certificate for the quality management system does not guarantee the quality of the product or service provided. Designing and obtaining the ISO 9001 certificate serves as a kind of trust instrument.

**Keywords:** ISO 9001:2015; ISO 9001:2008; quality management system; risk; process.

стандарту ISO 9001:2015. Потребують дослідження нові вимоги, визначені даним стандартом, а також його відмінності від попередньої версії.

**Постановка завдання.** Дослідження особливостей нової версії міжнародного стандарту ISO 9001:2015, порівняння його з попередньою редакцією ISO 9001:2008 та виділення ключових відмінностей.

**Виклад основного матеріалу.** У статті розглянуто особливості впровадження стандарту ISO 9001: 2015. Проведено порівняльну характеристику між версіями стандарту 2008 року та 2015 року. Встановлено, що основні відмінності стосуються: принципів менеджменту якості, структури стандарту, термінів та визначень, вимог стандарту.

**Висновки.** Сертифікат на систему менеджменту якості ISO 9001 не гарантує якості виробленої продукції або наданої послуги. Оформлення та отримання сертифікату ISO 9001 служить в якості своєрідного інструменту довіри.

**Ключові слова:** ISO 9001:2015; ISO 9001:2008; система управління якістю; ризик; процес.

**Актуальність теми дослідження.** Підвищення якості продукції в умовах конкурентного середовища є однією з найбільш важливих і складних завдань для будь-якого виробника товарів і послуг...

**Постановка проблеми.** В сучасних економічних умовах основним завданням підприємств є підвищення конкурентоспроможності на ринку...

**Аналіз останніх досліджень і публікацій.** Значний внесок у розвиток теорії, методології та історії розвитку управління якістю продукції зробили відомі вчені...

**Виділення недосліджених частин загальної проблеми.** У той же час недостатньо наукових праць висвітлюють особливості впровадження систем управління якістю на основі нової версії міжнародного стандарту ISO 9001:2015...

**Постановка завдання.** Дослідження особливостей нової версії міжнародного стандарту ISO 9001:2015, порівняння його з попередньою редакцією ISO 9001:2008 та виділення ключових відмінностей...

**Виклад основного матеріалу.** Аббревіатура ISO розшифровується як International Organization for Standardization (Міжнародна Організація по Стандартизації). Це організація, яка є ...

**Висновок.** Основними відмінностями стандарту ISO 9001: 2015 від попередньої версії стандарту стали...

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