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The Ad-Hoc Management Conception of Old Industrial Region Development in Sharp Environment Bifurcation

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Abstract: economic crises that occurred in the 90s, and the global crisis that began with the US in 2007, indicating failure and low efficiency of indicative approach to the assessment and forecasting of region economic security in terms of sharp change economic conditions. In particular, there is a need to build a conception of ad-hoc management system sensitive to negative changes in region economic dynamics. This paper proposes a methodological approach to the use of the mechanism of ad-hoc management, which includes the study components and functional characteristics, comparison with known analog or basic characteristics, normative values to detect changes in the state of the object in space-time context, the establishment of the main factors that caused the change in a state facility, and quantitative account of their influence.

Keywords: ad-hoc management, old industrial region, sharp environment bifurcation, neural network, adaptive resonance theory, cognitive modeling by dynamics of the development OIR.

The term «development» in General is defined as the change of the process or phenomenon from more simple to more complex and effective. The essence of the region development process is the increasing level of its organization, when the accumulation of information decreases uncertainty [1]. Development should occur so that all the changes taking place in the region, reflecting timely response to dynamic and rapid fluctuations in the environment, and allowed to keep and improve the economic, social and ecological general stability components of the local community. Given this, in the future under regional development ad-hoc management will understand allocated as part of overall regional management system combines all the processes that lead to changes in the composition, properties, structure, connections and relationships of the constituent elements of socio-economic region development, including processes crisis development and crisis management, leading to quantitative and qualitative changes in all functional areas of a single administrative unit, and the contours of its management based on feedback, which solve strategic and tactical manage problems and run the self-organization mechanisms of operational management development [2].

During the study of regional development ad-hoc management researchers used a wide range of methodological principles: systematic approach (organizational design); functional approach (functional-cost analysis); strategic monitoring in the management of financial and economic activity; functional development strategy (investment, innovation, marketing, adaptation, development strategy of production); resource development strategy (the strategy of material support, financial support, provision of human resources), development strategy of structural units, the concept of management capacity development; project planning and programmatic approaches; approaches that are organized as a synthesis of special theories: strategic management, crisis management, modeling, managing development, strategy theory and others. The choice of a specific situational principle of development management or their combination is subjective, defined the objectives of the system and characteristics of management. Within the various economic theories, you can highlight the key characteristics that lead to improved organizational effectiveness. However achieve really effective results under conditions of rapid environmental change is not possible when considering only the combination of internal factors. In this regard, it is urgent to develop an integrated scientific concepts, defines key parameters of organizational development and allows reasonable to choose the direction and principles of improving the ad hoc-management of socio-economic systems in the context of the formation:

- adequate adaptive control schemes – a variety of mechanisms that allow to formalize a set of control actions on the process of development of the region;
- tools and means of situational control – the complex conceptual, functional, organizational, economic-mathematical models, allowing to estimate and predict the sensitivity of the socio-economic system (in our case an old industrial region) to abrupt changes in the environment, and established economic and social ties both within the country and abroad.

In the context of solving the problems in the management of socio-economic development of old industrial regions (OIR) under conditions of rapid environmental change, the authors propose the use of the mechanism of ad hoc-management, which will include:

- the development of a diagnosing mechanism for problematic situations in the system of socio-economic development OIR;
- conduct dynamic monitoring, estimating and forecasting the future state OIR;
- comparing obtained results with the strategy and plans for development of industrial and economic system;
- the adjustment of the obtained results, goals and areas of functioning OIR to achieve the most effective result managing its development.

A defining moment in the process of development management is the problem situation diagnosis, i.e. the mismatch between the actual state of the control object and its given desirable state (purpose or result). The objective diagnostics of socio-economic development OIR is to identify its real condition, the study components and functional characteristics, comparison with known analog or basic characteristics, normative values to detect changes in the state of the object in space-time context, the establishment of the main factors that caused the change in a state facility, and quantitative account of their influence. In the case of forming the strategy of situational management in a fast aggressive environmental change, stage of diagnosis involves the calculation of the main socio-economic development indicators of OIR and then compare them with the normative. System characteristics can be used as indicators can be defined in two ways: according to the national methodology for calculating the level of economic security [3], or taking into account world experience relevant organizations and foundations. Indicative diagnostic OIR's evaluation and analysis is an information base of forecasting its operation and development in the future, which directly affects the quality of decisions for behavior system management in a dynamically changing market environment.

The methodical approaches analysis in diagnosing problems showed that at present, the use of most approaches, models and methods of efficiency and status OIR give an understanding that the processes themselves of this analysis «lie in different planes»: there are asynchronies or include expert heuristic methods, hence the lack of a clear common methods of measurement of performance indicators; here is an objective ambiguity presentation of the situation in the region due to its subjective interpretation by experts, where each participant of this process represents a problematic situation, taking into account its own internal ideas and knowledge (models of the world) about the situation. The world model includes a set of beliefs, perception, practical installation of the subject, which guide it in its operations and affect the process of resolving a problem situation [4].

In this regard, relevant is the use of new approaches to the development of formal models and methods for the issues identification, objectives formation and a set of alternatives to achieve them in the situational management system of the OIR's development.

Taking into account the fact that the processes of development that occur within OIR, characterized by multidimensionality, relationships, dynamics, uncertainty, and as a result slightly structuring of the whole system, in this research study for the diagnosis of the current OIR state are invited to use the object detection problem situations model (Fig. 1) based on the cognitive modeling tool, it allows you to describe the formalized qualitative and quantitative elements of the system and the links between them, to explore the behavior of the system and its structural properties.

According to the logic of cognitive modeling many processes and functions that characterize the dynamics of the development OIR in periods of relative stationarity and abrupt environmental changes, are combined into a total different one from another group – the tracking dynamics trends of OIR (K_i , $i = 1, \dots, n$), which determined efficiency rating of the region. Assessment of effectiveness should be monitored continuously to timely respond to negative changes or mitigation of such changes in case of impossibility of their prevention.

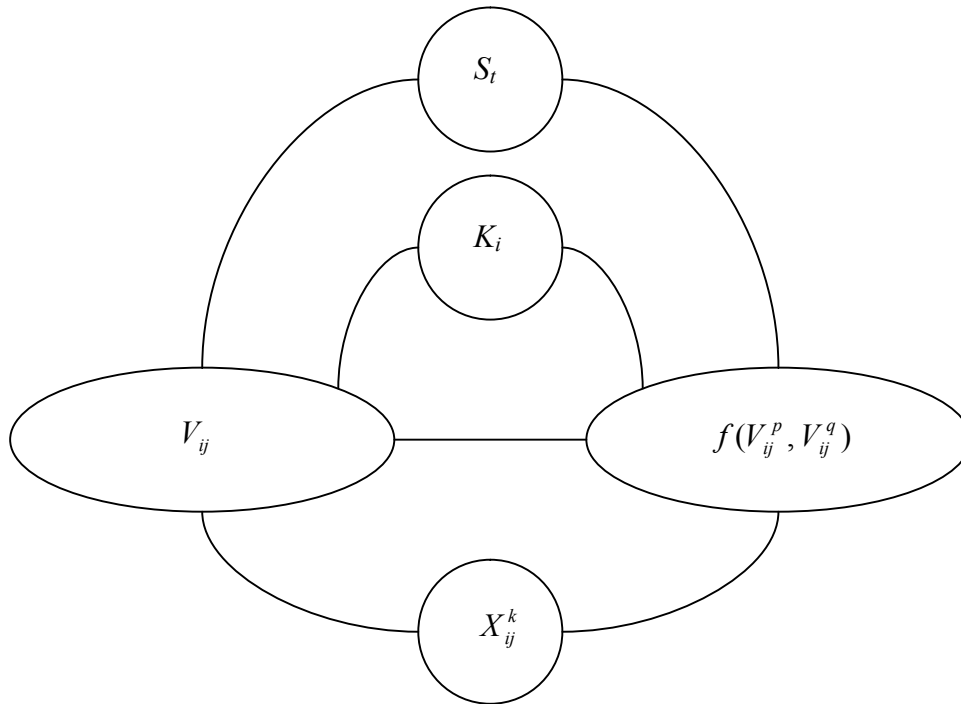


Fig. 1. Object Model of identify problem situations in the ad-hoc management system of OIR under conditions of rapid environmental change

To build situations cognitive maps many processes and functions can be divided into nine blocks according to the Methodical recommendations on calculation of economic safety level of the country [3]: industrial, demographic, energy, foreign trade, investment and innovation, macro-economic, nutritional, social, financial. The selected blocks will be used to further track the status of development OIR. The next step for each direction of track K_i are allocated the state monitoring nodes OIR (V_{ij}) – certain processes, objects or features that require constant monitoring and detection of deviations (kind of indicative management). Selected nodes of monitoring the region status is cognitive maps tops of the situation. Each of these nodes is associated with a set of parameters X_{ij}^k that affect specific processes, objects or features OIR:

$$V_{ij} = \{X_{ij}^1, X_{ij}^2, \dots, X_{ij}^k, \dots, X_{ij}^K\}, \quad k = 1, \dots, K. \tag{1}$$

So we get a situation model, characterized by: basic factors that determine the development goals of the region; functionals convert arcs connecting basis factors and indicator. For the formal definition of relationships between factors in terms of cause and effect chains spread of processes influence, facilities or functions of each other, you must use one or a combination of functions. The parameters they act monitoring nodes. Analytical dependences are presented functionals convert arcs ($f(V_{ij}^p, V_{ij}^q)$, $p \neq q$) and reflect the relationship between monitoring nodes of the OIR status.

The next step is the constructed model verification and test its adequacy. If it is necessary – make recommendations for its correction. This is done by comparing the information about the reference socio-economic system (in our case, the leader region), which is obtained empirically in a certain range of system parameters with the information provided in a similar parameters range of a situation’s cognitive model. In case of non-significant disagreement when the difference by the sum of the key parameters do not exceed a certain threshold value, the model is considered adequate.

Thus, the result of the application the ad hoc-management object model of OIR development there will be a set of vectors $S(t)$, which containing standardized characteristics X_{ij}^{kt} in all directions of regional development and relate to specific time’s points and form essentially a statistical snapshot of the region’s current state for each of these periods. We denote $\mathcal{S}(\cup S(t) | t \in [0, \mathcal{E}])$ – the set of situations $S(t)$ that have occurred to the time \mathcal{E} . It can be represented as:

$$\mathcal{E} = \left\| \begin{array}{l} k_i, \forall K_i^t, i = \overline{1, n} \\ \nu_j, \forall V_{ij}^t, j = \overline{1, m} \\ \chi_k, \forall X_{ij}^{kt}, k = \overline{1, K} \\ \varphi_r, \forall f_{(ij)2}^{(ij)1}(V_{ij}^p, V_{ij}^q), p \neq q, r = \overline{1, R} \end{array} \right\|, t = \overline{0, \bar{t}}. \quad (2)$$

Where the matrix \mathcal{E} characterizes the situation of the region development by a set of parameter values χ_k , grouped by monitoring nodes ν_j in areas of regional development k_i and functionality conversion curves φ_r that reflect the link between them.

With the purpose of dynamically assess the situation in terms of sharp changes in market conditions, which was detected at the previous stage in the framework diagnosis problems, it is necessary to solve the task scenario analysis of system behavior by impulse modeling situation.

Under the modeling of the impulse external disturbances propagation's process will continue to understand the transition system from one state to another under the influence or control perturbations [5]. Each of these pulse processes is a possible scenario of the system's development. And the point of transition from one state of development to another are the bifurcation points of the system.

So under the scenarios we mean a set of trends that characterize the OIR's state at a particular time, the desired development goals, a set of measures that affect the development of the situation, and observation system settings that illustrate the development processes for each of the nine blocks.

Formally, a scenario R is defined as follows:

$$R = R\{(S(t_i), t_i | i = 0, \dots, L; t_0 = 0)\}, \quad (3)$$

where L – is the horizon of the scenario.

A pulse simulation procedure starts with the definition at the time t_0 of the initial parameters set X_{ij}^k characterizing one of the tops of the cognitive situations map. This top actualizes a further set of characteristics associated with it, and spread thus the initial impetus through the entire system. Under the impetus P_{ij}^t at the top V_{ij} in time t we will understand the change of parameter:

$$P_{ij}^t = X_{ij}^t - X_{ij}^{t-1}. \quad (4)$$

The parameter values at the tops, is given by:

$$\chi_t = \chi_{t-1} + AP_{t-1} + Q_{t-1}, \quad (5)$$

where $\chi_t = \{X_{ij}^t\}$ – is a vector of characteristics values for each nodes of monitoring the status of the region development; $Q_t = \{q_{ij}^t\}$ – the vector of the external impulses that affect tops V_{ij} at time t ; P_{ij}^t – is the vector of internal impulses, which are formed in accordance with formula (4) to the top V_{ij} in time t ; A – the matrix of relationship for cognitive situations maps, is defined as follows:

$$A = [a_{pq}], a_{pq} = f(V_{ij}^p, V_{ij}^q), p \neq q, \quad (6)$$

where V_{ij}^p, V_{ij}^q – is the top of the cognitive situation's map; $f(V_{ij}^p, V_{ij}^q)$ – are functional transformation arcs.

From equations (4) - (5) we obtain the dependence for determining pulse:

$$P_t = A_{t-1}Q_0 + A_{t-2}Q_1 + \dots + AQ_{t-2} + IQ_{t-1}, \quad (7)$$

where I – is the identity matrix.

The sequence of modeling allows to obtain slices of possible situations for a given forecasting horizon, which gives the opportunity to create an understanding of various management scenarios and their consequences.

To assess the hypothetical level of the region's development in the absence of control influence on the the situation there expediency in the calculation of integrated assessment:

$$D_{tp} = \sqrt{\sum_{k=1}^K (\mathcal{E}_{ij}^{kt} - \mathcal{E}_{ij}^{kp})^2}. \quad (8)$$

where the values vector \mathcal{X}_{ij}^{kp} characterizing the development plan for the region as a point in the n -dimensional phase space of possible states. Geometric distance from the point that corresponds to the situation $S(t)$ to the point with coordinates routine vector \mathcal{X}_{ij}^{kp} allows us to quantitatively evaluate how much the current situation in OIR, formed under the influence of sudden changes in the environment are consistent with the normative (planned) performance. Smaller the D value correspond to more close state of the region to target.

Previously problematic situation in terms of situational development management was defined as unacceptable deviation of regional development indicators from the target (desired) or normative. Thus to highlight situations where the state of region development in the conditions of sharp changes in the external environment is characterized by a catastrophically unacceptable changes in key areas of management, necessary to perform the ranking of situations depending on the degree of their problems.

To this end we introduce a single ranking scale $Z = \{z_1, \dots, z_p, \dots, z_q\}$, $p = \overline{1, q}$. Ordered sets \mathcal{X}_{ij}^{kp} are broken down into q ranges so that belonging \mathcal{X}_{ij}^{kp} to each of the ranges will mean the assignment of the characteristic rank z_p . Parallel to each value rank z_p in accordance placed linguistic term that describes the extent of the problematic characteristics.

Relevance values \mathcal{X}_{ij}^{kp} of each range defined by membership's coefficient $w_k = \mu(\mathcal{X}_{ij}^{kt})$, where the membership function $\mu(\mathcal{X}_{ij}^{kt})$ is generated separately for each characteristic in an expert manner. As the membership function can be used Gaussian function type, triangular or trapezoidal.

To assess the level problematical (catastrophic) situation for the whole set of selected characteristics previously obtained fuzzy evaluation should be aggregated for the following algorithm:

$$z_{S(t)} = \frac{\sum_{i=1}^n \sum_{j=1}^m z_{X_{ij}^{kt}}}{n \cdot m}. \quad (9)$$

As a result, we obtain the rank value and corresponding linguistic term that characterize the situation in the region. Dynamic analysis of statistical situations sections on the elements of the object model allows us to conclude about the threat level changes occurring and the consequences that they can cause if not taken control actions for their elimination or mitigation.

The next stage in the event of diagnosis of a problem situation that can have disastrous consequences for socio-economic development of the region, it is necessary to determine what control actions should be used to eliminate it. With this purpose, the obtained images of the problem situation will be used to identify the situation in the region: whether there was a similar situation earlier, there is the experience of solving similar problems for other regions and so on.

Formally, the process of recognition (identification) of the images is defined as the process, the result of which is the appointment of the studied object (the image of) one of the pre-existing classes [6]. Identify the current problem situation of the development of the region in the framework of the diagnosis of his condition is the search in the corresponding database knowledge such images that would best suit the current problem situation, and, as a result, control actions can be applied to eliminate it. Thus, identification of problem situations in system development management of the region is the information basis for the predictions of its functioning and development in the future, and directly affects the quality of decision making management system in a dynamic and changing external market environment.

According to the authors the most promising for solving problems of complex dynamic systems states recognition is neural network approach. Among its advantages is to provide: the ability to process large-scale data, sufficient accuracy, adaptive properties.

To solve the research problem identification problematic issues that go beyond the indicative values is appropriate to conduct by a modified network adaptive resonance theory (ART2M) adapted for use to problem situations region development.

Modified neural network ART2M, resulting synthesis Kohonen network learning algorithms and ART1 (network adaptive resonance theory for binary vectors), consists of two layers of neurons (Fig. 2): input, the number of neurons in which is fixed and equal to the number of input vectors; and output that has a variable number of neurons that designate a class of objects (clusters). Each neuron input layer is connected to every neuron output layer. Each connection set in line with a certain weight. The activation function is some distance metric between the input vector and the vector of weights of neuron connections.

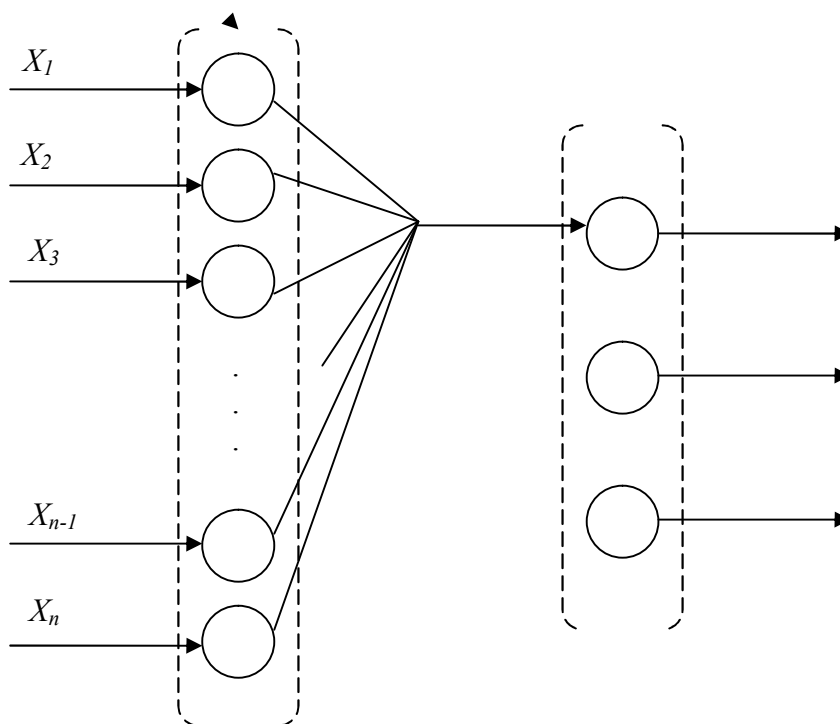


Figure 2. Modified neural network ART2M

The learning process of the neural network is correction weights of neurons so that each neuron was the winner for the maximum number of vectors training set and met certain criteria vicinity. The only parameter of the network is the proximity threshold r – the real number from the interval 0 to 1. Thus, the closer the threshold value close to 1, the stricter requirement is proximity to the input situation and the situation from the knowledge base.

It should be noted that in the process of the ART network implements the so-called combined paradigm of recognition-training. First the proposed way is automatically considered center (benchmark, prototype) of the first cluster. Each subsequent image is compared with the prototype of the first cluster and if they are close, that is refinement of the scales. Otherwise, in the output layer is formed the second neuron as a standard of the second cluster. As a result of implemented simultaneous self-renewal, which is in the fact that first image is determined by proximity proposed standards to the previously accumulated and it turns out to which specifically clusters belongs the selected vector. If you find that this image is "far" from all centers, the network will form new neurons and, accordingly, the new cluster.

The result of each network's run is the number of neuron-winner and attributing it to the cluster, or notification of absence cluster for the vector and the creation of the new cluster. Thus, if the image of the situation that is fed to the input of the neural network, recognized together with the number of cluster the person who makes decisions obtains a set of identical situations that match threshold proximity, and a set of control actions from the knowledge base that used earlier to remove them. If the image of the current situation is not recognized and creates a new neuron, the memory of which contains only one (current) problem situation, development of management actions begin from scratch.

Implementation scheme of the above algorithm is shown in Figure 3.

Use to identify images situations the modified network adaptive resonance theory will allow you to quickly and efficiently identify images of the current problem situations and the decision-maker will have the opportunity to make informed decisions regarding the management of development OIR in conditions of sudden environmental changes on the basis of proven and effective management actions.

Simulation of scenario identified within the ad hoc-mechanism of regional development will hold three main areas: forecast of the situation without any influence on the processes (the situation develops itself); forecast of the situation with a selected tools (set of administrative decisions) - direct problem; the synthesis of complex measures to achieve the necessary changes in the state situation - the inverse problem. The forecast of the situation without any influence on the processes is performed using a cognitive model in the first stage of diagnosis, to determine the possible effects of the problem situation and the rationale for the use of management actions at the synthesis stage.

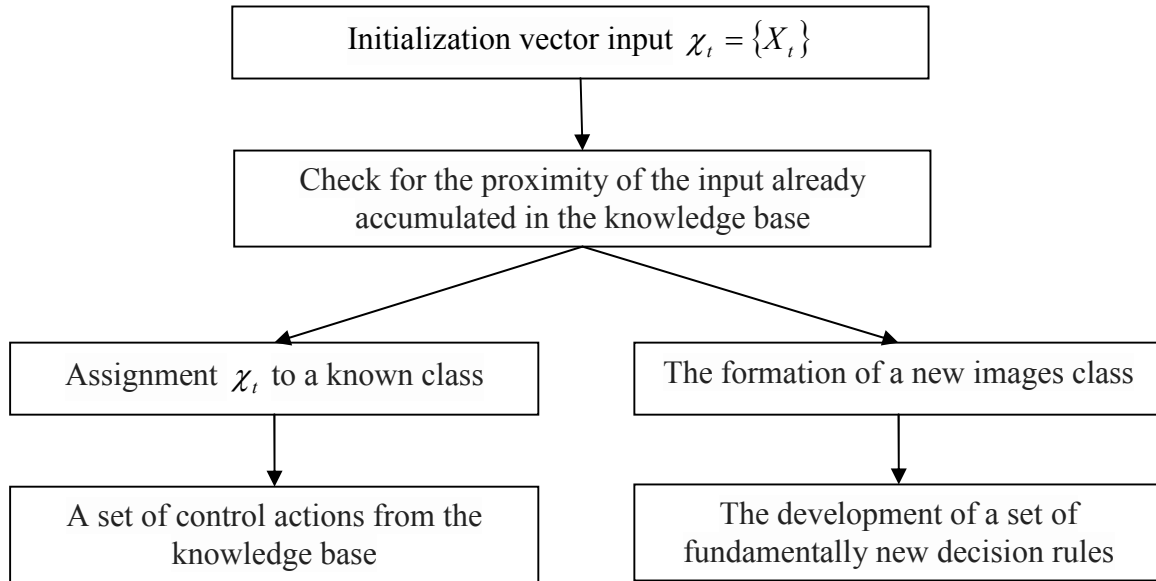


Fig. 3. Scheme of the implementation modified ART2M network on identification of problematic situations in the region

Forecast of the situation development with the selected set of activities is performed with a pulsed modeling the development of the situation. When the cognitive maps vertices to define specific corrective actions $Q = \{Q_1, Q_2, \dots, Q_t\}$ resulting from identification. The result of simulation for each scenario of the possible situation development in the region the person making the decision, obtains the set of the characteristics values X_{ij}^{kp} . Next you need to determine:

- is it achieved the objectives of regional development with appropriate characteristics;
- whether the new situation is problematic.

It is worth considering that the control objective for this task is to ensure the desired change in targeted factors. The goal is considered to be correctly specified, if the desired change of the selected group factors do not lead to undesirable changes in other target factors. So, the agreed order will identify the set of control factors, does not cause unwanted changes to any of the target characteristics.

It should be noted that at any stage of the simulation correction may be the goal of regional development in accordance with the dynamics of the environment.

To select the best scenario and corresponding set of corrective actions as a measure of optimality is possible to use the criterion of maximization of the mathematical expectation of utility. In this case the utility is a sum of utilities of the set of alternatives on the probability of their occurrence.

The alternative is to use the value of the approach set out in the framework of the prospect theory [7]. Where by when making decisions under uncertainty is the expected utility theory von Neumann-Morgenstern [8]. Setting is value perspective, defining so that the utility can be a relative value (on a certain reference point).

To limit the set of possible alternatives when choosing optimal scenario, we introduce the concept of threshold performance η_R . Then when the function values for some script less for a given threshold, which should be determined by an expert, the script will be discarded and not taken into account in the further analysis of development prospects.

After determining the possible scenarios of a problematic situation, the value of which is not less than a specified threshold η_R , you choose a set of administrative actions for each. To select the optimal scenario of each of these complexes will be evaluated contribution to achieving the goals and costs, which must bear the region to implement them. Formally efficiency scenario can be represented in this way:

$$E_{R_i} = \frac{Q_{R_i}}{S_{R_i}} \rightarrow \max, \tag{10}$$

where Q_{R_i} – the contribution (effect) on the implementation of management actions on the script R_i ; S_{R_i} – cost of the measures to implement the appropriate script.

Thus, the preparation of management decisions in ad hoc-management of the system region development in terms of sharp changes of environment comes down to the choice of a decision-maker with the set of possible scenarios such function value and effectiveness of the circumstances which will be the biggest. After approval of selected complex management decisions move to the stage of implementation.

At the stage of implementation of decisions are taken steps to its specification and to bring the perpetrators, monitored the progress of its implementation, made the necessary adjustments and assesses the result of its implementation. Thus, the implementation of ad hoc-management mechanism of the region development in terms of sharp environmental changes will effectively implement process monitoring socio-economic processes taking place in the short term make management decisions on the development OIR based on proven and effective solutions to choose the optimal scenario development, meet the outlined tactical and strategic objectives.

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Концепция ситуативного управления старопромышленным регионом в условиях резких изменений внешней среды

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Аннотация: экономические кризисы 90-х, глобальный кризис, который начался с США в 2007 году, указали на недостаточность и низкую эффективность индикативного подхода к оценке и прогнозированию в области экономической безопасности в условиях резких изменений внешней среды. В частности, существует необходимость в создании концепции ситуативного управления чувствительной к негативным изменениям экономической динамики. В данной работе предложен методический подход к использованию механизма ситуативного управления, который включает в себя: изучение компонентов и функциональных свойств объекта; их сравнение с известными аналогами или основными характеристиками, нормативными значениями для обнаружения изменений в состоянии объекта в пространстве-времени; установление основных факторов, вызвавших такие изменения, а также количественный учет их влияния.

Ключевые слова: ситуативное управление, старопромышленный регион (СПР), резкие изменения среды, нейронная сеть, адаптивная теория резонанса, когнитивное моделирование динамики развития СПР.

Reception of the “Green” Certificate as a Functional Obligation of Wind Energy Generative Enterprises

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Abstract: In the article it is investigated the objective problem – imperative level of functional rights and obligations of producers of electric energy from wind energy as a whole. There is the review of profile legislation in force of Ukraine and foreign countries, as well as science literature about indicated problem. As a result of investigation by the way of its solution is proposed to introduce the “green” certificate system for wind energy generative enterprises. Viz to fix their functional obligation to receive the “green” certificate, after another such – to receive appropriate licence, as ensure instrument of optimization, substantiation, confirmation and registration within the framework of incentive system – the “green” certificate system, – for production of electric energy from renewable energy sources, in particular from wind energy. It allows to provide full permissive level not only for functional, but for rights and obligations of wind energy generative enterprises as a whole, which are the identifying element for their system of the legal status of wind energy generative enterprises of appropriate level.

Keywords: producers of electric energy from wind energy; imperative level; wind energy generative enterprises; permissive level; legal status; functional rights and obligations; “green” certificate system; incentive system; “green” certificate.

Statement of the problem. Legal status, as such, is the legal regulations totality of normative acts, about, fixed in them, appropriate legal subjects, relative to each of its element. Thus, just investigation of generally accepted elements of the last one gives opportunity to form representation about legal position one or another legal subject. Moreover, adverted to internal organization of indicated, it is necessary to speak about existence of the forming elements (constituents) of elements of the legal status of definite legal subject, which together form the system of elements of its legal status.

In such a way, talking about the legal status of wind energy generative enterprises (wind energy generative company, wind energy generative enterprise, as such, wind energy private household), as about the result of necessary renewal of existing legal status of producers of electric energy from wind energy of imperative level, which, as determined, are stipulated with wind energy generative object (wind electric installation, wind electric power station), that provides for appropriate separate forming elements of their elements, it is expedient the appeal to commercial competence (to rights and obligations), besides other elements. Viz, take into account division ascertainment of denoted, it is advisable the appeal to functional rights and obligations. As, procedural rights and obligations, one way or another, are represented into other element of the legal status of indicated management subjects – into order of creation and cessation. That is, there is a need of the forming elements (constituents) of functional rights and obligations of producers of electric energy from wind energy determination. And, first of all, because of their proper importance for the next commercial activity of denoted management subjects. Therefore, from the content stipulated normative-legal frame of the legal status of producers of electric energy from wind energy and according to commercial activity as well as branch belonging the last, viz concerning the wind energy generative object, taking into account the sequence of appearance, such are represented: obligation to receive the license; right on establishment of the “green” tariff (feed-in tariff); right on the extra charge to the “green” tariff (feed-in tariff); right on conclusion of the electric energy purchase and sale contract; right on the tax benefits.

At that, indicated forming elements (constituents) of functional rights and obligations (rights and obligations) investigation, from forming elements of normative-legal frame of the legal status of wind energy generative enterprises positions, argues not only about the lacks each of them, that need to be removed by solution of appropriate individual problem, but also about the lacks of their totality. Particularly, it refers to complexity of existent application procedure concerning the each forming element (constituent) of functional rights and obligations of producers of electric energy from wind energy, which is the prerequisite of realization of their regulations, and to big time spending, connected with this. Moreover, there are contiguously the questions about absence of clear origin confirmation system of electric energy, produced from wind energy, and volume registration of production of such energy, and also about absence of ecological compatibility substantiation the last one. Thus, there is an objective problem of imperative level of functional rights and obligations of producers of electric energy from wind energy as a whole. And

solution of this problem, on a background of renewal the denoted element and establishment the permissive level of functional rights and obligations of wind energy generative enterprises, is the most important task.

Thereby, *the aim* of this article is introduction of the “green” certificate system of wind energy generative enterprises. As assumed, denoted system will allow not only to optimize the production of electric energy from wind energy and to provide its volume registration, but also, first of all, to confirm origin of this same electric energy, substantiated ecological compatibility of such production. Thus, there is expedient to fix after reception of appropriate licence the reception of the “green” certificate as a functional obligation of wind energy generative enterprises, including wind energy private households.

Analysis of the last researches. It is significant that investigations of the “green” certification were and are conducting such scientists as: P.G. Lakhno, F.IU. Zekker, A.E. Kopylov, I.F. Minenko, S.B. Havronin. At the same time, existent scientific groundworks light up mainly the mechanism of volume registration of production of electric energy from renewable energy sources, particularly from wind energy. That is, the “green” certificate is interpreted only as instrument of production and sale substantiation the definite volume of this energy, that gives a right on the next reception of one or another support. Therefore, just obligation to receive the “green” certificate as ensure instrument of optimization, substantiation, confirmation and registration within the framework of incentive system – the “green” certificate system – for production of electric energy from renewable energy sources, particularly from wind energy, there is undeveloped question, that need to be investigated in detail and solved.

Statement of the main material. Therefore, it is a matter of some confirmation, registration, authorization and monitoring instrument, which appeared in 1997-1998 years in the Netherlands within the framework of the “green” marking system, that was transformed with time into the “green” certificate system [1, p. 74, 78]. Based on the positive experience of foreign countries, such as the Russian Federation [2; 3], the Federal Republic of Germany [4] and Sweden [5], it should be noted, that indicated system is not the support system of production of electric energy from wind energy. Like the obligatory quotas system of consumption of such electric energy or the system of fixed tariffs and extra charges to them for such electric energy, taking into account that the last one, in particular, is inherent to Ukraine. But, even moreover, the “green” certificate system there is an obligatory ensuring, which through the “green” certificate must maintain, including, denoted support system of production of electric energy from wind energy for the purpose of guarantee its realization. That is, the “green” certificate movement is not predefined with movement of electric energy, produced from wind energy, relative to which it is issued [6]. From the adducted, the “green” certificate is a multifunctional regulative instrument of production of electric energy from wind energy. Moreover, as opposed to issued appropriate licence, it is not legalization of a right (permission) on the production of electric energy from wind energy, but authorization (confirmation) of realization this priority right. That is, the “green” certificate is dynamic, but not static.

According to denoted, from the peculiarities of normative-legal frame in force of the legal status of producers of electric energy from wind energy in Ukraine [7; 8; 9], take into account earlier proposed changes to it, which are connected with renewal of the adducted, within the framework of normative-legal frame of permissive level, there is necessary to provide for that for reception of the “green” certificate wind energy generative enterprise, including wind energy private household, must file to State Agency on Energy Efficiency and Energy Saving of Ukraine (next – SAAEE of Ukraine) [10] application about reception of such certificate. It is worth to draw attention that the last one must necessarily contain as annexes: explanatory note with detail information about management subject; description of declared activity (technical characteristics of wind energy generative object; scheme of connection to the power grid); explanatory note to the construction project of wind energy generative object; copy of the technical conditions for connection of wind energy generative object to the power grid; copy of the estimate part of construction project documentation of wind energy generative object; copy of the registered declaration about beginning of construction work execution or the permit for construction work execution; registered declaration about readiness of wind energy generative object to exploitation or certificate (and for wind energy small generation - wind energy generative enterprise and wind energy private household with installed power of wind energy generative object up to 30 megawatt (wind electric power station) and up to 10 megawatt (wind electric installation) – certificate of taking into exploitation; computation of the use level of ukrainian equipment on the wind energy generative object (it is determined as the sum of appropriate specific rates of equipment elements); confirmative documents of ukrainian production for equipment elements, which are available on the wind energy generative object (certificates of origin for such elements, that are issued by Chambers of Commerce and Industry in Ukraine, its regional agencies in accordance with prescribed procedure); substantiation (computation) of the cost price of production of electric energy from wind energy;

substantiation of expenses items and expenses elements of the cost price of production of electric energy from wind energy; tax object; kind of management subject expenses and their social value.

By tern, SAE of Ukraine, after consideration of denoted application and added to it documents, initiates on the free basis the state examination on energy-saving. It is necessary for ascertainment the conformance of rates of wind energy generative enterprise (including wind energy private household), which characterize the production of electric energy from wind energy, to requirements of normative-legal acts and normative-technical documents in the energy-saving sphere, in the wind energy industry (taking into account the permissive level of indicated). At that, the urgent significance has to be obtained by the procedure of qualification of indicated management subjects, mainly stipulated with wind energy generative object and designed for ascertainment of accordance of adduced with qualification criteria, which are determined as obligatory for reception of one or another support [11, p. 40]. Therefore, it is expedient to fix the such qualification criteria: functioning of wind energy generative object on the basis of wind energy use, which part isn't less than 50 % from the energy sources involved on an object; staying of wind energy generative object into exploitation; due connection of wind energy generative object to the power grid of appropriate electricity transmission organization and equipping of wind energy generative object with measuring tools; ensuring of execution of state target rates within the framework of Energy Strategy of Ukraine for the period until 2030 and National Action Plan for Renewable Energy for the period until 2020 by means of wind energy generative object use.

Then, on the basis of a finding of the state examination on energy-saving, which foundation is a decision about recognition of qualification of wind energy generative enterprise, including wind energy private household, SAE of Ukraine inserts denoted management subjects to electronic register of the "green" certification and concurrently issues them the "green" certificate. At that, validity term of the last one is 3 years, that conforms to validity term of one or another support, ensuring with it. Thereby, it is provided for a possibility of next use of the "green" certificate as: 1) document, that confirms the origin of electric energy (as, it contains the indication of production of electric energy just from wind energy); 2) document, that argues about qualification accordance of wind energy generative enterprise (including wind energy private household), mainly stipulated with wind energy generative object (viz, about accordance with criteria, which are determined as obligatory for reception of one or another support, and, moreover, for necessary strategic environmental assessment, that has been prescribed in addition earlier); 3) document, that fixes the reception of one or another support by wind energy generative enterprise, including wind energy private household (for the purpose of avoiding their recurrent appeal just for it); 4) document, that substantiates and then also confirms the passing of strategic environmental assessment by wind energy generative enterprise, including wind energy private household (confirms environmental substantiation of production of electric energy from wind energy); 5) document, that represents the volume registration of production of electric energy from wind energy by wind energy generative enterprise, including wind energy private household (concerning the appropriate "green" certificate in electronic register of the "green" certification). That is, the "green" certificate embodies totality of documents, which each time would have to be collected, added and filed along with appropriate application about realization of one or another forming element (constituent) of functional rights and obligations of wind energy generative enterprises. And this essentially simplifies the application procedure and reduces the time spending on it. At the same time, concerning the obligation to pass the strategic environmental assessment, which is concurrently the support and the anticipatory, guaranteeing instrument of production of electric energy from wind energy, there is necessary more the filing of environmental report, that is fully stipulated with specific and conclusive character of the forming element (constituent).

Concerning the volume registration of production of electric energy from wind energy by wind energy generative enterprise, including wind energy private household, there is expedient the appeal to electronic system of the "green" certification [12, p. 918, 922]. As, it is provided for that a wholesale market of electric energy (the energy suppliers), realizing purchase and sale of electric energy, produced from wind energy by indicated management subjects, has to give appropriate data about the volume of such to the system operator (the electricity transmission systems). The last, by-tern, transfer the denoted data, after the fixing of them, to SAE of Ukraine. And State Agency on Energy Efficiency and Energy Saving of Ukraine already inserts information about the volume of electric energy, produced from wind energy, to the appropriate "green" certificate in electronic register of the "green" certification. By-tern, wind energy generative enterprise, including wind energy private household, may receive appropriate information about the volume of electric energy, produced from wind energy by them for the operational period (one calendar year). For that, indicated management subjects should file to State Agency on Energy Efficiency and Energy Saving of Ukraine an application about issue of the guarantee of origin of electric energy, which is issued

during thirty calendar days and remains in force for twelve months [13].

Conclusions. Thus, introduction of the adduced “green” certificate system through the fixing of a functional obligation of wind energy generative enterprises to receive the “green” certificate as an ensure maintenance of production of electric energy from wind energy, viz relative to optimization (simplification and reduction of the time spending), substantiation, confirmation and registration, both during the formation of adducted commercial activity and during the its realization is the guarantee of really permissive reproduction of the system of fixed tariffs and extra charges to them for electric energy, produced from wind energy, which is inherent to Ukraine. Thereby, the renewed last one, besides mechanisms of financial support (the “green” tariff (feed-in tariff); the extra charge to the “green” tariff (feed-in tariff); the tax benefits), provides for the operational support (purchase and sale of electric energy, and strategic environmental assessment, that has been prescribed in addition earlier). And that, by-tern, argues about the full permissive level not only of functional, stipulated with wind energy generative object, but of rights and obligations of wind energy generative enterprises as a whole, which are the identifying element for their system of the legal status of indicated management subjects of appropriate level. Therefore, all the adduced is a solution of objective problem of imperative level of functional rights and obligations of producers of electric energy from wind energy as a whole. Since, it is an embody of the real incentive of production of electric energy from wind energy as demonstration of energy-saving on the path to energy safety.

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Получение "зеленого" сертификата как функциональная обязанность генерирующих предприятий ветроэнергетики

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Аннотация: В статье исследована объективная проблема – императивный уровень функциональных прав и обязанностей производителей электрической энергии из энергии ветра в целом. Представляется обзор действующего профильного законодательства Украины и зарубежных стран, а также научной литературы относительно обозначенной проблемы. В результате исследования, в качестве пути ее решения, предложено введение системы "зеленой" сертификации генерирующих предприятий ветроэнергетики. А именно, закрепление их функциональной обязанности получения "зеленого" сертификата, после иной таковой – получения соответствующей лицензии, как обеспечительного инструмента оптимизации, обоснования, подтверждения и учета в рамках системы стимулирования – системы "зеленой" сертификации, – производства электрической энергии из возобновляемых источников энергии, в частности из энергии ветра. Это позволит обеспечить полноценный диспозитивный уровень не только функциональных, а и в целом прав и обязанностей генерирующих предприятий ветроэнергетики, которые являются идентифицирующим элементом их системы соответствующего уровня правового статуса генерирующих предприятий ветроэнергетики.

Ключевые слова: производители электрической энергии из энергии ветра; императивный уровень; генерирующие предприятия ветроэнергетики; диспозитивный уровень; правовой статус; функциональные права и обязанности; система "зеленой" сертификации; система стимулирования; "зеленый" сертификат.

Developing Municipal Infrastructure within Urban Agglomerations: Economic Benefits and Legal Restrictions

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Abstract: The paper covers the economic and legal problems concerning the development of municipal infrastructure within urban agglomerations, and the ways to solve them. It was determined that the process of municipal infrastructure development is positively affected by the economic features of urban agglomerations that are associated with a high concentration of material, labor, financial, and information resources allowing to take advantage of economies of scale. It was also noted that in Ukraine the development of municipal infrastructure within urban agglomerations faces the legal obstacles. This is explained both by the lack of legal institutionalization of urban agglomerations and the imperfect legal environment to support the development and implementation of infrastructural projects. To solve the problems of financing municipal infrastructure projects, it is necessary to improve the justification of the investment component in tariffs for housing and communal services, take into account inflation when forming the local budgets of development, as well as to upgrade the Ukrainian legislation on public-private partnership, including its harmonization with EU.

Keywords: urban agglomerations; municipal infrastructure; development; economic and legal problems.

The state and development of urban municipal infrastructure seriously affects the functioning of large cities and agglomerations, and urban livelihoods. This fact is reinforced by the documents adopted at the state level. They recognize the necessity of providing a comprehensive support to the development of urban agglomerations since they are very important as the centre's of the economic growth. Moreover, the documents stress that the increase of their role and functionality will grow due to the development of municipal infrastructure, attraction of investment in construction / reconstruction of its important objects on the basis of strengthened interactions in the system "local authorities – business – society", as well as by using public – private partnership mechanisms [1].

Urban agglomerations are the settlements which are compactly arranged in a certain area and which are united through the establishment of close economic and cultural relations. They play a leading role in the structure of Ukraine's economy. These highly-urbanized formations occupy only 10% of Ukraine's territory; they produce three quarters of GDP and only two-thirds of the population lives there. However, a significant share of basic production assets is concentrated precisely in these agglomerations [2].

The experts note that agglomerations provide a greater opportunity to obtain the scientific, production and cultural information, and to get access to the educational, medical and cultural institutions; the development of modern forms of trade and promising production of the consumer market goods and service sector, encouragement of investment, increase of employment rate, as well as obtaining the so called "infrastructural effect" that is manifested in the process of implementation of development projects [3 – 4]. It is the development of the production, transport, financial and municipal infrastructure, and opportunities to obtain the infrastructural effect within an urban agglomeration that is of great research interest and determines the choice of the goal and objectives of this study.

This paper is aimed to determine the economic benefits and legal restrictions which have influence on the development of municipal infrastructure within urban agglomerations.

Municipal infrastructure is a system of production and property facilities which are connected technically and organizationally, the functioning and development of which is aimed at satisfying needs in public services and providing life support for a particular territory. Like any infrastructure, municipal infrastructure has specific features defined by the researchers [5, p. 56; 6, p. 164]. Among them are the localization on a certain area; its intersectoral nature which promotes the integration between the industries and territories; fulfillment of providing functions whereby the market and non-market mechanisms of development are used; share participation of different stakeholders.

With that, a major factor of separation of infrastructure in a particular territory is urbanization [6, p. 165]. As a result, is:

the formation of territory's frame consisting of cities and road networks;

the possibility to obtain “spillover effects”, in particular specializing in the production of public goods which cannot be paid for separately by each consumer; economies of scale; formation of a large market of goods and services;

a greater innovation activity to introduce resource-saving and environmentally safe technologies;
the formation of the information field facilitating rapid dissemination and exchange of information.

Within urban agglomerations, in the process of municipal infrastructure functioning and developing, the synergy due to economies of scale, combination of social and commercial goals, deepened competition and de-monopolization, adaptability to changing environment and reliability are ensured. The activities of municipal infrastructure companies are characterized by the regulated pricing, restricted competitive environment, and high social significance of services rendered. The indicators characterizing the development of municipal infrastructure include the dynamics of consumers number and average daily consumption of services, trends in operating costs, rates of tariffs change, and the level of fixed assets depreciation.

Based on the analysis of problems facing city’s housing and communal services and their cyclical nature, some Ukrainian researchers – N.D. Andriychuk, I.V. Zablods'ka, I.N. Salukvadze – have defined the directions for introducing modern forms of economic management in the municipal sphere. They are: consideration of region’s economic features; encouragement of capital investment in infrastructure development; need for cooperation with organizations providing a technical assistance to the region’s municipal enterprises; expansion of relations with the local authorities; establishment of mutual cooperation between business and power structures [7, p. 156]. One cannot but agree with them.

Thus, to elaborate the programs and projects on municipal infrastructure development it is necessary to take into consideration the following: strategic and tactical goals of economic and social development of the territory; centralized regulation of natural monopolies’ tariffs (water, gas, electricity, and heat supply); close relationship with the development of other units of social infrastructure; organizational unity of enterprises conditioned by the system of sectoral management at the state and regional levels.

In Ukraine, the elaboration and implementation of projects on municipal infrastructure development have distinctive features. They are explained by that on the urban agglomeration’s territory there are separate territorial communities that possess and command resources. Mobilization of these resources is based on establishing relations between the territorial communities. According to the legislation, the economic interactions between the territorial communities can take the form of cooperation and partnership under observance of such principles as voluntarism, duration in time and certainty in space, economic mutual benefit, mutual exchange of resources, and possibility to delegate authority [8].

In the current legal environment (Laws of Ukraine “On Local Self-Government in Ukraine” of 21.05.1997 No. 280/97-VR, “On Cooperation between Territorial Communities” of 17.07.2014 No. 1508-VII, “On the Voluntary Association of Territorial Communities” of 05.02.2015 No. 157-VIII) the potential of urban agglomerations can be used due to the deepening cooperation between the territorial communities. In 2015, 159 communities were united in Ukraine as a result of decentralization reform. Budget priority for 2016 is to continue the financing of decentralization and energy-efficiency reforms. However, the Government budget for 2016 (taking into account the total public spending) provides for the Ministry of Regional Development, Construction, and Communal Services of Ukraine UAH 5, 8 billion which is 11% less than in 2015. At the same time, a significant portion of allocated funds (65%) is provided for the State Fund for Regional Development and subvention to local budgets to form and develop the infrastructure in 159 territorial communities (17%) [9].

It should be said that within urban agglomerations the conditions are created for boosting the urban infrastructure modernization, increasing energy efficiency, supporting energy security due to the agglomeration effect. The latter generates a number of competitive advantages which make the use of modern forms of economic management in the sphere of life-support economically justified and expedient. However, today it is difficult to use this instrument because of incomplete legal formalization and imperfect legal institutionalization necessary for forming, functioning and developing urban agglomerations.

In particular, among main conditions for further development of agglomerations in general and the infrastructure united in a single network within agglomerations, the researchers [10, p. 360; 11, p. 102] name the relevant legal provision (the laws and regulations that regulate conditions for creating and functioning of agglomerations, and define the rights and responsibilities of members).

In Ukraine, such phenomena as urban agglomerations exist only de facto but de jure they are not documented. Therefore, to legitimize these processes and improve the effectiveness of their management it is necessary to elaborate and adopt the relevant law on urban agglomerations. This will allow regulating the processes of voluntary association of local governments as part of agglomerations, determining the forms of cooperation agreements and terms of their implementation, as well as the possibilities of resources consolidation in the process of intercity cooperation, and the mechanism of intercity organizations creation and their activity.

To implement the investment projects on municipal infrastructure development within urban agglomerations they must be financed. The sources of investments can be own funds of communal enterprises received from tariffs; funds of the state budget and local budgets of development; private investments attracted through public-private partnership.

Encouragement of the inflow of investment resources needed to implement infrastructural projects is an important task of local self-government bodies because the development of municipal infrastructure is the major factor of city's dynamic development that directly affects its competitiveness. However, it should be recognized that now the municipal infrastructure of Ukrainian cities and agglomerations is characterized by the deterioration of networks, their emergency condition, faults in energy and water supply, lack of spaces needed for the industrial and residential construction, undeveloped transport communications, high energy intensity of production and provision of public services.

With regard to the tariff as a source of financing investment in municipal infrastructure one should state the following. In Ukraine, under constantly growing cost of raw materials and energy resources necessary for producing and transporting housing and communal services the prices for the latter have been raising over the last years. In particular, the consumer price index for housing, water, electricity, gas and other fuels increased almost two times in 2005 – 2015. At the same time, the level of payment discipline in the sphere of housing and communal services is still very low. According to the State Statistics Service of Ukraine, at the end of December 2015 the debt of the population for housing and communal services amounted to UAH 8 829, 1 million [12].

Despite the desire of Ukraine's government to get rid of the practice of cross-subsidizing and unprofitability of municipal infrastructure enterprises through gradual bringing of tariffs to their economically justified level, most cities have not reached a 100% reimbursement of the actual cost of services through tariffs. According to the data provided by the Ministry of Regional Development, Construction, and Communal Services of Ukraine [13], as of 01.01.2016 the actual cost of heat supply was reimbursed through tariffs in most cities of Ukraine. At the same time, the cost of water-supply service was reimbursed through tariffs only in five cities, including all categories of consumers (the population, commercial consumers), and only in seven cities there was a 100% reimbursement for the services rendered to maintain the houses and joining territories.

So, in this situation the enterprises of municipal infrastructure need in the state support. It concerns the compensation of the difference between the size of the price (tariff) for housing and communal services which was approved or agreed by the decision of the local authority and the size of economically justified expenditures for their production. This could provide the break-even activity of the municipal infrastructure enterprises. Moreover, it is necessary to provide the cooperation and establish the partnership relations between the state (represented by the Ministry of Regional Development, Construction, and Communal Services of Ukraine and profile Committees of the Verkhovna Rada of Ukraine), local authorities, economic entities (the enterprises providing housing and communal services and the enterprises - suppliers of resources), international financial organizations and banking institutions. As a result of this cooperation, the implementation of projects on the development of urban municipal infrastructure, including resource-saving and energy-efficient technologies, is possible.

When considering the above issues one should take into account the “economic component” of EU – Ukraine Association Agreement that comes into force in 2016 (Title IV “Trade and Trade-Related Matters” and Title V “Economic and Sectoral Cooperation” (hereinafter – Agreements). They clearly define the terms and main stages of the implementation, administrative responsibility, and financial strategy of attracting investments in the infrastructure and technologies, as well as a general legal framework for the implementation in the field of public procurement, in particular to regulate the government contracts, contracts in the communal and infrastructural sectors, concession agreements to perform works [14].

As for the funds of local budgets of development, in spite of changes in the legislation concerning the increase of the revenue base of local budgets, there was no real increase in the total budget fund in 2015. It is explained by the high level of core inflation and basic consumer price index. At the same time, some taxes were transferred from a special fund that forms the budget of development to the general fund. As a result, the revenue base of local budgets recalculated as adjusted for inflation was lower than in 2014 [15, p. 96 – 97]. Thus, when developing changes to increase the revenue base of local budgets one should take into account the level of inflation.

The attraction of private investors on the principles of public-private partnership (hereinafter – PPP) is caused by the high cost of projects on modernization of municipal infrastructure. The current Law of Ukraine “On Public-Private Partnership” requires to identify the specific forms of PPP, rules of pooling resources, procedure of decision-making, creation and work of coordination bodies, features of applying the government procurement procedures when justifying PPP projects. Besides, it is necessary to remember that in the European practice EU Directives on public procurement are applied if PPP is carried out in the form of a contract for services with the

priorities and a contract for the construction of social facilities. In other cases, only some provisions of certain Directives or principles of EU Agreement are applied.

To manage PPP projects one must observe the following principles: purposefulness, consistency, complexity, synergies, rationality in distribution of powers, feedback, and coordination of participants' interests, resources, performers and deadlines. When introducing municipal infrastructure projects, one should assess the projects in three aspects: technological (reliability and quality of services); social (availability of services for consumers); financial (funding sources). In the process of developing PPP projects one should also assess the legislative, financial - economic, technical, technological, social, and environmental risks, as well as determine whether it is possible to control them. Budgetary, commercial and social effectiveness of projects are evaluated after their implementation.

Summing up, we can draw the following conclusions.

In the process of municipal infrastructure development within urban agglomerations it is necessary to take into consideration the effect of the factors of economic and legal nature. The economic features of urban agglomerations associated with a high concentration of material, labor, financial, and information resources, which allow to take advantage of economies of scale, have a positive impact on the development of municipal infrastructure. In Ukraine, the lack of legal institutionalization, imperfect legal support to the elaboration and implementation of infrastructural projects are the factors hindering the development of municipal infrastructure within urban agglomerations.

To solve the problems of financing municipal infrastructure it is necessary to improve the justification of the investment component in tariffs for housing and communal services, take into account the inflation when forming local budgets of development, and upgrade Ukraine's legislation on public-private partnership, including its harmonization with EU legislation.

Further empirical and quantitative analysis should be done to study the issues of the identification and ranking risks associated with the implementation of infrastructural projects within urban agglomerations under the reforms of local self-government and decentralization of power, as well as under the formation of instruments to prevent / avoid and / or minimize negative effects of identified risks.

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Развитие коммунальной инфраструктуры в рамках городских агломераций: экономические преимущества и правовые ограничения

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Аннотация. В статье рассмотрены экономико-правовые проблемы развития коммунальной инфраструктуры в рамках городских агломераций и пути их решения. Определено, что на процесс развития коммунальной инфраструктуры оказывают положительное влияние экономические особенности городских агломераций, связанные с высокой концентрацией материальных, трудовых, финансовых, информационных ресурсов, позволяющие воспользоваться эффектом масштаба. При этом отмечено, что имеются правовые препятствия развития коммунальной инфраструктуры в рамках городских агломераций в Украине. Это связано как с отсутствием правовой институционализации городских агломераций, так и с несовершенством правового обеспечения процесса разработки и реализации инфраструктурных проектов. Решению проблем финансового обеспечения реализации проектов развития коммунальной инфраструктуры будет содействовать: повышение обоснованности инвестиционной составляющей тарифа на жилищно-коммунальные услуги, формирование местных бюджетов развития с учетом уровня инфляции, модернизация законодательства Украины о государственно-частном партнерстве, включая приведение его в соответствие с законодательством ЕС.

Ключевые слова: городские агломерации; коммунальная инфраструктура; развитие; экономико-правовые проблемы.

Advantages and Disadvantages of Entry of Ukraine in Association with the European Union

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Abstract: In the article the reasons of Ukraine's integration into the EU, the benefits and risks of creating a free trade zone, the results of the sociological survey of the EU countries population, their relationship to the expansion of the Union, the attitude of Ukrainians to Ukraine's accession to the EU are marked. The problems and prospects of signing the Association Agreement between Ukraine and the European Union are considering. The indexes of Ukraine's foreign trade for the year 2015 are defined.

Keywords: problems, prospects, association agreement.

A feature of the current international relations is the active process of integration that was involved almost all Europe and today is international integration as the European Union attracted particular attention of the world community not only in Ukraine. The movement of the European Union to the East has a positive strategic significance for Europe as they open wider the opportunities for cooperation with Ukraine. However, their implementation is not yet guaranteed because each process has both positive and negative sides: in the short term there may be the difficulties associated with the transformation of the market infrastructure which can complicate the formation of a common European economic and political space. Therefore, the question of the possibility and expediency of Ukraine's accession to the European Union acquires special importance, as the experience of other countries is very diverse.

World experience shows that the economic integration between countries caused, as a rule, intensive foreign trade. In Ukraine the foreign trade is not yet created the real preconditions for integration. Over the past 16 years the foreign trade of Ukraine has developed in different ways and had no convincing trends to the specific integration groups. At the beginning of the 90s the main volumes of Ukraine's foreign trade were the countries of the Union of Independent States. But for 16 years the share of Customs Union countries in the foreign trade turnover of Ukraine decreased from 49, 3 to 36.7% [2]. The decline in the trade turnover of Ukraine with the countries of Union of Independent States is only partly compensated by the growth of trade turnover between Ukraine and the European Union. This reduction mainly was offset by an increasing in trade turnover with other countries of the world. Consequently an explicit integration of dispositions in the foreign trade of Ukraine is not yet.

In this sphere Ukraine has largely retired from the Commonwealth of Independent States including the countries of the Customs Union, but come not nearer to the European Union and mainly diversified its foreign trade with other countries. However, the effectiveness of Ukraine's external trade with the countries – potential integrators are constantly decreasing.

So, for the last 16 years the negative balance of foreign trade of Ukraine with the European Union increased at almost eight times while the growing of turnover is only by 5.4 times. During the same period the negative balance of foreign trade of Ukraine with the Customs Union grew almost fourfold; increasing trade turnover by 3.6 times. Thus the balance of Ukraine's trade with other countries of the world during this period was positive and it has increased fivefold, with growth in turnover by 6.5 times. However, the structure of foreign trade of Ukraine shows that it has alternative or competitive character. The overlap of Ukrainian exports for machinery and materials from the European Union and the Customs Union are only in groups but almost have no items. Similarly the overlap of import of Ukraine with the European Union and the Customs Union on plant and equipment, materials and industrial goods are also only in groups, but

virtually have no items. Consequently, the geographical structure of foreign trade of the European Union and the Customs Union for Ukraine are not competitors among themselves. Therefore, regardless of the integration direction choice of Ukraine is very interested in other, not integration, directions of foreign trade [2].

The aim of the Association Agreement between Ukraine and the European Union is deepening the integration between Ukraine and EU in the sphere of politics, trade, culture and security. Real but not declarative European integration will certainly affect on the internal development of the state and on the life of every Ukrainian. This is primarily possible through the conversion of the economy on the basis of the domestic conformity density legislation with European standards, improving the quality of products, condition of roads, and level of medical services.

According to Agreement the EU will support Ukraine in the implementation of standards more than in 30 areas: energy, environment, public-private partnership in the transport sector, education, science, youth policy, consumer protection, industry, development of small and medium business, as well as culture, sports and so on.

An integral part of the Association Agreement is the establishment of a free trade area between the EU and Ukraine. It provides the mutual opening of markets, as well as the approximation of Ukraine to the European Union. It's no secret that now the world economy is going through difficult times but in these circumstances the free trade area will give quite tangible benefits for Ukrainian business and ordinary citizens. For Ukrainians the free trade with the EU would mean the following advantages, fig.1.

Among the benefits for Ukrainian business, the Agreement provides for:

a duty-free access for most Ukrainian products to the largest market in the world creating the large opportunities for export;

improving an access to the markets of third countries through harmonization of Ukrainian legislation with EU legislation and, accordingly, the transition to internationally recognized standards;

best legal protection of the intellectual property rights and the application of new norms will bring the high returns to inventors and people of creative professions;

improved the domestic investment and business climate.

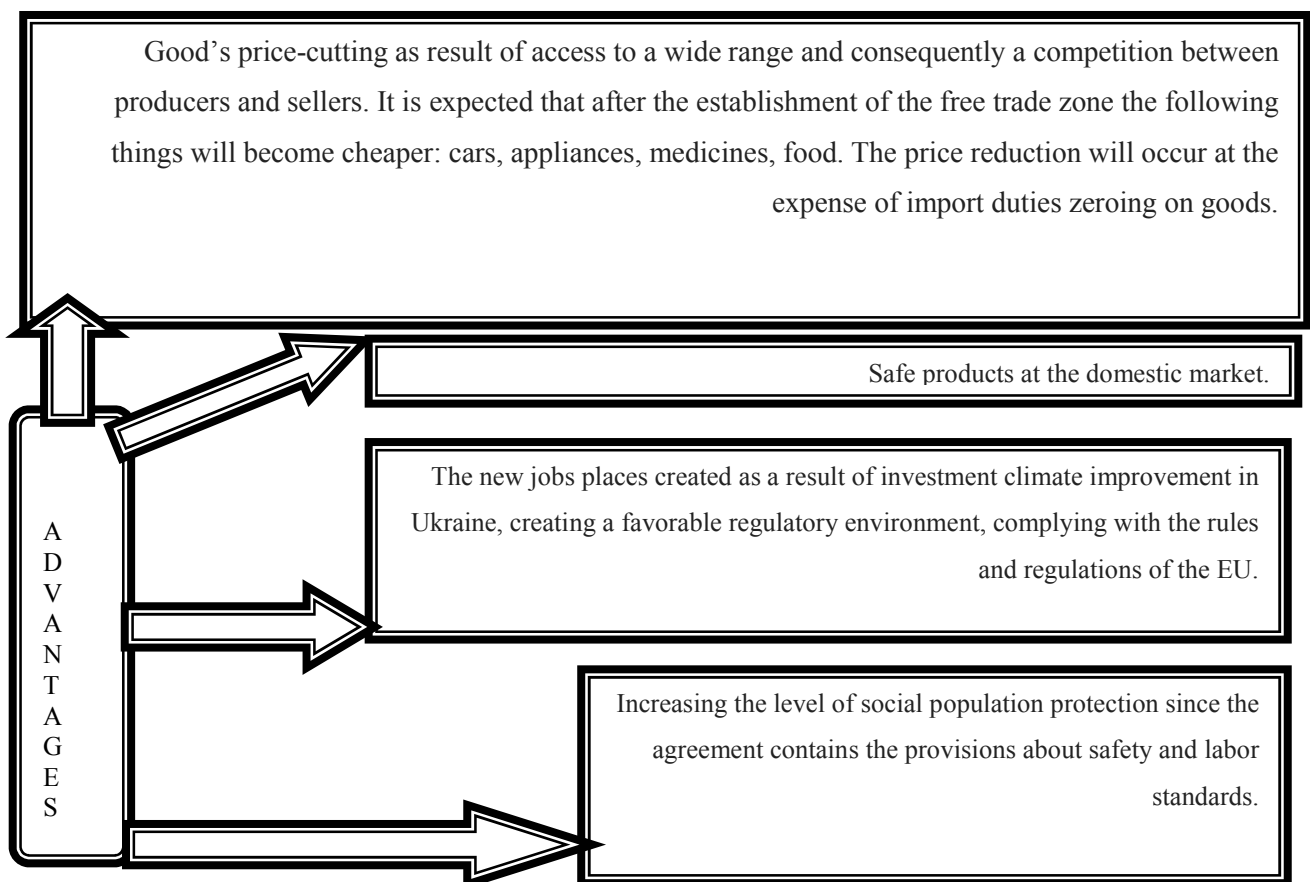


Fig. 1 - Advantages of free trade with the EU for Ukrainians [1]

The losses are certain and define in particular connection with the administrative costs or the shifting production to higher standards in the short term. But in the long term the consumers will win. In the long run Ukraine will get the chance to perform in state the institutional changes that will help improve the investment climate and thereby contribute to the economic development of the country. The creation of the free trade zone will give obvious advantages to the state, Fig.2.

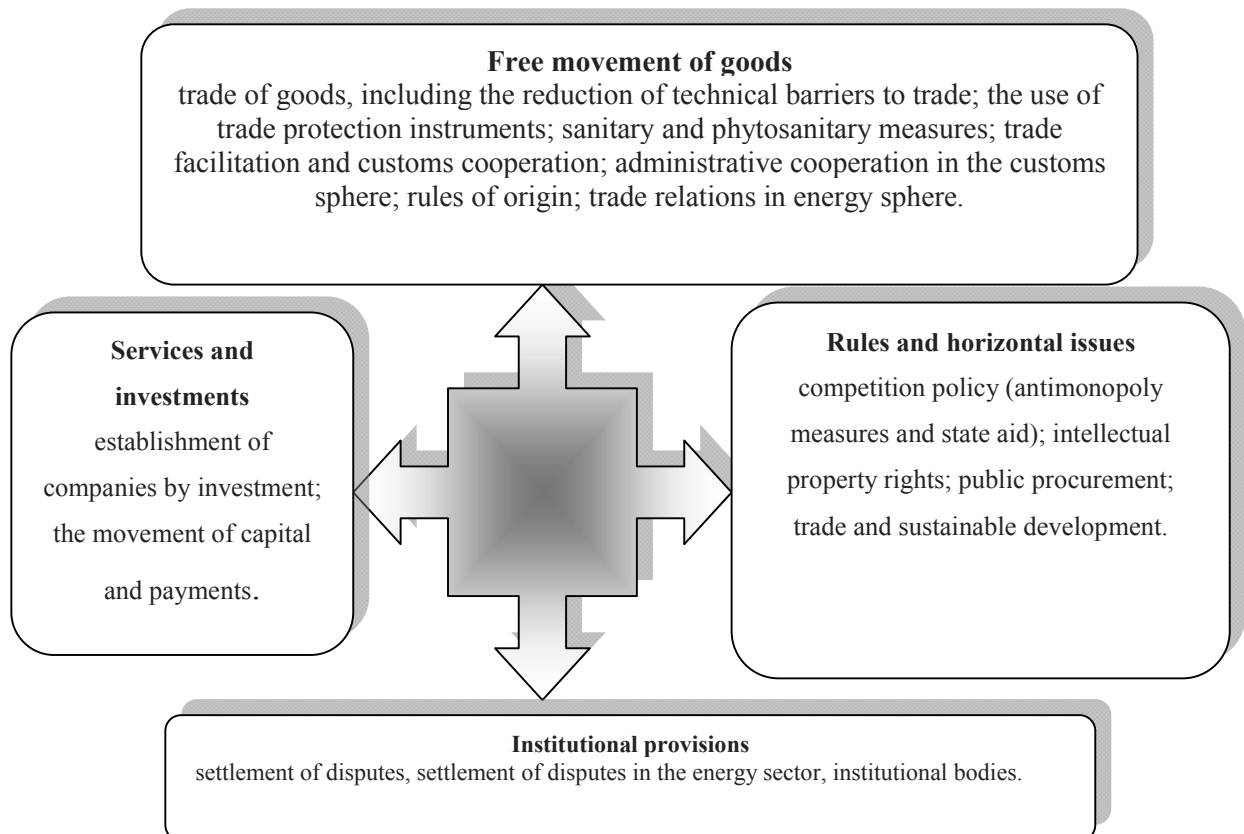


Fig. 2 – Advantages of the free trade zone [1]

There is another fear that is associated with the fact that the influx of cheaper European goods can crowd out the domestic products. Understanding these risks, it is necessary the domestic companies of ownership modernize any production form in order to compete with European enterprises, the EU requirements for high quality while many of our enterprises cannot boast the European quality standards.

The implementation of the Association Agreement between the EU and Ukraine would significantly improve a consumer protection. It will be possible in a short time to solve such problems, as it is not too transparent pricing, the availability on the market of dangerous products and poor quality control. Currently, the EU operates a number of special principles in the field of consumer protection: 1) the consumer can buy what he wants and where he wants; if the product is not quality, the consumer returns it back; high safety standards for products and other consumer products; 2) every consumer has a right to know what he eats; agreements with consumers must be fair; 3) consumers can change their mind; the consumer provides a comparative analysis of prices; 4) consumer cannot be misled; 5) security during a holiday trip; 6) effective reparation for international disputes.

This means that the introduction of these principles in Ukraine can be achieved by providing detailed information about the products on risks associated with a health and safety. In addition, Ukraine will need to devise a system that will quickly inform the public and withdraw from sailing the products or goods of dubious quality, and track their origin. Realization of products which are dangerous for life and health will be forbidden. Special attention will be paid to the quality of goods for children.

The signing of the Association Agreement Ukraine with the EU has already received: 1) the new Criminal Procedure Code; 2) the changes to the Criminal Code regarding the punishment of corrupt officials

— they can't rewrite the property to relatives to avoid punishment; 3) the extension of the prisoners rights; 4) the legislative safeguards of the decisions courts implementation.

It should be noted that signing the Association Agreement of Ukraine with the EU has its social costs—the increased territory, population and aggregate economic potential of the Union but at the same time—economic performance in per capita terms is decreased. Expanding its socio-economic and political space the EU is sacrificing the current interests of maximizing the quality of Community member's life to achieve strategic goals.

The decision about the fifth enlargement of the EU, unlike the decisions at the previous stages, had rather a political than economic motives and remains to be a major challenge for the future of the EU. The accession of 12 new countries will increase the EU territory by 34%, population by 28%, and total GDP would increase only by 4.8%. A significant reduction in the EU average level of GDP per capita may cause the dissatisfaction of population with current EU members: the decline of living standards for the uncertain compensation in the future—is rather controversial formula for pragmatic European [2].

Interestingly, most supporters of EU expansion are mainly living in the countries with relatively low levels of economic development (Greece, Ireland, Spain, Portugal). But in the leading countries of the EU (UK, Germany, France) significantly affects on the definition of the EU strategy, the share of expansion supporters is only slightly more than a third. Rather reluctant EU citizens regarding to the possibility of receiving membership cards in the European Union. Only a fifth share of respondents (21%) believe that the EU should be open to all comers and almost half (44%) admit such possibility only for the individual states.

Taking into account the high level of democracy development in the EU and the fact the vast majority (71%) of EU citizens were in favor of postponing the extension in case of its negative effects detection, it can be noted that the enlargement process could become unpredictable, from the point of view of its public support of EU member countries. The views of the Ukrainian people are also interesting to which borders the EU is coming. Our compatriots appreciate the process of EU expansion restrained positively. The largest part of the population (32.1%) is confident that the expansion of the EU will improve its relations with Ukraine. Only every tenth (9,6%) held the opposite point of view [2].

It is desirable that the appearance of a wealthy neighbor — with the EU— on the Ukrainian border was not a booster of the traditional aid expectations and stimulus to rebuild their own economy. Now the company has the capacity of strengthening the European orientation of the population. It may intensify the improvement of Ukraine's cooperation with the EU, the candidate countries, as well as their interest in Ukraine's integration into the European community. But that is what makes our citizens visibility for skepticism: only 18.4% of respondents believe that the EU countries treat Ukraine as a potential equal partner; the majority of the population (62,4%) convinced that the EU members are indifferent to the possible membership of Ukraine in the EU (35.4%), or are skeptical, considering that Ukraine has no prospects of joining the EU (27%).

At the same time our compatriots are aware of the significant economic lag fact, restraining the Ukrainian European integration: the largest proportion of citizens (39.8 per cent) believes the real output of our state on the economic level of the EU leading countries is only after 20 years. However, despite this, the majority of them (66%) are convinced of the Ukraine's accession need to the EU in the next 5-10 years. The approach of the EU to the Ukrainian borders does not give grounds for excessive good and dramatic scenarios of economic relations development. Obviously, should soberly admit that the current state of the Ukrainian economy and level of economic cooperation with the EU will not result in the rapid entry of Ukraine into the European Union nor its isolation in the case of the expansion. The consequences of EU expansion for Ukraine will be mainly determined, on the one hand, by the domestic institutional and structural reforms in the European Union in its extended form, the strategy for external relations of the EU in the Eastern direction, and on the other hand by the ability of Ukraine for the effective institutional and structural change within the country. The key for Ukrainian European integration should probably be sought, not in Brussels, but in Kyiv.

The membership in the Union in the last decade has not created significant barriers to the development of trade and economic relations with other countries. The reorientation of the candidate countries on the development of trade and economic relations with the EU basically has already taken place. Consequently, there is no sufficient reason to believe that, in itself, the accession of individual countries in the EU must inevitably lead to the collapse of their trade and economic relations with Ukraine [2]. Export-import operations of the countries-candidates in the accession with current EU member states are already based on the free trade and a common external customs tariff which will join the new members of the Union, in average lower than national customs levels. At the same time, in some cases, there will be an increasing of the tariff protection level. This is especially true for the Baltic States. With them Ukraine has the agreements

about the free trade which should be null and void after the entry of these countries into the EU. The volume of Ukrainian exports to the countries of the region can almost reach 15-20%.

EU expansion leads to increasing competition between the Ukrainian producers and enterprises of new EU member states in the single market of the European Union. This will mainly relate to the companies of the ferrous metallurgy sector. However, this influence may be limited — in connection with the adoption of the new EU members the European social standards and norms of environmental protection. Ukraine could even strengthen their competitive advantages in the sectors which are especially sensitive to the competition by price parameters of goods because in the new member countries of the European Union the cost of production will increase. This creates the incentives to transfer some of the more simple productions at the territory of Ukraine. But hardly can it be attributed to favorable thing from the point of view of Ukraine's long-term strategy.

The position of the Ukrainian manufacturers of products with a high level of added value in the short and medium term will not significantly change — taking into account the current insignificant volume of such exports to the applicant countries. In the long run they will depend on the achievement of Ukraine's European technical standards and European quality level [2]. The position of the Ukrainian agrarian producers at the enlarged EU market will depend on two factors: first, the level of their compliance with the standards of the European Union; secondly, from the changes that will occur in its Common Agricultural Policy. In this context, Ukraine should clearly define the priority directions of the Ukrainian and European standards rapprochement and technical requirements applied in agriculture.

EU expansion will intensify the promotion of its producers on the markets of third countries; therefore, it is possible to predict the increasing pressure to open the Ukrainian market. The enlargement of the European Union will take it in the first place as a market for Ukrainian goods and the second — as a source of Ukrainian imports. It means that the dynamics of economic processes in the EU will significantly affect on economic situation in Ukraine, given the high level of its economy openness. The high degree of influence will require the new approaches to the development and implementation of economic policies, taking into account the tendencies of world economic relations development and economic environment particular in Europe.

Meanwhile, the CIS countries for the long time will continue to hold the championship in the Ukrainian import. Consequently, the foreign trade of Ukraine will be characterized by a tendency to increase the presence on the EU market, and imports in the short - and even in the medium term will continue dominance of the CIS countries [1].

In general the roots of the absolute most problems for Ukrainian exporters which will arise due to the EU expansion, the lag of Ukraine from the candidate countries in the field of market-oriented social and economic reforms and pace of economic and technological modernization, affecting on the competitiveness in an open market environment.

Being not a member of the WTO Ukraine cannot effectively counter the influence on it in the future more anti-dumping and countervailing measures from the new EU member states. This is another argument in favor of the Ukraine's accession need to the world trade organization which will allow it to use relevant internationally accepted mechanisms to protect their interests in these matters. In connection with the EU expansion Ukraine is an urgent issue of improving the trade regime with the EU as a whole. Particularly to give the status of the country with market economy for Ukraine. In the future the means of resolving many of the problems can be the conclusion of the free trade agreement between Ukraine and the EU which is envisaged by the existing agreement on partnership and cooperation.

Thus, the benefits of creating a free trade zone are the following: improving access of Ukrainian goods and services to the EU market; improving the conditions of Ukrainian goods export in connection with the receipt of cost advantages through the elimination of import duties; equipping and modernization of the domestic enterprises; increasing investments from the countries-EU members to Ukraine's economy; increasing the volume of bilateral trade and increasing of foreign currency revenues; growing of sales volumes of agricultural products traditional export-oriented industries (grain, oil); increasing of labor resources placing efficiency; expanding the range of goods and services in the internal market; improving the competitiveness of domestic products in connection with the implementation of new standards; the restriction of non-tariff restrictions in agricultural products trade within the framework of cooperation in the sphere of sanitary and phytosanitary measures; the harmonization of the customs procedures and improving the efficiency of customs bodies activities in the context of trade facilitation; establishing of a harmonized legal framework for ensuring the activity of trade relations subjects by the convergence of Ukrainian legislation with EU legislation; encouraging the development of competition and restricting of monopolize; improving access to quality imported machinery, seeds, means of plant protection, etc; creating risks of a

free trade zone: the need to raising the substantial financial resources for adaptation and implementation of the new legislative acts; increasing of the competitive pressure in the domestic market of Ukraine; the losses for the individual industries in Ukraine because of their low level of competitiveness; growing of unemployment; displacement of the national manufacturer from the domestic market; growing of negative bilateral trade balance for Ukraine due to the deterioration of the export structure in connection with reorientation of domestic exporters from the export of finished products to the export of raw materials and semi-finished products; the shortage of the domestic goods in the domestic market due to export re-orientation of producers; the lack of funds and the need to find the partners and investors for purpose of existing facilities modernization; the need for rearmament and change of the production technologies; there is a limited ability to protect "young" sectors of the economy which have not reached the proper level of competitiveness and therefore in need of the state support; the decline of national agricultural products competitiveness in the domestic market due to the presence of a powerful system of the EU agriculture state support; the reduction of the national production demand of agricultural machinery.

The movement of the EU to the East will be accompanied by the introduction of the visa regime with the neighboring candidate countries, strengthening the border's control, strengthening the fight against illegal migration which affects on the interests of millions of our compatriots.

The issue of labor migration regulation and social protection of Ukrainian citizens becomes relevant in this context. An introduction to the candidate countries of the European regulation procedure of this sector will limit the job opportunities of Ukrainian citizens [1]. On the other hand, it is no secret that most of the labor flow resources of Ukraine to the West is an illegal labor migration, causing, to put it mildly, problematic in the relations of Ukraine with EU countries and member candidates.

At the same time, only the restrictive measures by the EU and the candidate countries will not solve the problem of illegal employment eradication of Ukrainian citizens on their territories. It is clear that in the near future Ukraine will not be able to radically reduce unemployment and substantially improve living standards of the population. So, the offer of illegal labor force from Ukraine will boost demand from the informal sector of the EU countries economy.

It is also obvious that for overcoming of the illegal labor migration there is not enough efforts of Ukraine. It is necessary with the EU states and the candidate countries to solve this problem: from assistance in the creation of jobs in Ukraine to the legalization of the labor migration flows by increasing the relevant quotas. In the medium term, it is need the establishment of Ukrainian agreements with the EU on labor migration and social protection of Ukrainian workers abroad.

Strengthening the fight against illegal immigrants in an extended Euroclub, establishing on its borders the anti-immigration barriers in the form of border and visa regimes can largely shift the burden of this transnational problem on our country. Ukraine can turn into the store state for the illegal **immigrants** which will destabilize its internal situation. As a consequence, there is a zone of instability on the borders of the European Union [1].

Fight of the EU with the illegal immigrants requires the establishment of barriers on the Western border of Ukraine and putting in order all borders in Eastern Europe and primarily Eastern and Northern borders of Ukraine, through which the main transit flow of illegal immigrants are coming to Ukraine.

The introduction of the visa regime may affect on the freedom of Ukrainian citizens movement and on their well-being.

Visa regime for border crossing, the border control procedures, and the measures to eliminate illegal migration is a common international practice. But in the situation with Ukraine the introduction of visas is combined with the internal problems of the low life citizen's level forcing them, in particular, to dumping in the labor market, participation in criminal business, etc; the lack of legal culture (the behavior of our citizens abroad is a separate issue and not a very pleasant conversation). In particular it explains the desire of EU member states and candidate countries to distance themselves from Ukraine by a barrier of visas and tough the border control procedures. It is therefore necessary to minimize the negative impact of these measures on the EU for Ukrainian citizens — primarily the alignment with the EU standards an internal socio-economic situation in Ukraine.

On the other hand, you need to implement the certain adaptation measures before introduction of a visa regime with Ukraine: to expand the network of consular offices to simplify the procedure for registration of documents, to establish the optimal cost of visas. Upon completion of the current phase of EU enlargement on Ukraine's Western borders will become the Eastern borders of the European Union. This is a qualitatively new political situation which will largely determine the nature of contacts with our European partner, and the prospects for further development of Ukraine [1].

In the interest of the EU is to ensure a peace and stability on its borders, to have their neighbors as the stable, democratic and economically developed states with a predictable and friendly foreign policy. Therefore, we should expect increasing of the EU political pressure on Ukraine, particularly in the direction of democratic institutions strengthening, human rights, media freedom, combating organized crime and corruption in the government. Obviously, this pressure will most be felt in the coming months, given the upcoming parliamentary elections in Ukraine. From their transparency, democracy, compliance with European standards will depend on the future EU relations with Ukraine and the prospects of European integration of the country as a whole.

The movement of the EU to the Ukrainian borders in the background of a Common European security policy development and defense will allow our state to take a more active part in strengthening security on the continent. In the field of security today in Ukraine can make a real contribution to ensuring stability in the zone of the EU interests — along the lines of peacekeeping, elimination of consequences of emergencies, strategic transport, etc.

The EU accession of the states with which Ukraine has traditionally good relations and their respective quotas in the governing bodies of the Union may contribute to the promotion of Ukrainian interests in the EU, will allow exploiting the existing mechanisms of regional cooperation for deepening contacts with the European Union [1].

In general the approach of the EU to the Ukrainian borders objectively strengthens the influence of European community on Ukraine. In political terms, this process can be considered as positive because it contributes the implementation of the European standards in Ukraine. At the same time, the transformation of the EU may create a lot of problems for Ukraine. It is obvious that the nature and level of Ukraine's cooperation with the expanded EU, the prospect of Ukrainian EU integration will depend primarily on the internal transformations in Ukraine, and creation the conditions for stable democratic growth of the domestic economy.

External trade of Ukraine with the EU is not decisive for European integration yet, and its efficiency is quite low and unbalanced. The inadequacy of the Agreement conditions on the free trade zone between the EU and Ukraine may lead to even greater imbalance in foreign trade and negative balance growth for Ukraine. The introduction of the Customs Union of the increased import duties for Ukraine is not compensated the partial liberalization trade with the EU which may increase the total losses of Ukraine in the sphere of foreign trade.

The EU should be considered not as a "mutual aid fund" but as a school of effective innovative economy, high social standards, developed democracy and efficient management of public development. European integration is a course on the implementation of the European success recipes on Ukrainian soil. Europe, despite its current troubles, is an example of success for many countries of the world. The European integration policy of Ukraine should retain its priority status but become more mundane and pragmatic. The European integration policy should be a powerful motivator for the modernization of Ukraine.

The Association Agreement and the free trade area is an important stage of self-esteem, choice and movement forward. This is a test of self – ripening to the European standards for all major parameters — economic, social, legal, humanitarian, political, and public. If Ukraine does not pass this thorny path "self – ripening» even brought on a silver platter the European integration may be a Pandora's Box for it, in fact, what was happened in Greece.

The economic opportunities of Ukraine's European integration are also still not fully understood and objectively evaluated. It is necessary for Europe today to combine the technological resource in the West and the energy resources in the East. The Association enables Europe to have Ukraine as a reliable partner and an outpost of European integration without formal membership but with the large implications for the individual European integration mechanisms. The key idea of this process is the convergence of Ukraine with the norms, standards and policies of the EU. It would be good for both Ukraine and the EU.

Today the EU continues changing dynamically. On the one hand, it could have a positive impact on the economy, financial and social sphere of the European community. On the other hand –it can push centrifugal, national-egoistic processes. In this situation Ukraine, apparently, do not bring such the large economic losses on the altar of purely political decisions with unknown consequences. Ukraine needs a policy and strategy worthy of the movement towards European values.

Today, one year after the signing of the agreement, it is assumed that besides of opening the new enterprises which will be accompanied by the emergence of new jobs, the agreement will also affect on the improvement of labor standards, social security and social protection. The agreement provides for the entrepreneurs a legal protection of intellectual property with the relevant provision of higher profits for those who work with it. Nowadays for most of Ukrainian goods the duty-free access to the European market is

opened. Theoretically, it would lead to export growth but it grows only for some positions. However, on it is already affecting the unstable national currency. Only the hryvnia will strengthen its positions — the trade will look different. To meet the requirements of the European Union and the successful exports of industrial products to the European market Verkhovna Rada adopted three laws on the standardization, metrology and technical regulations. On the other hand, there has been no progress in combating corruption, reforming the customs, changes in the functioning of the Antimonopoly Committee, etc.

The Agreement also provides the EU will help Ukraine in the implementation of standards in more than 30 directions. Another significant result is the attempt to get rid of corruption in public procurement. It is expected that Ukraine must adapt its legislation on public procurement to the EU norms. Therefore, in the future Ukrainian suppliers and service providers will have full access to the public procurement markets in the EU and vice versa. The only exception in this point — is the purchases for the army. However, it is only just a theory. In full measure to assess the economic consequences of the Agreement signing will be possible only after the function. It will happen not before 1 January 2016.

During the year since signing of the Association Agreement between Ukraine and EU, already 24 EU member states have completed the ratification process, Fig. 3. From 1 January 2016 will come into force the Agreement on the free trade zone between Ukraine and the EU. But a reform of the customs sector through the development of the new Customs Code has already conduct which was developed taking into account the provisions of the International Convention on the simplification and harmonization of customs procedures and Customs Code of the EU. 87% of customs declarations have been already issued electronically.



Fig. 3. The countries signed the Agreement about the Association of Ukraine and the European Union [3]

Also the changes were produced to the Tax Code which started the process of Tax Reform.

For protection of the domestic producers from the used clothing imports was developed a system of input prices. With the aim of reforming the public procurement system the changes were produced in the basic law and the following road map was developed. On 20 September 2015 the new law "About the basic principles and requirements for safety and quality of food" will come into force. It is based on the principles and requirements of food safety that apply in the EU. Moreover, in the European Union in formulating their requirements they come not only from the necessity of maximum protection of consumers but also avoid the unnecessary burden on business. The same approach was used while developing the Ukrainian law. The main difference of the new system from working one is the establishment of responsibility for violation of legislation requirements on food safety for the manufacturer of the product, not for the controller. Another difference is the input of a preventive approach to the control instead of dealing with the consequences. Also

it is introduction the principle of traceability for business, i.e. the company at any time must have accurate information about the raw material or food product and where it was sent from the company.

The table shows the geographical structure of the goods foreign trade in January-February 2015.

Table 1 - Geographical structure of the goods foreign trade in January-April 2015 [3].

	Export			Import		
	mln. \$	in % for January-April 2014 year	The share in total size, %	mln. \$	in % for January-April 2014 year	The share in total size, %
Whole	12 496	65,4	100	11898	62,9	100
EU	4 258	65,6	34,1	5 067	76,1	42,6
CIS	2 407	45,3	19,3	2 789	41,4	23,4
Russia	1475	39,4	11,8	1933	35,8	16,2

Table 2 shows the main partners of Ukraine in export and import of goods in the 2015 year after the signing of the agreement. Table 3 shows a list of the main commodities of Ukrainian foreign trade with the EU in 2015 year.

Table 2 - Main partners of Ukraine in the export and import of goods in the 2015 year [3].

Countries	Export		Countries	Import	
	Share, %			Share, %	
	January-April 2015 year	January-April 2015 year		January-April 2015 year	January-April 2015 year
Germany	3,5	2,9	France	2,9	2,6
India	3,7	3,2	USA	4,0	3,9
Poland	5,1	5,3	Poland	5,6	5,0
Italy	5,4	5,0	Hungary	5,8	1,9
Egypt	6,1	5,1	Belarussia	5,9	6,0
Turkey	7,3	6,1	Chinese	11,0	9,2
Chinese	7,4	5,4	Germany	11,3	7,9
Russia	11,8	19,6	Russia	16,2	28,6

Table 3 - List of key foreign trade goods of Ukraine with the EU in 2015 year [3].

	Export			Import		
	mln.\$	In % for January-April 2014 year	The share in total size, %	mln. \$	In % for January-April 2014 year	The share in total size, %
Whole	4 258	65,6	100	5 068	76,1	100
Base metals and products	1 123	67,0	26,4	204	56,1	4,0
Products of vegetable origin	731	53,9	17,2	232	49,6	4,6
Machines and mechanisms	597	88,1	14,0	726	62,5	14,3
Mineral and oil products	516	45,6	12,1	1397	207,5	27,6
Ready food products	283	84,8	6,6	251	62,7	4,9
Wood and products	220	87,6	5,2	30	44,5	0,6
Fats and oil	164	76,5	3,9	135	62,0	0,3
Textiles	158	80,2	3,7	148	74,7	2,9
Chemical products	151	53,0	3,5	931	68,2	18,4
Products of animal origin	35	151,8	0,8	82	53,4	1,6

The signing of this Agreement brought Ukraine just only at the first level of European integration. Now the following countries are also at the same level: Algeria, Chile, Egypt, Israel, Jordan, Lebanon, Morocco, South Africa, Syria, Tunisia, Georgia, Moldova. Most of these countries, for the various reasons, will be unlikely ever the members of the European Union. Contemporary Europe has many flaws it suffers from the excessive bureaucracy and irrational political correctness. But the basic principles of it such as: enabling and regulatory role of government; market economy model; the guarantee of the private property right; equality before the law and inevitability of punishment for its violation; unconditional obligations; reliance on the developed capital market may be perceived by Ukraine in the process of Association. It is necessary for the Ukrainians to develop their country regardless of its membership in any international organization.

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**Преимущества и недостатки вступления Украины
в ассоциацию с Европейским Союзом**

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Аннотация. В статье рассматриваются причины интеграции Украины в ЕС, выгоды и риски от создания зоны свободной торговли, по результатам социологического опроса населения из стран ЕС, их отношение к расширению Союза, отмечено отношение украинцев к вступлению Украины в ЕС. Рассмотрены проблемы и перспективы подписания соглашения об ассоциации между Украиной и Европейским Союзом. Определены показатели внешней торговли Украины за 2015 год.

Ключевые слова: проблемы, перспективы, соглашение об ассоциации.

Providing Economic Security of the Region Countries

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Abstract: The article analyzes the current state of economic security at the regional level. Determined that economic security is seen as the qualitative characteristics of the economic system that determines its ability to maintain normal living conditions of the population, ensuring sustainable resources, economic development and consistent implementation of national and state interests. It was established that the problem of economic security is important at any stage of development, but it takes special urgency in times of crisis and transformation periods when internal and external threats to the economic security of the country intensified. Determined that the issue of economic security should be considered as actually in the economic area and in the fields of economy crossings with neighboring areas. In the analysis it was found that in Ukraine a low level of economic security regions, so it is important to consider the factors that will display threat to quantify the economic security of the region, are sensitive to changes in macro and microenvironment and are stored in a strong relationship.

Keywords: economic security, region, economic system, security, regional development, external and internal threats, related areas.

Current spatial development of regions in Ukraine related and caused by deep process of transformation of social relations in general. Trends in regional economic systems are determined by changing the form of the state system. The constituent element of the system is a region whose development system is defined by creating effective economic organization and economic mechanism, under-developing the legislative framework in this direction. With the rapid changes in the environment the presence of effective mechanisms of social and economic systems that ensure efficient flow of production and social processes in the region is becoming increasingly important. Achieving an appropriate level of economic security of regions of Ukraine in conditions of economy requires the creation of a mechanism that has always clearly regulated, allows to realize and protect national and territorial interests.

As international experience shows that economic security is a guarantee of independence, stability and effective condition of society and to achieve success. The problems of economic security of Ukraine as a condition of its renaissance attracts increasing attention of politicians, scientists, most of the general population. Economic security is a set of conditions and factors that characterize the current state of the economy, stability, and sustainability of its development as progressive. It is traditionally regarded as the most important qualitative characteristics of the economic system that determines its ability to maintain normal living conditions of the population, ensuring sustainable resources, economic development and consistent implementation of national and state interests [2].

Threats to economic security regardless of origin, consequences, forms of expression or reflection in the mind can be distinguished into two general types: 1) those relating to the status and description of the same threats; 2) those relating to the status and description of the object to which these threats affect.

The first type are the following threats to the economic security of the country: the place of origin: internal and external; the duration of action: temporary, permanent; short and long term; the nature of focus: direct and indirect; for the attitude to them objective and subjective; for the probability of occurrence, incredible, unlikely, likely, very likely, quite likely; for the management: managed, unmanaged; for forecasting possibility, predictable, unpredictable; if possible prevent, force majeure, no force majeure, explicit, latent; by remoteness in time: immediate relatives (year), long (more than one year) and others.

The second type include threats relating to the status and description of the object to which such threats affect. These include: the size of the loss, significant, catastrophic, minor; the spread of the effects: general, local, complex; occurrence in nature: political, economic, social, legal, military, technological, scale implementation: national, local, individual; by sector focus: manufacturing, financial, export and import,

technological, institutional, socio-economic, demographers, economic, military and economic, ecological and economic, the other [3].

This classification of threats to economic security of the country makes it possible to determine action or sequence of actions to protect national interests, creating conditions for the integrity, stability and progressive development of the Ukrainian state. The economic security system of Ukraine should be built so that it could detect the early stages of various destructive factors to choose measures to prevent their harmful actions and damage to the economy [4].

The best from this perspective is the allocation of regional economic security. In the overall structure of state economic security the economic security of the region is a leader, especially on the scale, scope potential economic impact on other levels of economic security. [1] The economic security of the region can be represented as a set of state conditions and factors that characterize the stability, sustainability and the possibility of consecutive economic development of the region as part of its integration with the economy of the country. As the scale of the country and each region in terms of economic security should explore with all the areas of the region, including the development of industry, agriculture, availability of raw energy, scientific and technological capabilities, providing human resources and others.

The economic security of the region depends on its resources and production capacity, investment support, the degree of economic freedom in the country regions, the regional fiscal policy, level of development of market infrastructure, availability of trained personnel for local governments. The economic security of the region is characterized by the degree of possibility of forming his own policy on the basis of its specificity and not to the detriment of the state.

Regional economic security has its own structure, which is set many of its constituent fields. Every component in regional economic security must be seen as a subsystem of a unified economic system of the region and plan for each subsystem package of measures to create security conditions [5]. The structure of the economic security of the region, there are three major block:

1. economic independence, which means the ability to control regional power over regional resources (within the office) and to achieve a level of production efficiency and product quality, would ensure its competitiveness and equal opportunity to participate in an international, inter-regional trade, exchange scientific and technological advances;

2. stability and sustainability of the regional economy, which makes the protection of all forms of ownership, creating a safe environment guarantees for business, deterring factors that can destabilize (the struggle against criminal organizations in the economy, preventing serious gaps in income distribution that may be the cause of social disruption);

3. The ability to self-development and progress, that is creating a favorable climate for investment and innovation, the constant modernization of production, professional, educational and cultural level of workers.

Thus, the economic security of the region is a set of measures designed to constant, continuous development and improvement of the regional economy, necessarily involves a mechanism counter external and internal threats. The economic security of the region has its own structure of threats, covering the full range of measures of negative economic, legal, environmental and other impacts on the territorial integrity and economic security of the region (Figure 1).

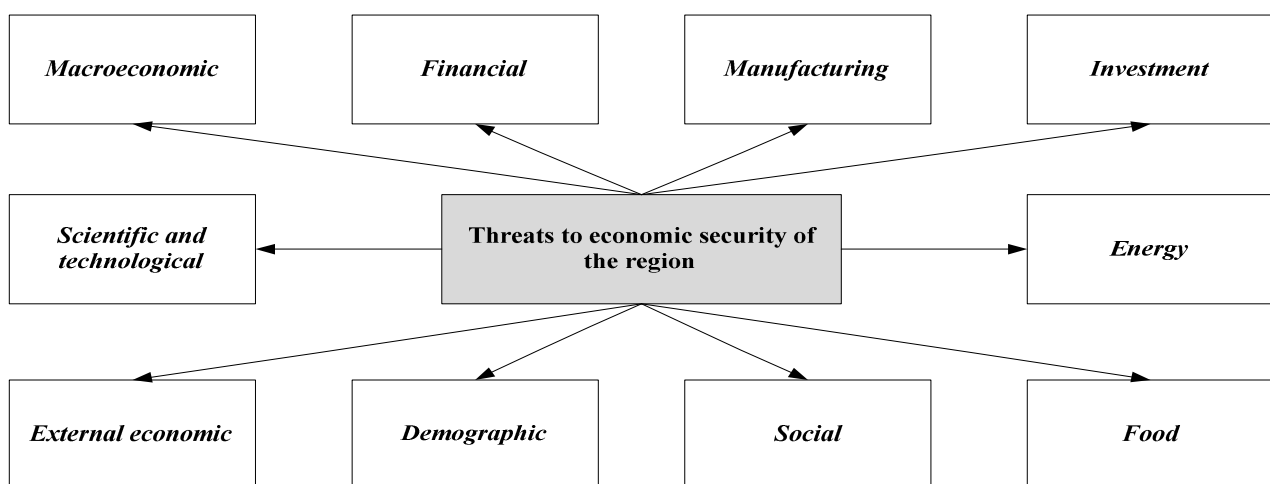


Fig. 1. Structure of threats to economic security of the region

Based on the real situation in the Ukrainian economy in the process of reform are the following key economic threat: increased structural deformation economy, reducing investment and innovation activity and the reduction of scientific and technological capacity, tendency to transform Ukraine for fuel and raw materials periphery of the developed countries, increased dependence on imports, outflows from the country's foreign exchange reserves and capital deepening stratification of society, the growth of external debt, excessive openness of the economy and its vulnerability in relation to external threats, criminalization of active economic relations [5].

The reasons for the emergence and development of crises in the region caused threats to the economic security of the region can be various factors of destabilization:

1. Insufficient development of economic infrastructure, and above all economic actors – entrepreneurs and businesses. The solution depends largely on the regions and their policy for promoting entrepreneurship.

2. Destruction of technological capacity and de-industrialization of the economy. Offsetting R & D research teams collapse, reducing orders for high-tech products, the transition of highly skilled professionals in other fields of knowledge and, consequently, the development of raw materials and reducing end-branches lead to the degradation of scientific and technical personnel and reduce the competitiveness of the territory. The consequences of such a threat to the region, on the one hand, have a long-term nature, and on the other, in terms of a territorial specificity, may even result in the loss of some "links" scientific capacity and de-intellectualization of society.

3. The decline in production and a loss of domestic market. Constantly underemployment of production capacity, the closure of some plants and, consequently, the destruction process leads to clotting potential progressive restructuring on its own economic base.

4. Loss of external market. Increasing exports of raw materials instead of high-tech products reduce foreign exchange earnings and the possibility of renewal of machinery and equipment, forms the negative foreign trade balance. Irrational use of foreign currency loans in the absence of strict regulations make transactions on the domestic market unattractive to foreign investors.

5. Imperfect legislation regulating the rights and responsibilities of the regions. Imperfect or absence of such a base causes of conflicts, such as those that arose in the Russian Federation – Chechnya or Primorye, Italy – Piedmont or Sicily, Ukraine – Crimean autonomy, England – Northern Ireland. This list can be extended.

6. Irrationality of financial policy. In economically developed countries (USA, Germany, Japan), the share of local finance accounts for 50–60% of the financial resources of these countries. Ukraine is significantly behind in this respect from developed countries. To ensure the economic security of the region need to create a network of regional banks; providing the right regions of loans and lotteries, collecting local taxes and fees; free assembly of regional financial balance; formation of special funds; financial stability of enterprises owned by regional authorities.

7. Violation financial security areas. It is reflected primarily in the social sphere, reducing subsidies to local budgets and leads to overall instability of the regional economy and the national economy.

8. Existing currency risks, inefficient use of state and local budgets.

9. The excessive influence of foreign capital on the development of certain strategic sectors of the national economy, threatening the economic independence of Ukraine growing share of foreign capital in such areas.

10. The loss of food independence. Aggravation of price disparities between industry and agriculture, the full opening of the domestic market for imported foods at reasonable rejection of protectionism on domestic producers leading to increased uncertainty in the provision of sustainable products, increased dependence on supplies from other regions, the destruction of the agricultural sector.

11. Rising unemployment and weakening of motivation. Increasing the burden on working people (social support dependents), lower living standards, sharp differentiation in incomes, the destruction of the consumer market is the rise of social conflicts and negative attitudes towards economic transformation.

12. The criminalization of the economy. Rising economic crime causes people to mistrust possibility of providing legal protection.

13. Irretrievable deterioration of the environment. Increasing anthropogenic load and imbalance of natural complexes leads to the increasing number of diseases and forced migration of people to other, more favorable regions.

The complex of measures that form a system of economic security of the region is crucial to belong prevention of threats. From the standpoint of economic security is important to evaluate and predict the impact of expected threats, as well as economic and non-economic influences on their progress, and most importantly – identify the possibility of a sharp decline and critical threshold. Along with forecasting and

analysis arises inverse problem, which consists in the development and implementation of measures aimed at preventing the crisis and to overcome the critical threshold.

At the same time, the economic security of the region has facilities at the crossroads of other possible areas: social, environmental, information. Therefore, the problem of economic security should be considered as actually in the economic field and in related areas. In view of this, one could argue that measures to provide economic security regions should take into account the complex economic, environmental, legal, geopolitical, and other conditions, and provide:

protection of the vital interests of the country and its territories on resource potential;

conditions for the preservation and survival of regional structures in terms of possible future crisis and development;

regional competitiveness in domestic and global markets and the stability of the financial situation of the country;

creating internal and external security of the destabilizing effects;

conditions for stable and normal reproduction of social processes.

These measures should be consistent with the overall strategy for regional development and the concept of socio-economic security, hence the need to:

1. The regions ranking of the degree of negative impact situations prevailing in the regions; determination crisis regions, a situation which should be controlled by appropriate structures;

2. Identify priority activities undertaken to change the situation in crisis areas and with limited resources;

3. Continuous monitoring of the implementation and evaluation of the actual effectiveness of the measures taken to implement. Such a control will take timely measures in case of increase of social and economic tensions in the region to a critical level.

That is, the economic security of regions should be included among the basic principles of the formation and implementation of regional policy. However, as the economic security of the country and the region is not the prerogative of a particular state agency or service. It should be the entire system of public authorities, all units and structures of the economy. Ministry of Economy of Ukraine developed the concept of regional economic policy provides greater economic autonomy to the regions, creating free economic zones of a reasonable fiscal policy, the optimal distribution of productive forces. You also need to prepare a cadre of managers who understand the problem of modern economic development and are able to solve them.

Therefore, to achieve maximum effect should ensure the completeness of target comprehensive program of economic security of the region, which its development and implementation should include the following steps [6]

1. Identify the presence of problematic situation in the region and formulating specific problem.

2. Select a problematic situation that decided program: defining the desired state economic security object (not assessed as threatening); identification and assessment of existing destabilizing factors; determination and assessment of anticipated losses from identified threats; assessment of threats according to their importance, so the onset; decision on the choice of the problem situation.

3. Formation of goals and objectives (the hierarchy of objectives) economic security.

4. Predefined necessary resources to address the problem situation, imposing restrictions on types of resources.

5. Develop a strategy to ensure economic security as a set of actions – methods, techniques, means to achieve program objectives.

6. Clarification amount of available resource support to implement the chosen strategy and its distribution by types of events and time.

7. Drafting target program and its coordination with other existing.

8. Approval of the program, bringing to the performers.

9. Creating institutional mechanism to control the target program.

Thus, one could argue that under current conditions there is an urgent need to improve the system of economic security. Such a system of economic security of the region should focus on ensuring economic independence, stability and sustainability, capacity for self-development and progress. Its basic principles should be comprehensive and systematic, flexibility comparable costs for the safety and future losses threats. The system of economic security regions must fulfill a number of special features, including the main timely, prompt detection, forecasting threats to economic security. Among these threats are both negative tendencies and processes of economic, political, social, technological, energy and environmental, as well as targeted actions that attack, from within and without the society that pose a threat to the interests of the country;

prevention, neutralization or localization of identified potential and real threats to the country, through appropriate legislative, administrative, economic, informational activities; direct opposition media or sources of these threats by implementing appropriate mechanisms.

Based on the above threats basic directions economic security of Ukraine's regions is to improve the legal framework; development and implementation of long-term regional economic development programs; conservation of resources, restoration and development of industrial potential of the region; the development of an independent fiscal policy regions, and training of qualified personnel administrative management.

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Обеспечение экономической безопасности регионов страны

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Аннотация: В статье проанализировано современное состояние экономической безопасности на региональном уровне. Определено, что экономическая безопасность рассматривается как качественная характеристика экономической системы, которая определяет ее способность поддерживать нормальные условия жизнедеятельности населения, устойчивое обеспечение ресурсами развития народного хозяйства, а также последовательную реализацию национально-государственных интересов. Установлено, что проблема обеспечения экономической безопасности важна на любом этапе развития страны, но особую остроту она приобретает в кризисные и трансформационные периоды, когда внешние и внутренние угрозы экономической безопасности страны усиливаются. Определено, что проблему экономической безопасности необходимо рассматривать как собственно в экономической сфере, так и в областях пересечения экономики со смежными сферами. В процессе анализа было установлено, что в Украине низкий уровень экономической безопасности регионов, поэтому важно учитывать факторы, которые количественно отразят угрозы экономической безопасности и будут чувствительны к изменениям в макро- и микросреде и находиться в сильной взаимосвязи.

Ключевые слова: экономическая безопасность, регион, экономическая система, обеспечение, развитие региона, внешние и внутренние угрозы, смежные сферы.

Analysis and Assessment of the Structure of Real Economy the Zaporozhye Region

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Abstract: In this article the structure of real economy of the Zaporozhye region has been identified and examined. The place of real economy in the creation of gross value added of the region has been determined. Analysis of the structure by economic activities for the period 2010-2014 years has been conducted and the sectors of manufacturing which presented in the region have been considered by using the concept of technological ways. As a result of the analysis it was determined that the real economy of the Zaporozhye region is characterized by a low level of innovation and a high level of resource and energy consumption, and that it has the following main imbalances: low share of production of material services and the tendency to its reduction, the tendency to further increase of the share of mining industry, reduction of the share of manufacturing, lack of high-tech industries in the composition of the manufacturing (industries which represented in the region belong to the 3-rd and 4-th technological ways).

Keywords: real economy, structure of real economy, region, goods, material services, economic activity, technological way.

Економічний розвиток держави та її регіонів можливий за умови збалансованої структури економіки. Особлива роль в ній належить реальному сектору, як основній продуктивній силі, що забезпечує економічне зростання та є підґрунтям для функціонування та розвитку інших секторів та галузей. Зважаючи на те, що Запорізький регіон займає вагомe місце серед інших регіонів України, однак, відноситься до регіонів радянської індустріалізації, актуальним постає питання структурної трансформації реального сектору його економіки, що вимагає аналізу та оцінки його наявної структури. Питанню реального сектору економіки присвячені праці таких вчених, як Л.Г. Ліпич, Л.В. Шинкарук, В.М. Геєць, Б.Є. Квасюк, Д.В. Ключин та інших, однак питання збалансованої структури реального сектору економіки досі є актуальним для поглибленого вивчення, а питання структури реального сектору економіки Запорізької області є майже не розглянутим.

Метою дослідження є здійснення аналізу та оцінки структури реального сектору економіки Запорізького регіону та визначення її основних дисбалансів. Об'єктом вивчення є реальний сектор економіки. Предмет дослідження – методи та прийоми аналізу та оцінки структури реального сектору економіки Запорізького регіону.

Реальний сектор економіки є економічною діяльністю зі створення речових благ і матеріальних послуг, за допомогою яких здійснюється задоволення суспільних потреб [1, с. 218]. Таке визначення дає змогу представити структуру реального сектору економіки Запорізького регіону наступними видами економічної діяльності (на основі видів економічної Державної служби статистики України):

а) виробництво товарів:

1. сільське господарство, мисливство, лісове господарство, рибальство, рибицтво;
2. добувна промисловість;
3. переробна промисловість;
4. виробництво та розподілення електроенергії, газу та води;
5. будівництво;

б) виробництво матеріальних послуг:

1. торгівля, ремонт автомобілів, побутових виробів та предметів особистого вжитку;
2. діяльність готелів та ресторанів;
3. діяльність транспорту та зв'язку.

Частка реального сектору економіки Запорізької області у валовій доданій вартості (ВДВ) регіону за 2010-2014 рр. збільшилася з 70,76 % у 2010 р. до 72,41 % у 2014 р., варто зазначити, що у 2013 р. відбулося незначне скорочення його частки до 70,03 %, однак у 2014 р. відбулося відновлення його зростання (табл. 1). У структурі переважає виробництво товарів (частка ВДВ збільшилася з 69,89 % у 2010 р. до 75,05 % у 2014 р.). Частка виробництва матеріальних послуг за означений період знизилася з 30,11 % до 23,90 %. Найбільшими структурними елементами є переробна промисловість, торгівля, ремонт автомобілів, побутових виробів та предметів особистого вжитку, сільське господарство, мисливство, лісове господарство, рибальство, рибицтво, на які сумарно припадає більше 70 % ВДВ реального сектору (рис. 1).

Таблиця 1

Реальний сектор економіки Запорізької області за 2010-2014 рр. [розраховано за даними 2;3]

	2010		2011		2012		2013		2014	
	млн. грн.	%	млн. грн.	%	млн. грн.	%	млн. грн.	%	млн. грн.	%
ВДВ регіону / Частка реального сектору у ВДВ регіону	37858	70,76	42168	71,51	45303	72,53	45822	70,03	54290	72,41
Реальний сектор економіки	26788	100,0	30156	100,0	32859	100,0	32087	100,0	39310	98,96
Вир-во товарів	18722	69,89	20957	69,50	24441	74,38	23423	73,00	29504	75,05
Вир-во матеріальних послуг	8066	30,11	9199	30,50	8418	25,62	8664	27,00	9806	23,90

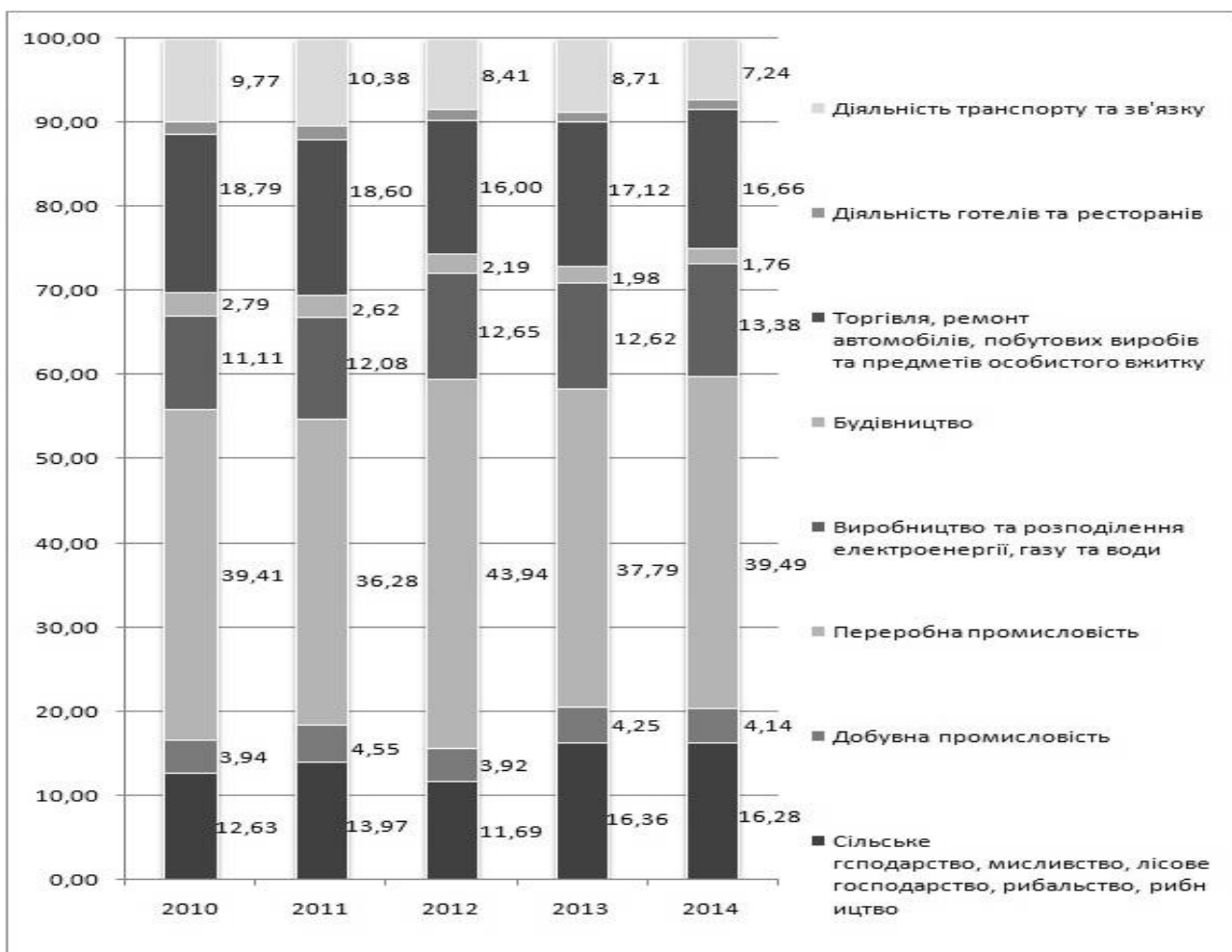


Рис. 1 – Структура реального сектору економіки Запорізького регіону у 2010-2014 рр., у % ВДВ [розраховано за даними 2;3]

За період 2010-2014 рр. частка сільського господарства збільшилася з 12,63 % у 2010 р. до 16,28 % у 2014 р. У добувній промисловості відбулося незначне зростання (на 0,2 %). Частка переробної промисловості збільшувалася до 2012 року, однак з 2013 р. відбулося її зниження до рівня 2010 р. Питома вага торгівлі, ремонту автомобілів, побутових виробів та предметів особистого вжитку знизилася за період розгляду на 2,13 %.

Важливим аспектом аналізу структури реального сектору економіки Запорізької області є деталізований розгляд переробної промисловості в регіоні. Основними її складовими представленими в області є: металургійне виробництво, виробництво готових металевих виробів, крім машин та устаткування (за період січень-листопад 2015 р. його частка у загальному обсязі реалізованої продукції склала 37,6 %, індекс цього виду промислової продукції у 2015 р. до 2014 р. склав 98,2 % [4]); машинобудування, крім ремонту і монтажу машин та устаткування (частка у обсязі реалізованої продукції – 14,2 %, його індекс промислової продукції – 93,4 % [4]); виробництво харчових продуктів, напоїв та тютюнових виробів (частка у обсязі реалізованої продукції – 8,3 %, індекс цього виду промислової продукції – 94,8 % [4]); виробництво коксу та продуктів нафтоперероблення (частка у загальному обсязі реалізованої продукції – 4,2 %, його індекс промислової продукції – 71,5 % [4]). На означені галузі припадає більше 60 % від загального обсягу реалізованої продукції в регіоні (показники індексів промислової продукції для означених видів економічної діяльності пояснюються загальним кризовим станом економіки країни). Також в регіоні представлені такі галузі як виробництво гумових та пластмасових виробів, виробництво хімічних речовин та хімічної продукції, текстильне виробництво, виготовлення виробів з деревини, виробництво паперу та поліграфічна діяльність ті інші, однак їх частка в обсязі реалізованої продукції є незначною.

Розгляд представлених в регіоні галузей за концепцією технологічних укладів [5; 6] свідчить про те, що в Запорізькій області провідне місце займають галузі 3-го та 4-го технологічних укладів, високотехнологічні галузі 5-го та 6-го укладів не представлені.

Таким чином, на основі проведеного аналізу варто відзначити, що реальний сектор економіки Запорізького регіону займає провідну роль у виробництві ВДВ області. Його існуюча структура є вразливою та характеризується низьким рівнем інноваційності, високим рівнем ресурсо- та енергоємності (оскільки домінуючими є металургійні підприємства). Зважаючи на те, що економіка високорозвинених країн характеризується постіндустріальною структурою та тенденціями до збільшення значення обробної промисловості (в першу чергу машинобудування, електроніки) та сфери послуг на фоні зниження частки добувної промисловості, доцільно зазначити наступні основні дисбаланси структури реального сектору економіки Запорізької області: низька частка виробництва матеріальних послуг та тенденція до її зниження; тенденція до подальшого збільшення частки добувної промисловості; зниження частки переробної промисловості; недостатність розвитку високотехнологічних галузей у складі переробної промисловості. Визначені проблеми є основою для проведення подальшого дослідження, щодо обрання методів та розробки механізму структурної трансформації реального сектору економіки Запорізького регіону.

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Анализ и оценка структуры реального сектора экономики Запорожского региона

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Аннотация: В статье определена и рассмотрена структура реального сектора экономики Запорожской области. Определено место реального сектора в создании валовой добавленной стоимости региона. Проведен анализ структуры по видам экономической деятельности за период 2010-2014 гг. и рассмотрены представленные в регионе отрасли перерабатывающей промышленности с использованием концепции технологических укладов. В результате анализа было выявлено, что реальный сектор экономики Запорожской области характеризуется низким уровнем инновационности, высоким уровнем ресурсо- и энергоемкости, а также имеет следующие диспропорции: низкая доля производства материальных услуг и тенденция к её снижению, тенденция к дальнейшему увеличению доли добывающей промышленности, снижение доли перерабатывающей промышленности, недостаточность развития высокотехнологичных отраслей в составе перерабатывающей промышленности (отрасли, представленные в регионе, принадлежат к 3-му и 4-му технологическим укладам).

Ключевые слова: реальный сектор экономики, структура реального сектора экономики, регион, товары, материальные услуги, вид экономической деятельности, технологический уклад.

The Role of Innovative Technologies in the Educational Progress

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Abstract: The article focuses on the role of innovative technologies in the educational process. In the article the priority directions of innovative activities in the sphere of educational services. Defined the relationship of innovation marketing. Selected strategic directions for the implementation of innovative technologies in the educational process.

Keywords: educational process, innovative technologies, innovation, marketing, educational services.

Особое место в жизни общества занимает высшее образование, а получение качественного высшего образования является одним из приоритетных направлений развития современного мира. Высшее образование имеет целью обеспечение подготовки высококвалифицированных кадров по всем основным направлениям общественно полезной деятельности в соответствии с потребностями общества и государства, удовлетворение потребностей личности в интеллектуальном, культурном и нравственном развитии. В современных вузах происходит постоянный рост конкурентной борьбы за ведущие позиции на рынке образовательных услуг, за эффективное использование ресурсов: абитуриентов, лучших профессоров и преподавателей, иностранных студентов, аспирантов. Особое место в конкурентной борьбе занимает качество предоставления образовательных услуг в высшем учебном заведении и внедрение в образовательный процесс инновационных технологий, направленных на замену старой модели высшего образования на новую. Способность общества применять инновационные знания играет решающую роль для обеспечения стабильного экономического развития государства в целом. Внедрение инновационных технологий в сферу высшего образования связано с изменениями, которые происходят в мировом образовательном пространстве. Поэтому вузы должны учитывать тенденции внешней среды, как национальной, так и мировой.

Современная образовательная система характеризуется коренными изменениями во всех ее звеньях, направленными на достижение нового качества образования. В этой связи определяются основные приоритетные направления таких изменений – обновление целей и содержания высшего образования, методов и технологий обучения на основе современных достижений педагогической науки и инновационных подходов к его совершенствованию.

Изучению и внедрению в образовательный процесс инновационных технологий посвящено значительное количество работ отечественных ученых. Существенных достижений в исследовании этих вопросов добились такие ученые, как А.А. Андреев, В.Н. Кухаренко, В.П. Зинченко, В.П. Колмогорова, Э.Г. Скибицкий, В.Г. Медынский, П.Н. Завлин, Т.П. Воронина, А.П. Ефремов, В.М. Зуев, Б.О. Алимжанов и другие.

Развитие информационно-коммуникационных технологий – одна из причин изменения парадигмы образования, где технологии, экономика, педагогика рассматриваются как одно целое. Под давлением глобальной конкуренции традиционные университеты вынуждены пересматривать свою роль в обществе и распространять свои функции в сторону увеличения доли непрерывного образования [4]. В свою очередь инновационная деятельность имеет большое значение для сохранения и развития вузов в условиях ограниченного бюджетного финансирования. При ее реализации создаются рабочие места для сотрудников, преподавателей, аспирантов и студентов вузов, которые обеспечиваются дополнительным фондом заработной платы при выполнении ими высококвалифицированной работы. Студенты старших курсов имеют возможность подготовиться к работе в рыночных условиях. Решаются вопросы проведения практики студентов на современном оборудовании малых и средних предприятий, созданных с участием вузов. И, наконец, самое главное – инновационная деятельность вузов позволяет обеспечивать цивилизованную коммерциализацию знаний и технологий и создавать в зоне влияния вуза и в регионе необходимую среду для развития

наукоемких производств. Участие в инновационной деятельности выводит вуз на качественно новый уровень и придает ему особый статус хозяйствующего субъекта: серьезного партнера и конкурента на рынке образовательных услуг [5].

Традиционная роль вузов – получение, накопление и передача обществу знаний в форме обучения, публикаций и научных дискуссий становится явно недостаточной, а снижение объемов государственного финансирования науки и образования ставит перед вузами задачу приоритетного развития современных методов управления научными исследованиями, правовой охраной и коммерциализацией инновационных разработок.

Наиболее тесно инновационная деятельность в вузе связана с маркетингом. Можно сказать что, инновационная деятельность и маркетинг взаимно дополняют друг друга. Учреждению необходимо расти, для роста нужно осваивать новые технологии или обновлять уже существующие, в этих целях используют инновации. Для продвижения продукта и стимулирования спроса используют маркетинговые механизмы.

Концепция маркетинга инноваций образовательных услуг предусматривает что, главная задача вуза – установить и удовлетворить не только потребности и интересы потребителей, но и обеспечить долговременное благосостояние как отдельного потребителя, так и общества в целом. Поэтому маркетинг инноваций на рынке образовательных услуг имеет социально-этническое направление [3].

Исторически сложилось что, государственные высшие образовательные учреждения не считаются рыночно-ориентированными, так как выполняют государственный заказ по подготовке квалифицированных специалистов, однако, недостаточное бюджетное финансирование определяет постепенный разворот высших учебных заведений в сторону рыночной ориентации.

С нашей точки зрения, маркетинг инноваций является перспективным направлением на рынке образовательных услуг что, в свою очередь позволит повысить конкурентоспособность высших учебных заведений, и экономику региона в целом.

Примером инновационной деятельности в вузе и внедрением в образовательный процесс инновационных технологий может служить дистанционное обучение, которое объединяет в себе достижения в области информатизации образования, состоящие в использовании компьютерных технологий обучения, компьютерных сетей, телекоммуникаций, новых педагогических подходов.

По мнению В.Н. Кухаренко, дистанционное обучение содействует интеллектуальному и моральному развитию личности, формирует критическое и творческое мышление, умение работать с разными массивами информации и принимать самостоятельные решения [4].

Развитие дистанционного обучения – это решение проблем качества дистанционных курсов, доступа к ресурсам и сотрудничество в создании информационного образовательного пространства [4].

Если рассматривать дистанционное обучение, как систематическое целенаправленное обучение, которое осуществляется на некотором расстоянии от места расположения преподавателя, при этом процессы преподавания и обучения разделены не только в пространстве, но и во времени [1], то существует много факторов, отличающих дистанционное обучение от традиционного (обучения в аудитории). Рассмотрим некоторые из них: преподаватель не имеет возможности видеть реакцию студентов на свои слова и действия; эффективность преподавателя во многом зависит от того, насколько грамотно преподаватель использует современные технологии (как информационно-коммуникационные, так и педагогические); преподаватель при дистанционном обучении должен уделять гораздо больше внимания мотивации студентов; преподаватель должен активнее поощрять желание студентов искать свой собственный путь решения проблемы.

Говоря о концепции развития дистанционного обучения в регионе, можно выделить следующие приоритетные направления этого развития.

1. Создание информационно-образовательного пространства для поддержки дистанционного обучения с использованием информационных компьютерных технологий. Успешное внедрение информационных компьютерных технологий в образовательный процесс зависит от многих факторов и прежде всего от инновационных решений данного учебного заведения. Основной задачей создания информационно-образовательного пространства является формирование требований и поддержка телекоммуникационной информационно-образовательной среды как структуры информационно-образовательного пространства. Основное назначение данной среды – расширение доступа к обучению большого количества людей и получение возможности совместного использования знаний и развития творческой деятельности обучаемых [2].

2. Подготовка педагогического персонала, обеспечивающего функционирование систем гибкого дистанционного обучения. В настоящее время многие учебные заведения пытаются внедрить в образовательный процесс технологии дистанционного обучения. Но проблема заключается в том, что вузы не имеют при этом подготовленных должным образом педагогических кадров. Это, в свою очередь, сказывается на качестве предлагаемых образовательных услуг. Следовательно, необходимо разработать на общегосударственном уровне единые модульные программы подготовки педагогов различных квалификаций: от базового использования информационных компьютерных технологий в учебном процессе до создания и методической поддержки дистанционных учебных программ и передачу их для внедрения и использования в центрах подготовки и переподготовки педагогов. Такая программа должна быть разработана на основе технологий дистанционного обучения, которые могут обеспечить широкомасштабное проведение обучения и общедоступность учебных и методических материалов.

3. Разработка и использование педагогических технологий для поддержки дистанционного обучения. Суть данного направления заключается в том, что при разработке и использовании педагогических технологий происходит внедрение в обучающий процесс новых, альтернативных механизмов передачи знаний, что позволяет сделать процесс обучения более интенсивным и интерактивным.

Педагогические технологии дистанционного обучения – это технологии опосредованного активного общения преподавателей с обучаемыми и обучаемых друг с другом с использованием телекоммуникационной связи и методологии индивидуальной работы студентов со структурированным учебным материалом, представленным в электронном виде [2].

Особенности применения педагогических технологий в условиях дистанционного обучения требуют наличия специальной телекоммуникационной информационно-образовательной среды. Данная среда должна быть сформирована таким образом, чтобы студент имел свободный доступ к информационному обеспечению по всем видам работ и многообразию изучаемых предметов.

Как показывает практика, любые нововведения имеют свои преимущества и недостатки. К преимуществам в организации учебного процесса благодаря внедрению инновационных технологий можно отнести следующие: пользователи дистанционных курсов самостоятельно решают, в какой срок им проходить данный курс, так как задачи доступны в любой момент; возможность освоить курс из любой точки мира, где есть доступ к Интернету; мобильность предоставления информации и гибкая организация учебного процесса; инновационные технологии лучше воспринимаются современной молодежью, для которых всемирная сеть Интернет стала неотъемлемой частью повседневной жизни; использование дистанционных курсов обучения предоставляет значительно больше возможностей для самостоятельной работы студента, способствует формированию навыков самоорганизации и рационального использования учебного времени.

Недостатками в организации учебного процесса благодаря инновационным технологиям, на наш взгляд, могут быть следующие: обучение с использованием дистанционных программ не может заменить прямого общения преподавателя со студентом; дистанционное обучение не в состоянии учесть индивидуальные особенности характера студента и его интеллекта.

Инновационная деятельность в сфере образования обеспечивает значительные конкурентные преимущества, большую устойчивость, способствует занятию лидирующих позиций на рынке образовательных услуг. В свою очередь, снижение технологического потенциала, потеря способности к адаптации новых технологических разработок, ведут к ухудшению позиций на рынке, снижению объемов реализации услуг. Следовательно, необходимо приложить больше усилий по внедрению инновационных технологий в образовательный процесс и организовать работу по следующим взаимосвязанным стратегическим направлениям. 1. Разработка стратегии повышения качества инновационной научно-образовательной деятельности. 2. Обеспечение доступности и гибкости инновационного обучения. 3. Организация сотрудничества и наполнение информационного пространства дистанционными курсами. 4. Региональная и государственная поддержка развития и внедрения современных образовательных технологий в учебный процесс.

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Роль инновационных технологий в образовательном процессе

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Аннотация. Статья посвящена роли инновационных технологий в образовательном процессе. В статье рассматриваются приоритетные направления инновационной деятельности в сфере образовательных услуг. Определена взаимосвязь инновационной деятельности с маркетингом. Выделены стратегические направления по внедрению инновационных технологий в образовательный процесс.

Ключевые слова: образовательный процесс, инновационные технологии, инновационная деятельность, маркетинг, образовательные услуги.

The City Agglomerations in Ukraine: Problems of Economic and Legal Institutionalisation

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Abstract: The article analyzes the features of the economic and legal institutionalization of urban agglomerations in Ukraine. It is proved that the development of the country and its regions depends on the development of urban agglomerations. Agglomeration development management should be aimed at achieving the strategic goals and objectives, adapting the regional economy to take place in the external and internal environment, ensuring the implementation of the priority development projects. In connection with the theoretical and practical bases of formation of urban agglomerations, the main approaches to the legal support of the management of urban agglomerations. The authors have attempted to identify the characteristics and functions of urban agglomerations, the basic requirements for their creation and development in the article reviewed and summarized.

Keywords: City, urbanization, territorial community, agglomeration, sintering-effect, management of urban agglomerations.

Introduction. The development of the country and its regions depends on the development of urban agglomerations. Current global trends have meant that cities lose their compact shape and become powerful figure in urban areas where there is growth and differences in living conditions between regional centers and regional periphery. In this regard, the management of urban agglomerations are becoming more relevant and controversial, particularly the management mechanism territories, distribution of authority and responsibility for making decisions on social and economic development sintering processes at regional level [1, p. 3].

Today in Ukraine there is a real need for developing new approaches to management of urban agglomerations, which would be focused on the current and future needs of the population and business. Thus it is reasonable to take into account the complexity of urban agglomerations as facilities management and ensuring the coordinated interaction between all components of the system in the operation and development process. This is especially true interaction between local communities within the metropolitan area.

Metropolitan areas play an important role in the structure of national economy of Ukraine and promote the strategic objectives of territorial development and implementation of highly valuable projects by combining efforts and sharing the resources of communities that make up the metropolitan area.

Analysis of recent research and publications. Investigation of the formation and operation of agglomerations and their impact on regional economic development, the use of individual components of the resource potential paid a lot of attention from scientists, including S. Bogachev, R.A Dzhabrailov, E.S Hradoboyev, M.S Kukosh, N.V Melnikov, V.M Osipov, N.V Prosyanyk, E.V Tarasevich, A.P Tishchenko, V.A Ustimenko and foreign scientists E. Glazer, P. Krugman, A. Terry, N. Sluky, M. Fujita, Y. Pertsyka, A.Ugryumova. Some aspects of urbanization forms of governance have been the subject of research of following scientists: V. Babaev, A. Batanov, P. Bilenchuk, V. Hlazychev, A. Kolodiy, V.Kravchenko, V. Kuybida, A. Panuhnyk, S.Sahanenko, L.Shevchuk, S. Schulte.

Among international organizations and companies engaged in researching this subject are BSEC, Mckinsey and The Economist Intelligence Unit.

The purpose of the article is to determine the specific features and the economic and legal institutionalization of urban agglomerations in Ukraine

Research results. Analysis of current trends of our state to determine the global issues that have an impact on the social development of agglomerations. One of these problems is the high level of urbanization

of the population in our country. Urbanization processes occurring in recent years related to the development of cities as centers that concentrate all elements of employment, financial, innovation potential.

One of the most characteristic features of modern distribution of productive forces - the development of large cities and surrounding areas, which in turn form the urban areas. Today especially important is the study of the agglomeration as a form of settlement and territorial organization that develops. Concentrating a scientific, technical, industrial and socio-cultural potential, they are the main bases of accelerating scientific and technological progress. Agglomeration brings economic benefit from the convergence of business and industry from a convergence of different industries, localization and urbanization economies [4, p. 35].

It should be noted that the first major urban areas belong to the ancient world. As an example, Athens, Alexandria, and of course the great Rome. Much later, in the XVII century, first agglomerations in Europe were Paris and London, which was a big part of the British Isles. In the XIX century the formation of large urban settlements began in North America [5].

The term "agglomeration" was first introduced by geographer Frenchman M. Rouge. By his definition, urban agglomeration - is the output of non-farm activities and administrative framework for the settlement involvement of the surrounding area. The existing definition today is quite different, but general principle is the process of expansion, growth of the city. Set of criteria is taken into account [6, p. 134].

Modern scholars often give the definition of urban area as a system of geographically connected and economically interconnected settlements united by cultural and domestic, industrial relations, general social and technical infrastructure. This is a qualitatively new form of settlement, a special product of modern urbanization [7, p.25].

Also, very important is the following definition of agglomeration "urban agglomeration is not a new administrative unit, and represents an organizational entity which consists of several local communities, aimed at implementing common functions of local government" [4, p.58].

In this study, metropolitan areas can be defined as complex multicomponent dynamic system that combines compactly located in a particular area group of settlements and the establishment of close economic and cultural ties. Managing this system involves the use of innovative forms of methods and tools of territorial planning and development, due to the necessity of cooperation between local governments of communities that make up the metropolitan area, to meet the common needs and interests.

Agglomeration in Ukraine is not an administrative unit or subject to state control. The term "agglomeration", "urban areas" in the Constitution of Ukraine [8] is not mentioned. The result is a proliferation of natural areas of urban agglomerations, and the lack of an agreed mechanism for allocation of land prevents further agglomeration of industrial development, the construction of highways and other infrastructure.

The lack of an established system of regulation of social and economic development of metropolitan causes inconsistency planning of cities and suburbs, creating the risk of duplication of functions in the executive branch.

According to paragraph 13 of the first part of article 92 of the Constitution of Ukraine territorial structure of Ukraine is determined solely by the law. The territorial structure of the state is a spatial basis for the formation of the public authorities and the Basic Law does not provide the formation of local authorities and local authorities at the "urban agglomerations". It is the practical content of these concepts can be obtained only after the adoption of the Ukraine a separate law or several laws such as "On administrative-territorial system" and "On agglomeration of settlements."

Urban areas characterized by concentration of scientific and experimental base, which is the objective law of development of space subdivisions. In addition, in terms of opportunities arising agglomeration vertical integration of production with subsequent decrease operating costs. One of the differences is a clear definition of signs of agglomeration. Significant impact on the allocation of resources produces savings in a particular area of significant economic potential. Therefore, the term agglomeration should be understood as territorial entity with the following properties:

- agglomeration occurs at the base of the city and creates a significant urban zone, absorbing neighboring towns;

- a high degree of territorial concentration of various industries, especially industrial, scientific and educational institutions, as well as high population density;

- makes a crucial transformative impact on the environment, changing economic structure of the territory and social aspects of life.

The main requirement for formation and development of agglomerations is the presence of a legal framework (creation and operation of agglomerations determine the rights and obligations of participants) and infrastructure (integration into a network of complex projects at the metropolitan area) [9, p.34].

Development management of agglomerations should be aimed at achieving the strategic goals and objectives, adapting the regional economy to changes occurring in the external and internal environment, ensuring the implementation of priority development projects.

As the A.F Miller: "happens in the developing agglomerations two connected areas: social and economic." It is the social development process depends on agglomerations improving the social welfare of the territorial community based provision of social standards guaranteed by the State, that are indicators of living standards, life expectancy, health status, educational potential person, and so on. Economic development process in agglomerations should be seen as the process of improving the quantitative and qualitative characteristics of the economic system through the use of industrial, natural, human and financial resources [10, s.134].

Development of agglomeration is characterized as a process in which people interact with the government, business and academic organizations, local communities and various associations to improve the economic, social and cultural conditions of life of residents. So sintering process can be seen as a dynamic process of development areas that have a high social and economic potential, infrastructure, favorable business development, which makes it possible to identify the main trends in the region and take them into account when developing regional programs and strategies depending on available social and economic conditions. It should be noted that the agglomeration effect of placing industrial arises as a result of increasing the level of security of individual businesses and labor resources of the distance from the central core (and their reduction) at the same time maintaining a very high level of engineering service production and quality of industrial personnel in peripheral zone sintering. However, agglomeration effect is maintained in a suburban area by approaching any company for rapid and reliable communications and high-quality communication, as well as with the approach and close cooperation with the central core, which is a center of concentration of higher levels of commercially oriented service establishments [11].

Analyzing the fundamental documents of international organizations should mark their vague position on urban agglomerations. In particular, the Town Planning Charter CIS only declared intentions to create a system of legal documents that provide regulation of urban development aimed, in particular, on the optimal use of areas and productive forces [12]. The Declaration on cities and other human settlements is determined that the process of urbanization in the world has led to the concentration of population in urban areas suffering from a lack of coordination of the management of the areas, on the other - are limited only appeal to the authorities in large urban agglomerations organize a fair, established and functional urban life [13].

In modern conditions of economic development, urban areas are the centers of change, because it is focused new processes of social and economic development, new forms of technology and management.

Agglomeration performs five important functions for economic development. First, they are mostly administrative centers of the regions, giving rise to the problem of the distribution of power and authority between metropolitan areas and national economies, and also determines the form of inter-institutional cooperation with other geographically close agglomeration centers. Second, act as metropolitan centers of concentration not only production, but also distribution, exchange and consumption (retail, business services, etc.). Thirdly, agglomeration located at the intersection of transport and communication channels between the other regions that act as a sort of regional nodes in its relations with the rest of the world. Fourth, serves as sintering incubators of innovation, research and educational centers, and therefore often have a crucial role in the transition area of specialization on new and more productive sectors. And fifth, metropolitan area is the most cultural potential of the region, performs a strategic role in educational policy that promotes the development of human capital. Moreover, agglomeration effect creating "cultural leader", affecting the overall image of the entire region in the international arena.

These five dimensions metropolitan area particularly evident when comparing the changes in the role of cities and peripheral areas that have taken place in Europe over the past decades. So, 70 years of small and medium enterprises were relatively evenly distributed throughout the territory and primarily concentrated in small settlements. That is the role of the average city limited the provision of traditional commercial and social services for the population of the surrounding areas. Export potential also occurred mainly due to agricultural areas. Moreover, the cities were in competition through a similar economic structure [14, p.112].

As noted earlier, the management of urban agglomerations not investigated, not developed organizational and economic mechanism of management, there is no systematic approach to the conditions and prospects of agglomerations.

While in theory the problem of managing large cities are no longer seen as independent and transformed to urban agglomerations management tasks, in practice the situation is less clear. Here there are different options, depending on the specific policies of a country or region: 1) management of large cities and urban agglomerations administration formed around them are treated as two separate tasks for which use

different tools; 2) management of urban areas comes to the fore, and the city as education, historically, to a greater or lesser extent dissolved in the new management structures; 3) acts as a central task of management is a major city conurbations management issues are not given special attention. At the present stage in our country given priority to the third option, while acceptable is one of them that would combine harmoniously solve complex of problems upgrading territorial structure of Ukraine [15, 38].

Despite the natural path of agglomerates which could not be created artificially, but you can actually "recognize" by the relevant government agencies and to develop tools for their effective development, problem identification and legal institutionalization of urban agglomerations, their criteria and the number is quite controversial [16, p. 49].

In most constitutions of the world material and financial independence of local authorities is fixed. An example would be Germany and France, the law which clearly defined powers and ownership of the resources of local importance. Local governments directly involved in economic activity, the relevant operating companies and services, manage their property, and this corresponds to the corporate status of municipalities, the institution of municipal property, contract form business relationships with private entrepreneurs of the municipality [17].

Unfortunately, the uneven development of areas linked to resources and property owned by each administrative unit. For example, small administrative unit is located far from the city core metropolitan area and has much less fiscal capacity index and a smaller amount of resources needed for development of the territory and provide a higher level of quality services to the residents of the area. On the other hand, more cost-capable municipalities have problems with limited resources such as land, water, electricity, and so on. The combination of interests of cities and town agglomerations should be mutually beneficial in the economic sphere and the social. From this collaboration can be the effect when the utility company and is registered in the territory of one of the metropolitan area, obviously, other actors do not get even a direct effect on tax revenues to their budgets, but they can get the "social impact", solving the problem employment in the settlements [1, p. 56].

To ensure socio-economic development of urban agglomerations should ensure the improvement of investment attractiveness of cities, villages, towns, harmonization of the branches, establishing relationships of support and cooperation between governments, business entities of all forms of property and people. The main objectives of the authorities to manage the productive forces agglomerations should be: improving and ensuring an adequate level of housing maintenance, stabilization of heat supply enterprises, lower cost thermal energy, improve service quality, technical re-housing, creation of market services and introduction of competitive principles in every area utilities. Thus, establishing mutually beneficial relations between the surrounding territories within the metropolitan area is an objective necessity and creates additional opportunities to attract investors to the region and agglomeration.

In foreign practice different approaches to manage agglomerations are used. There are five major management models, which include: one-tier management model, "dvohrivneva" model, multi, contract management model and agglomeration, the management of which are the regional authorities.

The first management model - creating a single municipality, including the entire territory of the metropolitan area (one level of local government). According to this model, the existing metropolitan area municipal authorities liquidated and their territories can maintain the status of administrative units, but no independent electoral authority, its own budget. This will create a single center of decision-making and responsibility for the metropolitan life. The feature of this model is that for the formation of metropolitan area using a simple administrative-territorial structure, in its territory creates one municipality (one level of government), where the territorial reorganization of the previously existing municipality. These agglomerations applying the model municipality metropolitan area include Los Angeles, Toronto [18, p. 25].

The second management model aimed at creating within metropolitan municipality "second level" while maintaining pre-existing municipalities. Under this model, the services of the municipality continue to "grass roots level" and transferred the functions created sinter formation. In this case, distinguish metropolitan area of policy and contractual separation of powers. Agglomeration directive on separation of powers extend a single decision-making center, leading to conflict between levels of government. This form of management can effectively divide the municipal services provided to the population of the metropolitan area as a whole and to individual municipalities in particular. As for the agglomeration of the contracting division of powers, for it is typical to create the most flexible mechanisms of distribution functions and expansion of cooperation. But in this form the majority of the possible redistribution of powers is for core metropolitan area. Also option to delegate authority agglomeration - only administrative functions (the model of "two boards" - one administration). The options "duplex agglomerations" with direct election of representative bodies and formation from delegates of municipalities "grassroots level" of independent

revenue sources agglomeration district and its operation by contributions from other budgets. This model is used by Stockholm, Montreal. The difference from the two-tier multi-agglomeration that agglomeration for management created three levels of government. An example of a multi metropolitan area may be "Greater Paris", whose core is surrounded by two belts suburbs, small "crown" and a large "crown." Small "Crown" comprises four departments (two crown form Paris Administrative Region - Île-de-France, which is a special 60 territorial entity created to form a metropolitan area). In Île-de-France isolated urbanized area, where more than 40% working Paris agglomeration. The control system consists of the Paris agglomeration Region Île-de-France, managed by the regional government, which is elected for six years [18, p. 35].

The fourth model of agglomeration control is "fragmented agglomeration" (contract agglomeration), whose main areas of work - the development strategies of metropolitan areas, cooperation in the implementation of infrastructure projects and services to individual municipalities on the territory of the metropolitan area. This model is an agglomeration formation by creating contracts based on different territorial units eligible to have a regional status and the status of municipalities, or the formation of both types.

The fifth model of agglomeration governance is an agglomeration where management is provided by regional authorities. This model is used in cases where agglomeration occupies the bulk of the territory of the region, and provides many services to the general level of sintering is the responsibility of regional authorities. The experience of agglomerations are the most effective management models that provide sufficient flexibility in making decisions, taking into account the interests of various subdivisions, preservation of human units.

Conclusions. Obviously, the sintering process is unstoppable, they will develop. At the present stage should be aware that constitute urban agglomerations, for what purpose they are created, how they operate and how to pull out of the process of forming the maximum benefit for the economy and society.

Despite all the positive consequences for economic growth by creating agglomerations today the formation of urban agglomerations in Ukraine has many difficulties.

In the domestic legislation there is still no clear definition of "agglomeration" and clear criteria that would help to define agglomeration borders. The result is proliferation of natural areas of urban agglomerations, and the lack of an agreed mechanism for allocation of land prevents further agglomeration of industrial development, the construction of highways and other infrastructure.

The lack of established regulation system of social and economic development of metropolitan causes inconsistency planning of cities and suburbs, creating the risk of duplication of functions in the executive branch.

To solve these problems is necessary to create an appropriate legal framework for sustainable socio-economic development of agglomerations necessary legislative consolidation of the concept of "urban agglomeration" and the principles of its creation and operation.

It is also necessary to create strategic plans of agglomerations and their acceptance and adoption at regional, city and district councils.

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Городские агломерации в Украине: особенности экономико-правовой институционализации

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Аннотация: В статье проанализированы особенности экономико-правовой институционализации городских агломераций в Украине. Обосновано, что развитие страны и ее регионов зависит от уровня развития городских агломераций. Управление развитием агломераций должно быть направлено на достижение стратегических целей и задач, адаптацию экономики региона в происходящих во внешней и внутренней среде, обеспечение реализации приоритетных проектов развития. В связи с чем рассмотрены теоретические и практические основы формирования городских агломераций, основные подходы к правовому обеспечению управления городскими агломерациями. Авторами сделана попытка выявить характерные особенности и функции городских агломераций, основные требования к их формированию и развитию. В статье рассмотрено и обобщено агломерационный процесс как динамический процесс развития территорий, представлено модели управления городскими агломерациями.

Ключевые слова: город, урбанизация, территориальная община, агломерация, агломерационный эффект, управление городскими агломерациями.

Macroeconomic Policy of the State as a Means and a Goal of Institutional Order Transforming

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Abstract: A deviation from the linear macroeconomic research to its analysis using institutionalism systematic approach allows to rethink its place in the society and to trace transformation processes in the economy in the context of the coordinated evolution of institutions. The possibilities of macroeconomic policy in shaping the institutional order of the economic system are shown. The main subject of institutional changes is the state, which, using the means of macroeconomic policy, formalizes the institutional constraints. The types of institutional changes in the context of welfare economics, the doctrines of pluralism, class theories and social choice theories are studied. The focus is given to macroeconomic policy and institutional order in the context of the doctrine neoinstitutionalism. The conditions governing the performance of the institutional order are outlined. Macroeconomic policy as an efficient mechanism for institutional change can be seen as an objective. Effective mechanism (institutional order) cannot be created without the participation of the state, that must become an effective coordinator of the links between social and economic institutions in the public interests. The state through formal restriction system should help minimize transaction costs and create an institutional environment comfortable for economic activity. To achieve the goal, it must necessarily take into account the economic mentality peculiarities (economic culture) of the society and its basic structural elements. Simultaneously, macroeconomic policy via established institutional order can be an effective tool for the implementation of prior public institutional changes. The state may direct the activity to the limitation of outdated, inefficient institutions; to the rapid introduction of institutions that promote technological changes; to mitigating the adaptation of the society to the new challenges.

Keywords: macroeconomic policy, state, institutionalism, institutional structure of the economy, institutional order, institutions, transaction costs, institutional changes.

Макроекономічна політика держави сьогодні розглядається не тільки у площині кейнсіанських, але й неокласичних підходів в економіці, які проте зосереджені на методологічних здобутках позитивізму. Загальні тенденції наукового аналізу постпозитивізму обумовлюють відхід від лінійного пояснення макроекономічної політики до її розгляду в площині системного підходу. Методологія системного аналізу суттєво розширює арсенал економічних досліджень. Передусім це стосується інституціоналізму, напряму економіки, який залучає в якості основних об'єктів взаємодії соціально-економічні інституції та організації. Проблеми, з якими зіштовхується наука, мають різний рівень структурованості: одні досить чітко окреслені й деталізовані з точки зору кількісних оціночних характеристик; інші є якісними проблемами, тобто не деталізовані й чітко не окреслені. Системний підхід є особливо доречним для вирішення недостатньо структурованих і складних економічних проблем, які мають змішані кількісні і якісні оцінки. До такого роду проблем належить реалізація макроекономічної політики в контексті скоординованої еволюції інституцій. У такій площині метод аналізу є як предметом аналізу, так і відображенням об'єкту аналізу, а це дозволяє відстежити трансформаційні процеси в макроекономічній політиці в контексті як засобу, так і мети.

Метою дослідження є з'ясувати місце та можливості макроекономічної політики у формуванні інституційного порядку економічної системи.

Сучасний інституціоналізм дозволяє спрогнозувати якісні характеристики інституційних змін економічної системи, залучаючи до аналізу крім фізичних та технологічних обмежень, притаманних неокласичній економічній теорії, обмеження, що втілені в інституційній структурі суспільства. Провідну роль у створенні нового інституційного порядку, який би адекватно відповідав вимогам суспільства, відіграє держава. Держава є розвиненою інституцією, яка характеризується територією, нацією з окресленими національними інтересами, встановленими нормами права, що *обмежують поведінку* індивіда. Вона ініціює інституційні зміни, визначає їхню мету та завдання. Важливою особливістю держави є її спроможність створювати нові інституції: надавати форми легітимності тим нормам і правилам, які найбільше відповідають її інтересам [11, с. 95]. Держава координує ієрархічні вертикальні зв'язки між соціально-економічними інституціями, надає громадянам особливий

економіко-правовий статус свободи та залучає їх до сфери суспільної відповідальності [6, с. 172-173]. Держава, як суб'єкт інституційних змін, реалізує свою місію через економічні, політичні, ідеологічні, законодавчі функції.

Інституційні зміни втілюються на рівні відносно невеликих груп, які об'єднані родинними зв'язками, через закріплення у них передусім неформальних правил, норм, інституцій. Такі зміни відбуваються *еволюційним* шляхом через закріплення загальноприйнятої неформальної практики у формальних інституціях, чи *революційним* – через екзогенне запозичення інституцій, або їхній імпорт. Очевидно, що впровадження інституційних змін і формування інституційного порядку залежить від наявного *інституційного середовища* (соціального, економічного, технологічного, політичного) та структури адміністративного апарату. Річ в тім, що адміністративний апарат завжди має власні, відмінні від державних, інтереси, що може суттєво перешкоджати втіленню бажаної для суспільства економічної політики і спотворити очікувані результати.

Конкретна інституційна структура є результатом тривалого еволюційного відбору, в якому адаптація до умов зовнішнього середовища оптимізується самою структурою. Вона завжди складається зі сплетіння формальних правил і неформальних обмежень, специфічних для кожної культури. У нашому розумінні *інституційна структура економіки є система інституцій, яка через впорядкування повсякденного життя зменшує невизначеність взаємодії індивідів*. Відмінною рисою економічної системи є стаціонарність, що ґрунтується на здатності підтримувати гомеостатичну рівновагу, яка встановлює динамічну відносну сталість її складу і властивостей. Гомеостатичну рівновагу в системі забезпечує *інституційний порядок*, який можна розглядати як підсистему господарського (економічного) порядку, що впливає на економічну діяльність через систему обмежень, окреслених переважно *формальними інституціями* економічного, політичного та соціально-правового змісту. Інституційний порядок не є довільним витвором верховної державної влади, а – результат еволюції втілених у державі неформальних інституцій. Він не може бути проаналізований поза межами макроекономічної діяльності держави.

Держава формує інституційну структуру економіки через засоби макроекономічної політики, яка здійснюється нею як суб'єктом економічної системи, виокремлюється від неї і набуває рис окремої інституції. Економічну політику можна розглядати як підсистему державної політики в площині *вибору* певного типу заходів (Томас Дай) чи як *процес* взаємопов'язаних рішень (Вільям Дженкінс) [7, с. 13-14].

Дослідники, аналізуючи макроекономічну політику як цілісність, розглядають її в контексті теорій добробуту, корпоратизму, суспільного вибору, класової теорії. Особливе місце серед них належить теоретичній концепції неоінституціоналізму.

Теорія *економіки добробуту* постала у боротьбі з ліберальними доктринами. Вона стверджує, що приймаючи в межах ринків рішення, які б максимально враховували інтереси соціуму, слід покладатися на індивідуумів. Оскільки ринковий механізм не забезпечує ефективне використання ресурсів, то політичні інституції покликані його вдосконалювати. Основи економіки достатку були розроблені у праці Артура Сесіля Пігу «Економіка добробуту»[10]. Основними типами провалів ринку, на думку аналітиків, є наявність природних монополій, недостатня поінформованість споживачів (інвесторів) для прийняття раціонального рішення; зовнішні впливи; нерегульоване використання багатств у спільній власності; негативні побічні ефекти агресивної конкурентної боротьби.

Виправляти «провали ринку» мають інституції влади. Для їхнього знешкодження прихильники теорії економіки добробуту пропонують використовувати *метод аналізу витрат-прибутків* замість формальної ринкової угоди або встановлення оптимуму за критерієм Парето (чи оновленою його інтерпретацією – критерієм Калдора). Владні інституції інколи тільки збільшують неефективність ринкового механізму, наприклад, тоді, коли інституція, яка покликана служити державним інтересам держави, організаційно трансформується у інституцію, що має власні інтереси, або через невідповідність для них природи прибутків (з податків і загальних джерел) і видатків (для власних потреб). Макроекономічна політика перебуває під значним впливом не стільки ефективної доцільності, скільки під дією політичних інституцій. Втілюючи на практиці економічну політику, влада рідко узгоджує свої дії з моделями прихильників теорії економічного достатку.

Доктрина плюралізму (корпоратизму) вперше була висловлена Артуром Бентлі у 1908 р.[2]. Поширені переважно у США індуктивні *теорії плюралізму* підкреслюють первинність інтересів груп у політичному процесі, а державну політику розглядають у площині змагання та співпраці між групами, які прагнуть втілювати інтереси своїх членів. Сьогодні послідовники плюралізму не заперечують відмінності у економічній та політичній силі окремих угруповань. На думку Чарльза Ліндболма, одна з груп бізнесу є сильнішою і впливовішою від інших через дві причини: “По-перше,

владі в капіталістичному суспільстві потрібна квітуча економіка заради обслуговування основи для прибутків від податків, які використовувалися для різних програм та для власного переобрання. ... По-друге, в капіталістичному суспільстві є розділення між державним і приватним секторами бізнесу, перший із яких є під контролем держави, а в другому домінує ринок. Домінування ринку у приватному секторі надає йому привілейованого становища в порівнянні з іншими групами»[7, с. 46]. Теорія плюралізму традиційно ігнорує вплив ідеології та роль держави у втіленні економічної політики, яка може мати власні, відмінні від приватного бізнесу, інтереси.

У Європі індуктивні теорії, які базуються на групі як одиниці аналізу, називають *теоріями корпоратизму*. На думку її прихильників, державна політика є результатом взаємодії між державою та визнаними нею групами. Взаємодія між групами опосередковується і встановлюється державою. Теорія корпоратизму має вади передусім через свій описовий характер і відсутність чітко окреслених меж для груп інтересів та їх місця у політиці. З огляду на мету нашого дослідження, позитивним в теорії корпоратизму є актуалізація важливості *інституційованої структури зв'язків* між державою та громадами у суспільстві.

Щодо *класової теорії*, то її основні постулати добре відомі на пострадянському просторі. Вони добре репрезентовані у творчості Карла Маркса. Кожен спосіб виробництва розвиває двополюсну класову структуру, яка складається з тих, хто володіє засобами виробництва і тих, хто має працювати на їх власників. Вони конфліктують у боротьбі за політичну і економічну владу. Класові теорії пояснюють державну політику через домінування інтересів владного класу. Згідно К. Маркса, держава є інструментом у руках капіталістів, який вони використовують для збереження соціально-економічної системи і для створення «додаткової вартості» за рахунок робітничого класу. Проте до сьогодні до кінця не розв'язано проблем у визначенні поняття «класу», відносин між «надбудовою» і «базисом» в соціально-економічній системі суспільства. Спосіб виробництва та пов'язані з ним виробничі відносини не можуть самотужки без інституції держави визначати надбудову, оскільки функція держави є визначальною у формуванні способу виробництва. Сьогодні навіть прихильники марксизму економічний детермінізм класового аналізу використовують переважно з онтологічної точки зору.

Теорія суспільного вибору належить до дедуктивних теорій, яка вивчає інституційне середовище діяльності індивідів і організацій у суспільному секторі і є логічною основою для *теорії економічної політики* [9, с. 22-24]. Економічна політика є ускладненою для аналізу, оскільки є процесом складної взаємодії політичних, ідеологічних та економічних інституцій. Основну увагу дослідники приділяють пошуку детермінант, змісту, впливу та наслідкам макроекономічної політики. Теорія суспільного вибору побудована на принципі раціональної поведінки індивіда, який властивий неокласичній економіці, з метою дослідження поведінки політичної. На думку Дж. Б'юкенена, відмінність між процесом індивідуального вибору та соціальною структурою ринку спричинила поділ теоретичних понять: «ринок» та «економіка». Ринок означав процес обміну товарів, а метою економіки мала б стати максимізація суспільного багатства. Тому проблема ефективного розміщення суспільних ресурсів тривалий час розглядалась відірвано від процесу реалізації індивідуального вибору [3].

Теорію суспільного вибору також використовували Ентоні Доунс [5] для дослідження поведінки виборців, структури та інститутів влади (включаючи бюрократію), Гаррі Беккер [1] для аналізу взаємозв'язків між політичною та економічною системами, Рональд Коуз [4] для дослідження природи індивідуальної та колективної поведінки в умовах прийняття рішення та інші.

Творення економічної політики, прихильники теорії суспільного вибору розглядають як поступове розширення державного постачання товарів і послуг для населення. Вони вважають, що суспільні інституції є достатньо залежними від уподобань особистостей, а тому їхня природа не може бути довговічною і мати наскрізний вплив на державну політику. Існує потреба у такій структурі інституцій, яка б стримувала інтереси збільшення вигоди для окремих осіб, які мають негативний вплив на суспільство. Отже, завданням має бути встановлення такого інституційного порядку, у якому поведінка, що обумовлена власним інтересом учасників була б замінена діями задля суспільного блага.

Теоретики суспільного вибору прагнуть обмежити економічні функції держави та діяльність інститутів влади, оскільки ієрархічна структура державного управління не може скористатися перевагами організаційної структури приватних фірм з причин недостатнього контролю за її функціонуванням, слабкої конкуренції та засилля бюрократії. Зважаючи на сказане, зазначена теорія суспільного вибору, попри заяви її прихильників щодо її «позитивізму», є вираженою нормативною і доповнює ортодоксальний лібералізм в економічній думці. Логічним завершенням теорії суспільного

вибору є зосередження на проблемах неспроможності держави (уряду) забезпечити ефективний розподіл та використання суспільних ресурсів.

Неоінституціоналісти досліджують політологічні, соціальні, правові проблеми використовуючи методи неокласичної економічної теорії. Базовою одиницею для аналізу в *неоінституціоналізмі*, який визнає вирішальну роль інституцій у громадському житті, є «згода» між особами в рамках інституції. Неоінституціоналізм є дедуктивною теорією, оскільки прямує від загальних принципів неокласичної теорії до пояснення конкретних явищ і процесів суспільного життя [9, с. 16]. Прихильники напрямку критикують традиційну неокласичну теорію за відхід від принципу «методологічного індивідуалізму», згідно якого основними одиницями соціального процесу виступають не групи чи організації, а індивіди. Такі колективні інституції як фірма чи держава не можуть самостійно існувати, окремо від існування своїх членів. Отже, соціально-економічні інституції можна пояснювати з точки зору цілеспрямованої поведінки індивідуальних агентів. Проте інституції не завжди є результатом усвідомленого планування, а тому можуть виникати цілком спонтанно, як результат взаємодії індивідів на шляху реалізації своїх цілей.

Становлення нового інституціоналізму тісно пов'язане з іменем Рональда Коуза, який пов'язав важливість різнотипних інституцій від величини трансакційних витрат. Ринок та ієрархія (бюрократія) – це дві великі суспільні інституції, що можуть ефективно впливати на вартість трансакційних витрат. Згідно Дагаласа Норта, рушійною силою інституційних змін є прагнення індивідів мінімізувати трансакційні витрати, що забезпечує ефективність діяльності інститутів. Проте тривале існування неефективних інститутів наштовхнуло його на думку щодо важливості неформальних норм і «згод», які є результатом попереднього суспільного розвитку. Своєрідність культурного середовища є суттєвим фактором, що впливає на інституційний та економічний розвиток [8, с. 166-168].

Нова інституційна теорія по-новому поставила завдання нормативного аналізу: оцінка наявних інституцій повинна відбуватися шляхом порівняння не з ідеальними конструкціями, а з альтернативами, що мають практичну реалізацію. Порівняльно-інституційна перспектива дозволила переоцінити традиційні форми державного втручання в економіку. Проте можна погодитися з Х. Ляйнпольдом, що незважаючи на покращення рівня знань про вибір і вплив інституцій на життя суспільства, «розробки позитивної інституційної економіки до цього часу мали лише обмежене впровадження в нормативній, тобто у пропозиціях для практичної реалізації політики господарського порядку» [8, с. 168].

Слід звернути увагу на місце ефективного інституційного порядку в контексті неоінституційної доктрини. Інституційний аналіз досліджує відносини між інституціями (формальними і традиційними), які зв'язують разом компоненти держави і *структурують їхнє відношення до суспільства*; наголошує на відносному характері інститутів, на методі за допомогою якого вони структурують взаємодію між окремими особами. На думку Стівена Краснера, інституціоналізм розглядає «тривалі структури інститутів як будівельні блоки суспільного та політичного життя. Переваги, спроможності та самовизначення окремих осіб обумовлюються цими інституційними структурами» [7, с. 37]. Таким чином, інституції обумовлюють поведінку індивідів, впливаючи на їхній вибір через формальні і неформальні обмеження в процесі вирішення проблеми.

Держава може стимулювати створення ефективного інституційного порядку, або, через інерційність, утримувати структури, які мають досить високий рівень трансакційних витрат. Коли інституційний порядок перебуває на стадії трансформації, то стійкість інституцій, що зайняті його формуванням, буде залежати від порівняльної ефективності альтернативних способів координації господарської діяльності. Отже, на вибір економічної політики держави будуть впливати конкретне інституційне середовище та інституційна конкуренція, яка з'ясовує рівень ефективності механізмів координації. Держава має зберегти за собою право основного інституційного новатора з метою виявлення та інтеграції суспільних переваг.

Макроекономічна політика держави має сформувати ефективні структури для обміну товарів і послуг, які визначають трансформаційні і трансакційні витрати. Успішність інституційного порядку визначають: мотивація економічних суб'єктів, складність інституційного середовища, здатність його ефективно адаптувати (використовувати і впорядковувати) для досягнення поставленої мети. Неефективність інституцій часто пов'язана з високим рівнем витрат на *трансформацію застарілих інституційних структур*, сформованих під дією попередньої економічної політики та спонтанного еволюційного відбору найефективніших інститутів.

Отже, ускладнення організації суспільства в процесі еволюції спонукає до формалізації правил і норм поведінки. Неформальні інституції часто стають фундаментом побудови у суспільстві

формальних інституцій. Інституційний порядок є своєрідною системою неформалізованих і формалізованих обмежень господарської поведінки суб'єктів. Неформальні інституції створюють, за словами Ф. Гаска, «невимушений порядок» (spontaneous order), що залучає людей до усталених норм поведінки, оскільки вони запобігають матеріальним і нематеріальним втратам навіть без правових механізмів стримування. Натомість, формальні інституції — закріплені в офіційних інформаційних джерелах правила і норми поведінки, формують «узаконений порядок» (legal order), гарантом дотримання якого виступає держава. Такий порядок обов'язково вимагає з боку держави спеціальних організацій (інститутів), які покликані контролювати виконання офіційно встановлених норм.

Україна сьогодні не має впорядкованої і стійкої інституційної структури, адекватної механізму ринкової координації, тому різні типи економічної координації конфліктують між собою. Парадокс у тому, що державне втручання в економіку в Україні є надмірним, оскільки не спрацьовують механізми ринку, а останні не можуть ефективно функціонувати через відсутність відповідної інституційної структури. Таким чином, макроекономічна політика України першочергово має бути скерована на створення ефективного інституційного порядку. На цьому шляху слід уникати ідеології примату держави над інтересами соціуму, ізоляціонізму та пострадянського патерналізму.

Отже, макроекономічна політика у якості ефективного механізму інституційних змін може розглядатися як *мета*. Такий ефективний механізм (інституційний порядок) не може бути створений без участі держави, яка має стати дієвим координатором зв'язків між соціально-економічними інституціями в інтересах суспільства. Держава через систему формальних обмежень має сприяти мінімізації транзакційних витрат та створити інституційне середовище, комфортне для економічної діяльності. Для досягнення мети вона має обов'язково враховувати особливості економічної ментальності (економічної культури) соціуму, вихідної неформальної інституції, та її основні структурні елементи.

Одночасно макроекономічна політика через встановлений інституційний порядок може стати ефективним *засобом* для втілення пріоритетних для суспільства інституційних змін. Держава може скерувати діяльність на обмеження дії застарілих, неефективних інституцій; на швидке запровадження інституцій, що сприяють технологічним змінам; на пом'якшення адаптації соціуму до нових викликів.

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Макроэкономическая политика государства как средство и как цель трансформации институционального порядка

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Аннотация: Уход от линейного исследования макроэкономической политики к ее анализу в плоскости системного подхода институционализма позволяет переосмыслить ее место в общественном развитии и отследить трансформационные процессы в экономике в контексте скоординированной эволюции институтов. Раскрываются возможности макроэкономической политики в формировании институционального порядка экономической системы. Основным субъектом институциональных изменений является государство, которое средствами макроэкономической политики формализует институциональные ограничения. Исследуются типы институциональных изменений в контексте экономики благосостояния, доктрины плюрализма, классовой теории и теории общественного выбора. Основное внимание уделено макроэкономической политике и институциональному порядку в контексте доктрины неоинституционализма. Определены условия, определяющие успешность институционального порядка. Макроэкономическая политика в качестве эффективного механизма институциональных изменений может рассматриваться как цель. Эффективный механизм (институциональный порядок) не может быть создан без участия государства, которое должно стать действенным координатором связей между социально-экономическими институтами в интересах общества. Государство через систему формальных ограничений должно способствовать минимизации транзакционных издержек и создать институциональную среду, комфортную для экономической деятельности. Для достижения цели следует учитывать особенности экономической ментальности (культуры) социума и ее основные структурные элементы. Одновременно макроэкономическая политика через установленный институциональный порядок может стать эффективным средством для воплощения приоритетных для общества институциональных изменений. Государство может направить деятельность на ограничение действия устаревших, неэффективных институтов; на быстрое внедрение институтов, способствующих технологическим изменениям; на смягчение адаптации социума к новым вызовам.

Ключевые слова: макроэкономическая политика, государство, институционализм, институциональная структура экономики, институциональный порядок, институты, транзакционные издержки, институциональные изменения.

Patterns and Ways of Development of Socio-Economic systems in a changing institutional environment

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Abstract: The article examines the institutional conditions for the functioning of the macro-regional socio-economic system in southern Russia. The article also analyzes the causes of the instability of the modern economy, which necessitated the creation of conditions for effective functioning and development of macro-regional socio-economic systems. Hence, the conclusion that the basic tool management paradigm macro-regional socio-economic system is to provide a mechanism for effective management, and the role of government, in this case, it is to create the institutional conditions in order to maintain social and economic stability. On the basis of various factors affecting the development of macro-regional social and economic systems, the article identifies possible ways of development of South macro-region of Russia.

Keywords: institutional environment, the paradigm of effective management, the macro-region, socially-economic system, strategy, management mechanism, efficient management, stable operation, economic development, economic growth

Нестабильность современной экономики требует эффективного распределения функций управления на всех уровнях, а также создания условий эффективного функционирования и развития социально-экономических систем, в частности, макрорегиональных. Таким образом, цель государства заключается в создании определённого механизма эффективного управления социально-экономическими системами. Отсюда можно сделать вывод, что роль государства в управлении экономикой заключается в создании институциональных условий для поддержания социально-экономической стабильности и макроэкономического равновесия, сглаживании циклических колебаний и минимизации кризисных явлений в экономике и т.п. Соответственно, государство должно регулировать социально-экономические процессы, опираясь на применение рыночного инструментария. Социально-экономические реформы в условиях нестабильности и меняющейся институциональной среды, проводимые в России и направленные на формирование и развитие цивилизованных рыночных отношений, предопределили необходимость пересмотра принципов формирования системы государственного регулирования экономики. Текущее состояние экономики и отдельных макрорегиональных социально-экономических систем, в какой-то степени, является следствием кризиса государственного управления, что привело к потере динамики развития экономики России в целом.

Эффективное управление макрорегиональными социально-экономическими системами в условиях современной России должно быть сориентировано на достижение следующих целей: 1. Реализация системной политики, ориентированной на привлечение инвестиций в экономику и научно-техническое развитие. 2. Стимулирование деловой активности в реальном секторе экономики. 3. Обеспечение экономической безопасности, т.е. обеспечение условий стабильности, устойчивости и устойчивого развития экономики, в т.ч. экономики макрорегионов, интегрированных в национальную экономику как относительно самостоятельные структуры. 4. Создание условий для социальной безопасности и решение социальных проблем населения. 5. Формирование экономики нового типа, социально-ориентированной рыночной экономики, нацеленной на повышение уровня и качества жизни населения и основанной на когнитивной деятельности экономически активного населения.

На сегодняшний день в Российской Федерации 9 федеральных округов, созданных в целях обеспечения реализации Президентом РФ своих конституционных полномочий, повышения эффективности деятельности федеральных органов государственной власти и совершенствования системы контроля. [1] На наш взгляд видится целесообразным рассмотрение Южного и Северо-Кавказского федеральных округов как единой макрорегиональной социально-экономической системы (Южный макрорегион России), это - относительно самостоятельная экономическая территориальная единица, система, включающая социальную, природно-ресурсную, экологическую, культурно-историческую, общественно-политическую, экономическую, информационную и инфраструктурную подсистемы.

Однако, следует отметить, что данная макрорегиональная социально-экономическая система не является объектом централизованного управления, а соответственно, у макрорегионов отсутствуют органы власти, законодательно наделенные определенными полномочиями и функциями, делегированными им. При этом, рассмотрение Южного макрорегиона как единой социально-экономической системы должно позволить усовершенствовать существующую систему регулирования национальной экономики и повысить качество и эффективность управления данным макрорегионом за счет координации деятельности и формирования общей экономической политики хозяйствующих субъектов различного уровня. Каждая подобная макрорегиональная социально-экономическая система должна иметь механизм эффективного управления. В свою очередь, данный механизм станет надёжным инструментом укрепления властной вертикали и углубления процессов интеграции, что позволит, в конечном итоге, повысить уровень и качество жизни населения страны в целом. Системообразующими факторами, определяющими эффективность функционирования и уровень развития макрорегиона, как правило, являются следующие: 1) собственный ресурсный потенциал макрорегиона (человеческие, природные, производственные, финансовые ресурсы и т.д.) и реальные производственные процессы; 2) система управления макрорегионом. [2]

Также на эффективность функционирования и развития макрорегиональной социально-экономической системы оказывают влияние и другие факторы и условия такие, как: 1) потребители продукции, товаров, работ и услуг, производимых на территории данного макрорегиона; 2) поставщики тех ресурсов, нехватка которых существует в данном макрорегионе; 3) регионы-конкуренты; 4) экономические условия (уровень и темпы инфляции; налоговая система; уровень занятости населения, проживающего на территории макрорегиона; уровень производительности труда; величина и динамика валового регионального продукта и т.д.); 5) политические условия (государственные программы в сфере экономики; финансово-кредитная политика государства; изменения в законодательстве); 6) рыночные условия (уровень конкуренции в отраслях, являющихся базовыми для данного макрорегиона; демографическая ситуация; уровень жизни населения); 7) технологические условия (уровень развития науки и техники); 8) международные условия (ситуация на международной политической арене; изменение валютного курса; инвестиционный климат); 9) социальные условия (обычаи, традиции и менталитет народов, проживающих на данной территории; уровень образования). [3] Но важно подчеркнуть, что наибольшее социально-экономическое значение для макрорегиона должны иметь именно те ресурсы, которыми он обладает. Поэтому при формировании стратегии эффективного функционирования и развития макрорегиона необходимо правильно оценить его потенциал.

Понятие «потенциал» означает «совокупность имеющихся средств, возможностей в какой-либо области» [4] для достижения определённой цели и реализации поставленных задач. При этом процесс достижения цели регулируется управляющей подсистемой. Возможность достижения цели определяется: совокупностью условий и факторов, обеспечивающих наиболее достижение цели и решение поставленных задач; обусловленной свойствами управляемой подсистемы, возможностью, достижения ею состояния, наиболее близкого к поставленной цели.

При таком подходе социально-экономический потенциал макрорегиона представляет собой совокупность стратегических возможностей отдельных регионов (субъектов федерации) и хозяйствующих субъектов, функционирующих на территории макрорегиона обеспечить его устойчивое функционирование и эффективное социально-экономическое развитие в долгосрочной перспективе. Социально-экономический потенциал предопределяет разработку стратегии развития макрорегиона. Стратегия - это «план действий в условиях неопределённости. Это - набор правил, согласно которым предпринимаемые действия должны зависеть от обстоятельств, включая естественные события и действия других людей» [5]. Экономическая стратегия - это «долговременные, наиболее принципиальные, важные установки, планы, намерения правительства, администрации регионов, руководства предприятий в отношении производства, доходов и расходов, бюджета, налогов, капиталовложений, цен, социальной защиты» [6].

Стратегическое управление функционированием и развитием макрорегиональной социально-экономической системы - это деятельность по разработке и реализации миссии, целей и задач данной системы, а также роста уровня и качества жизни населения путём наиболее эффективного использования потенциала и ресурсов макрорегиона в соответствии с изменениями внешней среды.

Цель, с точки зрения экономической науки, - это «характеристика поведения системы, направленного на достижение определенного конечного состояния. Обычно формальным выражением цели является целевая функция системы. Поведение системы часто удобно описывать в терминах цели и средств ее достижения. Однако такое описание условно, поскольку поведение

системы, прежде всего, характеризуется способом задания преобразования изменений среды в значениях существенных переменных. По этой причине цель часто оказывается функцией средств, а не независимой категорией. При анализе и синтезе поведения сложных систем использования категории цели может быть весьма эффективным» [4].

Исходя из приведённого определения, можно говорить о том, что стратегическая цель макрорегиональной социально-экономической системы - это цель, задающая образ будущего состояния макрорегиона во внешней среде и путь его достижения. Для каждого макрорегиона цели различны в силу наличия определённого потенциала, а, соответственно, различны и пути их достижения. В.В. Смирнов считает, что «в данном контексте стратегическое управление необходимо рассматривать как управленческую деятельность, направленную на достижение поставленных целей в условиях нестабильной, конкурентной, рыночной среды, включающую анализ состояния инфраструктуры региона, стратегическое планирование и реализацию выбранной стратегии. При этом под стратегией следует понимать обобщающую модель действий, необходимых для достижения поставленных целей управления на основе выбранных критериев и эффективного распределения ресурсов.

Стратегическое управление должно определять долгосрочную ориентацию развития общества в целом или по отдельным направлениям, сферам, объектам, территориям, намечать цели, задачи, стратегию развития общества и устанавливать направление деятельности каждому элементу системы управления» [7]. При этом основой парадигмы эффективного управления макрорегиональной социально-экономической системой должен стать механизм управления.

Разработка и реализация парадигмы эффективного управления макрорегиональной социально-экономической системой должна осуществляться поступательно и базироваться на применении управленческого инструментария (экономической политики, концепций, стратегий, планов и т.п.). Цель разработки и реализации парадигмы эффективного управления макрорегиональной социально-экономической системой, в данном контексте, заключается в повышении социально-экономического развития макрорегиона, уровня и качества жизни населения. Это позволит повысить темпы роста национальной экономики в целом, улучшить инвестиционный климат и в итоге обеспечить рост человеческого капитала [7, 8]. По мнению В.В. Смирнова, можно говорить о совокупности шести взаимосвязанных подсистем, обеспечивающих управление социально-экономической системой в целом, в т.ч. и макрорегиональной: 1) инфраструктура макрорегиона; 2) производственная сфера, включающая отрасли материального производства, производящие валовой региональный продукт; 3) агропромышленный комплекс, включающий сельское и лесное хозяйство, а также природно-ресурсный потенциал макрорегиона; 4) социальная сфера, включая отрасли, направленные на развитие человеческого капитала; 5) финансово-экономическая сфера, включающая все виды финансирования (инвестиции, бюджетное финансирование и др.); 6) управленческая сфера, включающая систему органов власти всех уровней. [7] Парадигма управления макрорегиональной социально-экономической системой должна быть основана на системном подходе и чётко определённой миссии функционирования и развития того или иного макрорегиона, предусматривать постановку стратегических и тактических целей, а также критериев их достижения - количественных и качественных показателей, определяющих степень достижения цели по сравнению с другими возможными вариантами развития [7, 9].

Таким образом, парадигма управления макрорегиональной социально-экономической системой - это выбор и обоснование направленности развития макрорегиона в рамках государственной социально-экономической политики, ориентированной на рост благосостояния, уровня и качества жизни населения страны. Это тем более важно, так как до настоящего времени отсутствует система обоснования развития регионов, что, в свою очередь, оказывает негативное влияние как на возможности реализации заявленных федеральных целей, так и на качество регионального управления [7, 10]. Макрорегион, как единая социально-экономическая система, имеет свои цели функционирования и развития в рамках определённой миссии и парадигмы управления, задаваемые как государственными, так и общественными институтами. При этом, можно выделить три базовые генеральные цели макрорегиональной социально-экономической системы: 1. Повышение устойчивости экономики макрорегиона, её способности противостоять негативным факторам и условиям внешней и внутренней среды, сохраняя свою структуру и темпы роста на протяжении длительного времени. 2. Повышение эффективности её функционирования. 3. Развитие и рост экономики макрорегиона, её поступательное движение к достижению заданных параметров [11].

Обобщая вышесказанное, можно сформулировать следующий вывод: Парадигма управления макрорегиональной социально-экономической системой заключается в целенаправленном изменении

её состояния и структуры с целью достижения определенного уровня саморазвития и самоорганизации экономики макрорегиона за счет повышения эффективности процесса управления, которое основано на когнитивной деятельности экономически активного населения, что в конечном итоге должно способствовать повышению уровня и качества жизни населения.

Генеральная цель носит стратегический характер и определяет качественные результаты функционирования и развития макрорегиональной социально-экономической системы. Наряду со стратегическими целями, парадигма управления макрорегиональной социально-экономической системой должна включать тактические цели, которые определяют не только качественные, но и количественные параметры функционирования и развития макрорегиональной социально-экономической системы [12]. Для достижения обозначенных целей при реализации парадигмы управления макрорегиональной социально-экономической системой необходимо решить две первостепенные задачи: 1) формирование механизма эффективного управления макрорегиональной социально-экономической системой; 2) оценка и мониторинг устойчивости и сбалансированности функционирования и развития макрорегиональной социально-экономической системы. [13]

Важно отметить, что парадигма управления макрорегиональной социально-экономической системой - это система концептуальных положений о наиболее эффективных направлениях функционирования и развития данной системы, способах решения социально-экономических проблем макрорегиона и путях достижения высокого уровня и качества жизни населения.

В целом, парадигму управления макрорегиональной социально-экономической системой необходимо рассматривать как процесс реализации стратегического плана путем формулирования целей, задач и критериев управления, анализа проблем и факторов внешней и внутренней среды, определения конкурентных преимуществ макрорегиона, выбора сценариев развития, прогнозирования, мониторинга и оценки эффективности социально-экономического развития макрорегиона [7]. В.В. Смирнов предлагает в процессе реализации стратегического плана выделить три этапа. Нам также видится наиболее целесообразным подобный подход (табл. 1).

Таблица 1 - Этапы реализации стратегического плана в рамках управления макрорегиональной социально-экономической системой [7, 14]

Этапы реализации стратегии	Результаты
1. Выявление сильных и слабых сторон, возможностей и угроз макрорегиональной социально-экономической системы. Аккумуляция ресурсов.	<ol style="list-style-type: none"> 1. Выделение ресурсов на реализацию мероприятий в рамках управления макрорегиональной социально-экономической системой. 2. Выбор базовых целевых комплексных программ и их финансирование в запланированном объеме. 3. Регулирование отраслей экономики региона с использованием рыночного инструментария. 4. Реализация конкурентных преимуществ макрорегиона на национальном и международном уровне. 5. Обеспечение стабильного экономического роста макрорегиона в рамках миссии и поставленных целей и задач. 6. Активизация когнитивной деятельности экономически активного населения.
2. Формирование механизма эффективного управления макрорегиональной социально-экономической системой.	<ol style="list-style-type: none"> 1. Формирование структуры управления макрорегионом на основе сочетания системы государственного регулирования экономики и рыночного инструментария. 2. Реализация конкурентных преимуществ макрорегиона, его сильных сторон и возможностей. 3. Адаптация механизма управления макрорегиональной социально-экономической системой к изменениям внешней и внутренней среды региона.
3. Достижение стратегических ориентиров макрорегиональной социально-экономической системы в рамках миссии и поставленных целей и задач.	<ol style="list-style-type: none"> 1. Стабильная динамика роста валового регионального продукта. 2. Рост прибыли хозяйствующих субъектов. 3. Рост качества продукции, товаров, работ и услуг. 4. Обеспечение благоприятного инвестиционного климата на территории макрорегиона. 5. Обеспечение режима наибольшего благоприятствования для развития предпринимательства, в первую очередь - малого и среднего. 6. Повышение уровня и качества жизни населения.

Обобщая вышесказанное, можно отметить, что парадигма эффективного управления макрорегиональной социально-экономической системой должна быть нацелена на решение тактических задач, т.е. на повышение уровня и качества жизни населения, и на решение стратегических задач, т.е. на стабильное функционирование и социально-экономическое развитие макрорегиона и страны в целом. При этом достижение высокого уровня эффективности функционирования и развития макрорегиональной социально-экономической системы возможно лишь при максимальном использовании всех сильных сторон макрорегиона, его возможностей и ресурсов. Это обуславливает необходимость государственного регулирования социально-экономических процессов в макрорегионе [15, 16].

В условиях меняющейся институциональной среды все большее значение приобретает создание механизма эффективного управления макрорегиональной социально-экономической системой как основного инструмента формирования и реализации парадигмы управления, основанной на когнитивной деятельности экономически-активного населения. В данном случае, эффективность можно рассматривать как получение максимально возможного в данных условиях результата с минимальными затратами ресурсов. Однако, важнейшим условием при этом является необходимость учитывать характер поставленных целей и задач, т.е. достижение высокого уровня и качества жизни населения. Отсюда, целями управления макрорегиональными социально-экономическими системами на государственном уровне являются: 1) снижение уровня нестабильности экономики макрорегиона, сглаживание циклических колебаний, минимизация кризисных явлений в экономике макрорегиона; 2) обеспечение стабильного функционирования и развития экономики макрорегиона путём государственного регулирования на основе применения рыночного инструментария; 3) привлечение государственных и частных инвестиций, в т.ч. иностранных, бюджетное финансирование; 4) активизация когнитивной деятельности экономически активного населения; 5) сокращение уровня безработицы, в т.ч. за счет развития малого и среднего предпринимательства; 6) выравнивание уровня экономического развития между регионами в рамках макрорегиональных социально-экономических систем; 7) повышение уровня и качества жизни населения [7, 17].

Формирование парадигмы управления макрорегиональной социально-экономической системой должно осуществляться в двух аспектах: 1) экономический аспект - повышение эффективности хозяйственной системы макрорегиона с учетом ресурсов и потенциала его развития; 2) социальный аспект - социальная защита и поддержка населения, активизация когнитивной деятельности экономически активного населения, повышение уровня и качества жизни населения [7, 18].

По мнению Смирнова В.В., «организационные цели государственного управления заключаются в создании системы функциональных структур, их институционализации, способной обеспечить соответствующее влияние субъекта управления на объект управления. При этом предполагается оптимизация человеческого фактора и конкретизация деятельности всех структур и составных частей управляемой системы на основе максимального приближения к совершенной деятельности с точки зрения ее эффективности». Подобной институциональной структурой, на наш взгляд, и является механизм эффективного управления макрорегиональной социально-экономической системой [7, 19].

Опираясь на обозначенные выше тезисы, можно сформулировать основные направления развития макрорегиональной социально-экономической системы Юга России:

1. Цель и задачи социально-экономического развития южного макрорегиона России: государственное регулирование экономики Южного макрорегиона России на основе применения рыночного инструментария; снижение уровня нестабильности и обеспечение стабильного функционирования и развития экономики; привлечение государственных и частных инвестиций, в т.ч. иностранных; оптимизация бюджетного финансирования, сбалансированное распределение бюджетных средств между субъектами федерации в рамках макрорегиона; активизация когнитивной деятельности экономически активного населения; сокращение уровня безработицы, в т.ч. за счет развития малого и среднего предпринимательства;

- выравнивание уровня экономического развития между субъектами федерации в рамках макрорегиона; повышение благосостояния, качества и уровня жизни населения Юга России.

2. Сценарии развития.

Парадигма управления макрорегиональной социально-экономической системой Юга России в условиях нестабильной экономики и меняющейся институциональной среды должна учитывать три сценария развития макрорегиона (пессимистичный, базовый и оптимистичный) с проведением оценки эффективности функционирования и развития экономики макрорегиона, наличием качественных и количественных параметров и определённого инструментария.

3. Программы и проекты развития.

Основу парадигмы управления макрорегиональной социально-экономической системой Юга России должны составлять комплексные целевые программы и проекты, учитывающие специфику рассматриваемого макрорегиона. В первую очередь, программы и проекты развития должны быть нацелены на привлечение частных, в т.ч. иностранных, инвестиций.

4. Механизм эффективного управления макрорегиональной социально-экономической системой Юга России [3, 20].

Механизм эффективного управления макрорегиональной социально-экономической системой, по своей сути, представляет собой институциональный инструмент, посредством которого осуществляется реализация парадигмы управления макрорегиональной социально-экономической системой [21, 22].

Парадигма управления макрорегиональной социально-экономической системой Юга России, на наш взгляд, должна быть нацелена на социально-экономическое развитие Южного макрорегиона, повышение уровня и качества жизни населения макрорегиона. Базовой движущей силой реализации данной парадигмы может и должна стать когнитивная деятельность экономически активного населения макрорегиона, а в качестве основного инструмента реализации парадигмы должен быть использован механизм эффективного управления макрорегиональной социально-экономической системой. Также, по нашему мнению, данный подход может быть реализован только под контролем и при участии государства, в рамках государственной политики с использованием рыночного инструментария.

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Закономерности и пути развития социально-экономических систем в условиях меняющейся институциональной среды

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Аннотация: В статье рассматриваются институциональные условия функционирования макрорегиональной социально-экономической системы Юга России. Также в статье анализируются причины нестабильности современной экономики, которые обуславливают необходимость создания условий эффективного функционирования и развития макрорегиональных социально-экономических систем. Отсюда делается вывод, что базовым инструментом парадигмы управления макрорегиональной социально-экономической системой является создание механизма эффективного управления, а роль государства, при этом, заключается в создании институциональных условий для поддержания социально-экономической стабильности. На основе изучения различных факторов, влияющих на развитие макрорегиональных социально-экономических систем, в статье определены возможные пути развития Южного макрорегиона России.

Ключевые слова: институциональные условия, парадигма эффективного управления, макрорегион, социально-экономическая система, стратегия, механизм управления, эффективное управление, стабильное функционирование, развитие экономики, рост экономики

The Financial and Credit Support of Agrarian Holdings in Ukraine

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Abstract: The uniting processes have an important meaning in the agricultural field economic problems settlement that are characterized by creation and functioning of new companies, that combine agricultural production and industrial reprocessing, which are the most adapted to the modern market environment. The social – economic transformations in the agricultural economy of Ukraine were followed by changes in the institutional principals of economic transactors' development. As the result of evolutionary processes, new legal-organizing householding forms appear and operate that have considerable potential and possibilities to its fulfillment, one of them are the agrarian holdings. The modern financial trend in the agricultural sphere in Ukraine is the necessity to modify the financial relations in concordance with the internal and external financial environment transformations with taking into account the worldwide economy tendencies and globalization aspects of international financial market. The agrarian holdings became an integral part of Ukrainian agricultural industrial production and are strong subject of international financial relations. It is necessary to concentrate on production and land resources area optimizing for regulating the financial relations of agrarian holdings, and also it is required to quicken production process modernization and improve the quality and products certification according to the requirements and standards of EU, effective usage of assets, investments encouraging into infrastructure objects and bio-power engineering, business social responsibility and rural territories development.

Keywords: financial resources, financial relations, financial and credit support, financial flows, solvency, liquidity, agrarian holding, integration, agricultural industrial production.

The uniting processes have an important meaning in the agricultural field economic problems settlement that are characterized by creation and functioning of new companies, that combine agricultural production and industrial reprocessing, which are the most adapted to the modern market environment.

The social – economic transformations in the agricultural economy of Ukraine were followed by changes in the institutional principals of economic transactors' development. As the result of evolutionary processes, new legal-organizing householding forms appear and operate that have considerable potential and possibilities to its fulfillment, one of them are the agrarian holdings.

According to Economic code of Ukraine, “holding company is a public joint-stock company that owns, uses and also disposes holding corporative blocks of shares (shareholdings, interests, stakes) of one or more corporative enterprises (excluding the block of shares that are state property)” [1].

Demyanenko S.I. presents an agrarian holding as a specific form of share capital ownership where the ultimate company having controlling interest of other enterprises fulfills control and governing of their activities and thanks to that, unites them into one organizing structure with crucial goals and mission [2].

A holding is created as a joint-stock company or enterprise with limited liability the main aim of it is to control and govern activities of other companies by controlling interest owning. There are clear holding companies that fulfill management and control functions, and there are combined holdings that fulfill industrial, financial, credit, commercial and other types of entrepreneurship. Companies of holding type are widespread in economically developed countries, because they ensure centralized business management and that makes possible for central company not only to control block of shares but also to subordinate independent companies [3].

Local scientists present holding companies as “activation of investment and innovative activities directed to preservation of progressive structural improvements, production technical renewal, state-of-art technologies and new machinery implementation, what is especially urgent task for effective owners during past-privatization period and causes labor force demand change in the aspects of its structure and qualification arrangement, that leads, from one side, to labor force demand decrease thanks to work effectiveness increase, and, from the other side, leads to employment and employees requirement increase as the result of production volume increase” [4].

Agrarian holdings ensure work organization in agriculture by resources supplying (commodity credit), land rent, granting tax credit, getting assets from debts and production organization, purchasing assets from joint ventures. Agricultural activities of the majority of agrarian holdings begin with land rent and assets

purchasing. The formation of agrarian holdings is aimed at broken intersectoral connections renewal and prices disparity liquidation between sold agricultural products and material technical resources of industrial origin, self-sufficient credit system renewal.

Unlike small agricultural enterprises, agricultural holdings have better chances to encourage investments, experienced and qualified staff, developed infrastructure; they have possibility to diversify risks and control expenses during the whole cycle – from a field to a supermarket. Enterprises joining to an agrarian holding let them enlarge target market, improve enterprise image, increase competitiveness, strengthen competition on the land rent market and increase rental payment amount, encourage investment [5].

Agrarian holdings development analysis proves that their creation is an objective process of organizing and investment changes that is characterized by centralization and integration of financial and industrial capital and creation of competitive structures. For the last time the actions for society, economy and law modernization applied not so much the structure and material sense of agricultural production as the quality of financial relations.

Agrarian holdings economic relations are economic relations that arise during the formation process, assignment, reassignment and usage of financial resources, and are accompanied by financial flows development for achieving functioning economic goal. The financial resources are a quantitative equivalent of financial flow during certain period of time, which fulfill their mobile display [6].

Financial flows specificity and unique are connected with that fact that agricultural holdings accumulate and use different financial resources for their types and level of their liquidity, in other words, the different assets flow take place and with different speed. Due to that, it is necessary to determine the types of financial flows and define their specific characteristics. That would mean that from the huge amount of characteristics that are appropriate for the financial flows, it is required to distinguish the most important one such as: the place of fulfillment, rhythmicity, configuration, main activities components, and direction vector.

The characteristic functioning trend of agrarian holdings is followed by definite purposeful financial resources flow that generates corresponding economic relations. In other words, the financial relations are realized by their material supporters and their role is carried out by the financial resources. The finance indicators of agrarian holdings activities are indicator of financial relations that were formed with other business transactors and finance and credit institutions [7].

Political and economic instability in Ukraine during 2013-2016 had an impact on financial state of the majority of agrarian holdings of Ukraine.

After the rating of Ukraine in national currency decreased from “B-” to “CCC”, rating agency Fitch Ratings decreased the ratings of the following biggest agricultural holdings as: Avangard, Myronivskiy Khliboprodukt, Kernel, Creative Group, UkrLandFarming. Capitalization of public agricultural holdings in 2015 was about 3milliards US dollars [8].

Today, in the framework of the current financial conditions in the country, the process of funds encouraging has become more complicated both from inside the country but it is also problematic for external financing. That’s why the more trustworthy solution would be bonds-backed funds raising or funds granted for concrete projects.

International financial institutions continue financing borrowers, which they have been cooperating effectively and positively more than one year. There is not a big amount of agricultural companies present on the Ukrainian market that correspond the requirements of international financial institutions such as: the reputation of company’s owner, the results of international audit for the several last years, experience of work in Ukraine and business-plan presence, the structure of own and borrowed capital (65% and 35%), the understanding of economic and political situation in the country.

Creation and development of agrarian holdings in Ukraine is a natural and logical result of integration of business transactors of agricultural industrial production that takes place under impact of integration processes in the agricultural sphere and worldwide economy globalization tendencies. The further development of agrarian holdings financial relations will depend on economic state settlement and foreign exchange market stabilization in the country.

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Финансово-кредитное обеспечение деятельности аграрных холдингов в Украине

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Аннотация. В статье рассмотрены современные тенденции финансово - кредитного обеспечения аграрных холдингов Украины. Проанализированы предпосылки создания та особенности развития аграрных холдингов. Представлены проблемные аспекты и перспективы дальнейшего развития финансовых отношений аграрных холдингов.

Ключевые слова: финансовые ресурсы, финансовые отношения, финансово-кредитное обеспечение, финансовые потоки, платежеспособность, ликвидность, аграрный холдинг, интеграция, аграрно-промышленное производство.

Teritorial Organization of the Sumy Region's Tourism as One of the Important Factors in Regional Economics Development

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Abstract: The article deals with the problems and prospects of territorial organization of tourism industry in the Sumy region. The work highlights resource tourist potential of the region, negative and positive components of the modern tourist industry in Sumy region. Shown are the ways of improving the tourism industry in the region through the introduction of the cluster approach to territorial organization as an effective factor in the development of regional economy.

Keywords: tourism industry, territorial organization, resource potential, cluster, regional economy.

World experience shows that the tourism industry is an important factor of stable and dynamic increase in revenue of the country, has a positive impact on the situation in many sectors (transport, trade, communications, construction, agriculture, etc.). Tourism contributes to employment, development of market relations, international cooperation and the involvement of citizens in the knowledge of nature and historical and cultural heritage of the country.

To obtain economic benefits from tourism activities, each country elaborates a strategy for tourism development in the country and its regions. The main purpose of tourism strategy - the creation of highly competitive tourism sector, providing opportunities for tourist services.

The development of regional economy based on the tourism industry for many regions of Ukraine is relied on tourism resource potential, located in the region. Exploring the Sumy region's resource potential of tourism, it can be noted that the Sumy region is located in northeastern Ukraine, at the crossroads of transport routes with Russia and Belarus and has to develop its tourist areas favorable climatic conditions, a significant historical and cultural potential [1, p. 295], the necessary human and material resources, but lags far behind most regions of Ukraine in terms of the development of tourist services. Such condition of tourism services is not effective and needs to enhance organizational and structural changes to create strong tourism industry in the Sumy region, which is an important indicator of the development of the regional economy.

The development of the tourism sector in the Sumy region today should be resolved based on the presence of regional tourist resources and its territorial organization.

Tourist industry for such region as Carpathians is one of the main sources of income to the regional budget. Sumy region has great natural resource, historical and cultural potential for tourism development, making tourist complex of Sumy region attractive for citizens of our country and for foreigners.

Creating an effective tourist complex of Sumy region depends on its territorial organization and management. The issue of reorganization of territorial tourism management in Sumy region was raised by scientists G. Shevchenko, N. Petrushenko through organizing regional coordination center of recreation and tourism in the region. [3]

The theory of cluster approach to tourism industry in the Sumy region will give a fairly complete answer to the question about the sources and factors of economic development. Creating a tourist cluster in the territory of any territorial-administrative unit provides integrated organization providing tourism services by cluster entities to different consumers. The purpose of the tourism cluster - improving competitiveness of tourism services in the region. Today there is a backlog in the development of Sumy region's tourism industry comparing to similar sectors in many regions of Ukraine. The current state of the Sumy region's tourist industry varies in each administrative district and it belongs to the group of Ukrainian regions with backward and underdeveloped tourism industry's territorial organization. Researching tourism resource potential of Sumy region, it can be determined that the region has sufficient recreational and tourism resources for the effective development of tourism as an important factor in the regional economy. An important component of the tourism potential of Sumy region is historically-cultural heritage, which has nearly 1.5 thousand monuments of history, 780 - archaeological, 102 - monumental art and 373 architectural monuments; magnificent landscape ensembles remained (Sumy, Khotyn, Kyianytsia, Kuyanivka, Bochechky, Volokytyno) and monastic ensembles (Movchansky, Sofroniyivsky, Glinski).

The pearl of the Sumy region is the ancient Putyvl, the center of which is the citadel of the city. The hero of "The Song of Igor's Campaign" started his campaign against the Polovtsians from the Putyvl. During the Great Patriotic War Sumy region was the cradle of the guerrilla movement. In the Putyvl land, in the

forest Spadshchansky originated and began to act Sumy partisan unit under the command of twice the Hero of the Soviet Union, S. Kovpak, and the Hero of the Soviet Union S. Rudnev. Today, the Museum of Partisan Glory is opened in the Spadshchansky forest. Nearby Putyvl is the village Novaya Sloboda, which is called "Ukrainian Khatyn." On July 7, 1942 the Nazis killed 586 civilians here. In memory of this tragic event in 2004 a monument to the victims of fascism, "The Bell of sorrow", was erected.

During the Great Patriotic War Ukraine has made a significant contribution to the defeat of Nazi Germany. Personal contribution to the victory and exile of invaders from our land made a world-class pilot, thrice the Hero of the Soviet Union I. Kozhedub, village Obrazhiivka native, Shostka district, after whom a monument was erected in the city, his name is given to the park of the regional center and a museum in the city Shostka.

For a long time the capital of Left Bank Ukraine was Hlukhiv. Here were the residences of Hetmans Ivan Skoropadsky, Pavlo Polubotko, Danylo Apostol, Kyrylo Razumovsky and central government agencies of Hetman State. Composers of XVIII century Maxim Berezovsky and Dmitry Bortniansky that made music history primarily as the authors of spiritual choral compositions, were born in Hlukhiv.

Tourist industry of the Sumy region has real prospects for development also due to the unique natural objects. The natural reserve fund has 247 sites, including branch Ukrainian steppe natural reserve "Michael's virgin" (Lebedinsky district), which has 525 species of plants, park-monument of landscape art "Trostyanyets" in the Trostyanyetskiy area where the oldest plantation of oak wood in the Left-bank Ukraine is preserved with age-old ashes, maples, linden trees, oaks, mysterious apple-colony in Krolevets; forest "The Tract Great Forest" in Shostkynsky area - a kind of museum of pines, founded by the famous forestologist, professor V. Ogievskii; "Desna-Starogutskiy" National park (mid-Buda area), which grows 19 species of plants listed in the Red Book of Ukraine and 30 plant species that are protected in the territory of Sumy region.

Today in Sumy there are 26 children's health camps, 5 lodges, 6 preventoriums, 2 sanatoriums (regional multidisciplinary children's sanatorium "Lebedyn" resort "Tokari"), Spa Resort "Buymervivka."

Favorable conditions in Sumy region are also for the development of green tourism, with the attachment of residents of areas with beautiful natural landscapes. Sumy region has prospects for development of active tourism: hiking, biking, skiing trips, traveling by canoe, horseback riding, etc. The area has some recreational sports and tourism resources for a variety of tourist and adventure sports events.

However, with a favorable geographical location, rich natural tourism resources, with its unique historical and cultural heritage, Sumy region is still not a full participant in state tourism arena. The most limiting factor that negatively affects the increasing flow of tourists to the area is underdeveloped tourism infrastructure, including the reconstruction and construction of facilities for tourists as repairing roads, construction sites of short leisure for travelers, lack of modern facilities with integrated tourist services: Hotels, motels, camping and more.

Hotel service area consists of 25 companies certified for compliance with state standards, which are: 4 * - hotel "Shafran" (Sumy); 3 * - hotel "Khimik" (Sumy) hotel LLC "Cultural and Business Center "Voskresenskiy" (Sumy), LLC "Frunze-Jubilee" (Sumy), sports and hotel complex "Neftyanik" (Okhtyrka); 2 * - hotel "Floriana" (Romny). All other accommodation facilities can not meet the modern requirements of tourists. Roads need repair and tourism, service and information structures on the main tourist routes. Also in urgent need of developing and implementing are tourism routes using active means of transportation, identification and certification of recreational areas on the territory of the region.

There is a low level of market research, unsatisfactory advertising provision of tourist potential of the region in domestic and especially foreign markets, inadequate supply of highly qualified tourism industry. Region feels the need to attract investment for the reconstruction of logistics improvement, restoration of monuments and history. The modern tourist industry of the Sumy region is characterized by negative dynamics, but from the first half of 2014 the main indicators of tourist activity began to decline, indicating the imbalance of exit and entry number of tourists. Therefore, despite the significant tourist resource potential, tourist industry of Sumy region does not become the leading sector in the development of regional economy. The problems that are to be resolved to ensure the effective development of the tourism industry of the Sumy region as part of the regional economy include: low competitiveness of the regional tourism product; Lack of a proper tourism infrastructure for tourists to visit natural areas and cultural heritage sites.

The study found that priority actions in the creation of competitive tourism product in the Sumy region is the introduction of cluster approach to the territorial organization of tourism industry in the region, namely: encouraging entrepreneurial activity on the organization of regional tourism programs; reconstruction and modernization of tourist sites; reconstruction and modernization of roads to recreational centers; improving mechanisms for monitoring compliance with standards of tourist services and certification of tourism industry enterprises in the region; creating effective advertising of tourist services in

the region; Creation of a unified information system with a complete database of the tourist services in the region; creation of an extensive network of local tourist information centers; introduction of new tourist routes and specialized regional programs for tourists; improving the effective governance of tourism development at the regional level, administrative regions and cities.

The implementation of the above-mentioned measures will strengthen the competitiveness of the tourism product of the region. Creating a positive image of the regional tourism product and its competitive properties at the level of our country and abroad, will lead to the growth of tourist flows in the Sumy region, which will positively affect the development of the components of the regional economy. The most effective competitive properties of Sumy region's tourism product is developing at the regional level: long-term holiday, spa recreation, recreational, sports, adventure, business, religious, agricultural, environmental, specialized tourism and excursion activities. The above properties of the competitiveness of the tourism product of the region are based on the use of tourist resources of the region and cluster approach to tourism activities.

Among the negative factors in the formation of competitiveness of Sumy region's tourist industry are: inconsistency of qualitative characteristics (including levels of comfort), organizational and economic mechanisms of the tourism infrastructure of the region to international norms and standards; shortcomings of territorial organization and governance of the tourism industry; problems of conservation and sustainable land use and recreational use of the existing system of tourist facilities.

To form the competitiveness of the tourism industry of Sumy region, as an effective component of the regional economy in the first place, it is necessary to improve the organizational structure of the regional tourism industry management.

According to the strategy of socio-economic development of the Sumy region until 2015, the tourism development of the region is an effective means of structural transformation of the economy in terms of its social orientation. Effective mastering of the resource potential is a means of improving the environmental safety territory and a highly developed market of recreational services - an important factor in accelerating the integration of Ukraine into the European Economic Area [2]. Thus the primary responsibility for the implementation of this strategic task entrusted to the structural unit of Sumy Regional State Administration - Department of Culture and Tourism and other departments that are directly related to ensuring the development of tourism in the region.

In our opinion, the efficiency of the tourism industry of the Sumy region and management of tourism resource potential of the area could provide voluntary territorial structure in the form of tourism clusters on the basis of mutually beneficial partnership of the government, business and community.

Results of the study can provide basic directions of formation of regional and local tourism clusters in Sumy region: reforming forms, levers and instruments of territorial governance and self-regulation of the market in the tourism industry in the region in order to create a competitive regional tourism product, in the creation of tourist cluster in the region; reorganize the department of culture and tourism and create the Main Department of the regional economy central department of tourism; reorganize the departments of Culture and Tourism and a department of tourism in the structural units (regional state administrations, city executive committees); create tourist information centers in the tourism central department, district and city departments of tourism, assign personnel of tourism departments as responsible; create a "scientific center of the tourism cluster" on a voluntary basis in the tourism central department consisting of researchers, trainers, practitioners and "coordinating council of the cluster" - from among the representatives of state power, industrial, agricultural, hunting, recreational and other enterprises, sub of objects of tourism industry, education, tourism profile civic organizations etc. organizational normative and legal basis of tourism cluster are the Strategy for economic and social development of the region, the Program of tourism development in the region, the Regulation on scientific center cluster, Regulation on the coordinating council of the cluster, the Regulation on tourist information center, etc; Key management structure of the regional cluster is central department of tourism and Coordinating Council (at the district, town-tourism and relevant departments coordinating councils); the composition of the management structure of the regional tourist cluster are: Central Department of Tourism Coordination Council, scientific center, tourism information center (at the district, town-departments of tourism, appropriate coordination councils and information centers).

Participants of tourism clusters can be: industrial, agriculture, transport, hunting, fishing, recreational, entertainment, rehabilitation, medical enterprises, etc; subjects of the tourism industry - tourism operators, agents, accommodation and catering establishments, institutions of learning and entertainment, rental of tourist equipment etc. educational institutions - universities III-IV accreditation, colleges, secondary schools, lyceums, gymnasiums, lyceums and professional colleges; tourist and sports civic organizations; structural

subdivisions of the regional state administration, municipal executive committees and district state administrations; regional information means more.

The modern tourist industry of the Sumy region is in a state of crisis and in general it can be stated that today the majority of region's tourist companies are mainly outbound tourism market, which is a negative phenomenon in the development of regional economy. As this study shows, tourist industry of the Sumy region develops unevenly, the current state of tourist areas of the region does not meet the needs and potential of reorganization and improvement. This fact encourages public authorities to take urgent organizational, legal, economic and project activities at the regional level. To solve the problem of the Sumy region's tourism industry development it is necessary to combine the efforts of all branches of region's government and business and community structures that affect the development of the tourism industry.

Therefore, it is necessary to take the next set of measures to reorganize the Sumy region's tourism industry: reorganize the Department of Culture and Tourism of Sumy Regional State Administration of Tourism in Sumy regional state administration and reorganize departments of Culture and Tourism of city and regional administrations accordingly, which will be the organizers and coordinators of integrated development of tourism industry in the region; Establish the scientific center for the development, implementation and coordination and analysis of policies and programs for sustainable tourism development in the region in the Sumy Regional State Administration' management of tourism; to improve the personnel situation in the region, make an order in the State Ministry of Education, Youth and Sports of Ukraine for training of tourism specialists in Sumy Anton Makarenko State Pedagogical University (which is currently subject to contractual terms) and thus create a school system of training, retraining and skills development of tourism; create favorable conditions for the organization of tourist cluster in the administrative regions of Sumy region, developing and implementing tourism product; creating a management structure tourism of Sumy regional state administration, tourism information center and staff units respectively in the departments of tourism city and district state administrations - these paths will form the basis of creating a single informational-tourism network in the region. Given activities will contribute to the process of development of tourism industry in the Sumy region and creating regional competitive tourism product. In summary, we note the creation of effective tourism industry in the Sumy region that will positively affect the development of the components of the regional economy.

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Территориальная организация туристической отрасли Сумщины как один из важных показателей развития региональной экономики

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Статья посвящена проблемам и перспективам территориальной организации туристской отрасли в Сумской области. Исследован ресурсный туристский потенциал региона как базовой константы создания эффективной туристской отрасли в Сумском регионе. Раскрыты негативные и позитивные явления в туристской отрасли региона на современном этапе её развития, показаны пути решения существующих проблем. Рассмотрена необходимость кардинальной перестройки территориальной организации туристской отрасли региона на основе внедрения кластерного подхода. Предложен ряд организационно-нормативных мероприятий по созданию новой территориальной структуры туристской отрасли в Сумской области на основе партнёрства государственной власти, бизнеса и общественности. Проведённый анализ показателей туристской отрасли Сумской области свидетельствует, что внедрение туристских кластеров в территориальную организацию туристской индустрии региона является эффективным фактором развития региональной экономики.

Ключевые слова: туристическая отрасль, территориальная организация, ресурсный потенциал, кластер, региональная экономика

Strategic Planning Development of the Unified Territorial Communities of Ukraine: Institutional Aspect

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Abstract. The article discusses the advantages of strategic planning of development of the unified territorial communities of Ukraine, tasks, organization of this process. The stages of strategic planning of development of the unified territorial community and regulatory support of the strategic planning process.

Key words: strategic planning, development, the United territorial community, and regulatory support

Стратегічне планування розвитку вже тривалий час застосовується в Україні, але досі воно давало позитивний результат переважно в містах обласного значення, які мали більш-менш відповідні для цього людські та матеріальні ресурси, а також волю керівництва міста для реалізації плану. В процесі децентралізації влади в Україні з'являються нові спроможні територіальні громади, які досі не мали досвіду такого планування свого розвитку. Вони мають самостійно, виходячи з власних інтересів, визначати і планувати власне майбутнє з використанням сучасних методик. Для орієнтування таких територіальних громад щодо суті та переваг стратегічного планування і призначено ці стаття.

Стратегічне планування розвитку громади – це робота групи, складеної з представників основних верств територіальної громади, над визначенням: майбутнього образу (бачення) громади, яким його хоче бачити сама територіальна громада; головних (стратегічних) цілей, досягнення яких забезпечить набуття громадою визначеного образу; планів дій, тобто логічних послідовних заходів, спрямованих на досягнення цих цілей з використанням спеціальних процедур.

Загалом, на відміну від звичного з радянських часів планування «від досягнутого», тобто «від минулого», стратегічне планування розвитку громади є плануванням «до майбутнього». Таке планування має важливі переваги. Зокрема: є стійкішим, бо, за умов дотримання методики, є менш залежним від зміни управлінських команд; дозволяє використовувати наявні ресурси для розвитку націлено, тобто з більшою користю; сприяє відходу працівників виконавчих органів ради від шаблонного мислення та стимулює новаторські підходи; згуртовує громаду навколо цілей її розвитку та сприяє її самоусвідомленню; забезпечує умови для доступу громади до позичкових ресурсів та грантів. Стратегічне планування призначене для розв'язання лише корінних проблем – це робота над тим, що найбільш «не так» у громаді. Стратегічний план спрямовується на вирішення виключно тих завдань, які підтримуються всією територіальною громадою. Для вирішення інших завдань слід знаходити інші способи.

Стратегічний план складається шляхом послідовного вирішення його розробниками певних завдань. До основних з них належать: аналіз початкових умов для розвитку громади – її економічного стану, наявної інфраструктури, чисельності та структури населення, тенденцій зміни цих та інших основних характеристик; визначення амбітного, але реалістичного бачення того стану громади, яким його хоче бачити територіальна громада; здійснення аналізу наявних сильних і слабких сторін громади, які сприяють чи заважають реалізації бачення, а також зовнішніх щодо громади можливостей і загроз, реалізація яких може ці умови, відповідно, покращувати чи погіршувати (SWOT-аналіз); визначення основних цілей, яких громаді необхідно досягти для реалізації бачення, спираючись на її відповідні сильні сторони та долаючи відповідні слабкі сторони, враховуючи шанси появи нових можливостей та страхуючись від загроз; розробка планів дій (переліків послідовних завдань, проектів з призначеними виконавцями та передбаченими конкретними ресурсами) для досягнення кожної з основних цілей, виходячи з ієрархії цілей, базуючись на термінах, заснованих на реалістичних перспективах залучення ресурсів, необхідних для цього.

Стратегічний план є довгостроковим і розробляється на термін, не менший ніж дві каденції місцевої ради. Завдання, що потребують коротших термінів вирішення, можуть виконуватися в

рамках короткострокових чи середньострокових планів. В будь-якому разі, термін реалізації стратегічного плану має бути таким, щоб отримані від цього результати змогла відчувати основна частина даного складу населення. Ці завдання вирішуються робочою групою, складеною з відповідних фахівців виконавчого комітету ради, депутатів, представників місцевого бізнесу, представників громадськості в приблизно рівному співвідношенні. Така група зазвичай налічує 25-30 осіб. Для вирішення окремих складніших завдань планування можуть додатково створюватися спеціальні підгрупи чисельністю в межах 10 осіб. Окремі завдання, що потребують спеціальних знань, можуть доручатися відповідним підрозділам виконавчого комітету. Всю цю складну роботу доцільно проводити під методичним керівництвом професійного консультанта зі стратегічного планування. Такі досвідчені консультанти в Україні є. Їх можна залучити на договірних умовах – в тому числі за рекомендаціями АМУ.

Етапи стратегічного планування розвитку ОТГ подано на рис.1.

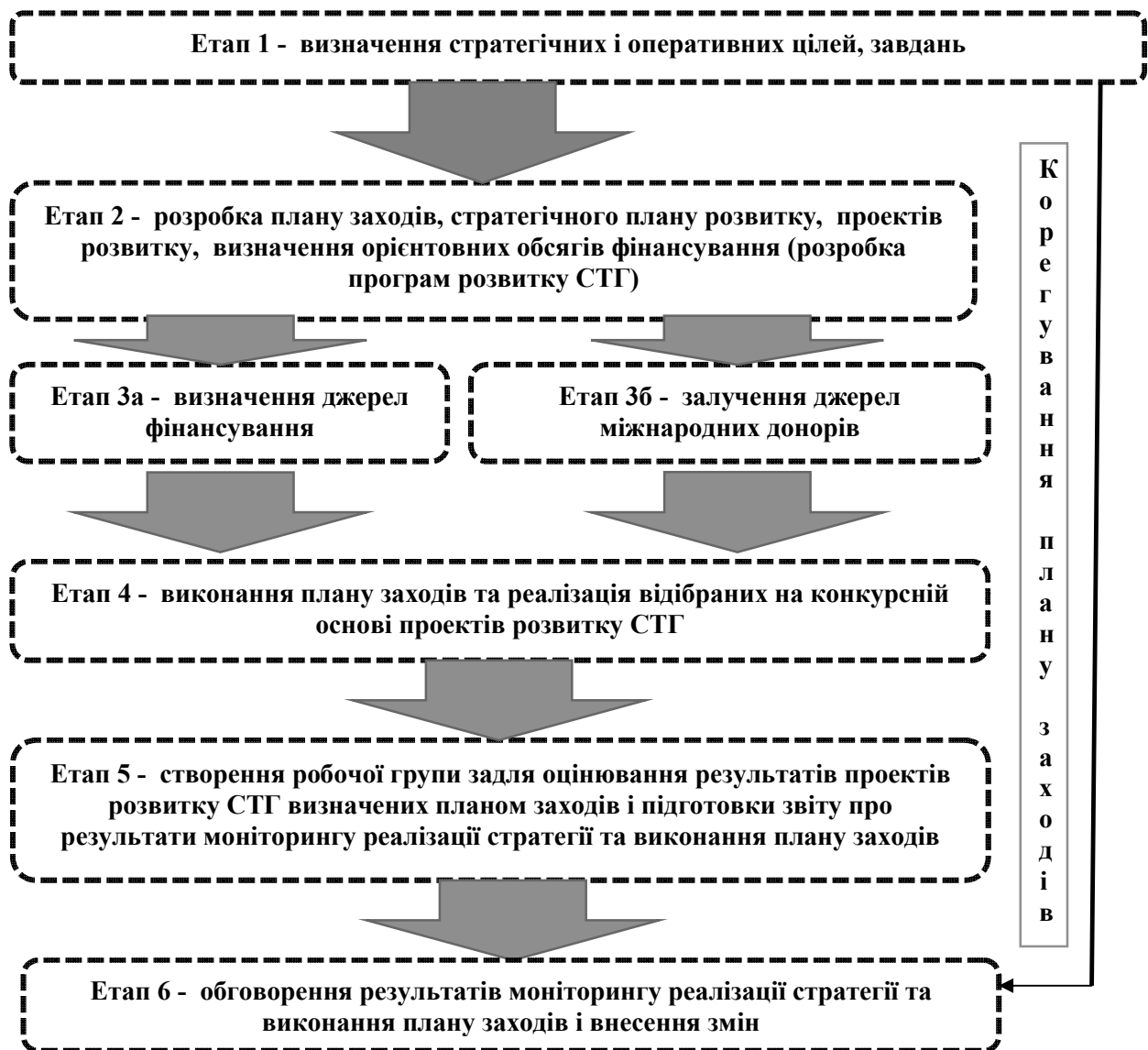


Рис. 1 – Етапи стратегічного планування розвитку ОТГ

Розробка стратегічного плану розвитку громади робочою групою за професійними методиками вимагає не менше 6 місяців часу, починаючи від створення робочої групи. Після завершення розробки проекту стратегічного плану та його громадського обговорення стратегічний план затверджується радою громади. Затверджений радою стратегічний план слугує основою для формування та реалізації щорічних планів соціально-економічного розвитку громади, а фінансування реалізації його завдань щорічно передбачається місцевим бюджетом. Сам собою стратегічний план є одним з інструментів залучення ресурсів для розвитку, оскільки наявність такого плану зазвичай є

однією з основних умов надання громаді від- повідних грантів, позик. Голова громади не рідше, ніж один раз на рік, звітує про хід та перспективи реалізації стратегічного плану перед громадою. Робоча група в тому чи іншому складі зберігається і здійснює моніторинг реалізації стратегічного плану загалом та його окремих завдань (проектів) зокрема. Вона може ініціювати виключення з плану завдань, котрі з якихось причин втратили свою актуальність, та/або вносити раді пропозиції про доповнення стратегічно- го плану новими завданнями з реалізації визначеного громадою бачення, якщо в цьому виникає необхідність.

До інституційного забезпечення процесу стратегічного планування відносяться: Закон України «Про добровільне об'єднання територіальних громад» [1], Державна стратегія регіонального розвитку України на період до 2020 року [2], Порядок розроблення регіональних стратегій розвитку і планів заходів з їх реалізації, а також проведення моніторингу та оцінки результативності реалізації зазначених регіональних стратегій і планів заходів [3], Закон України «Про засади державної регіональної політики» [4], Постанова КМУ «Про затвердження Порядку та Методики проведення моніторингу та оцінки результативності реалізації державної регіональної політики» [5], Постанова КМУ «Деякі питання реалізації у 2015-2017 роках Державної стратегії регіонального розвитку на період до 2020 року» [6] та інші нормативно-правові акти.

На основі розробленого стратегічного плану розвитку територіальної громади на період до 2020 року має бути розроблений план заходів строком на період дії стратегії відповідно до цілей і завдань, з урахуванням припущень щодо доступності відповідних фінансових ресурсів для його реалізації. Розроблення проекту плану заходів починається не пізніше ніж через місяць після затвердження стратегії.

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Стратегическое планирование развития объединенных территориальных общин Украины: институциональный аспект

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Аннотация. В статье рассмотрены преимущества стратегического планирования развития объединенных территориальных общин Украины, задачи, организация этого процесса. Определены этапы стратегического планирования развития объединенных территориальных общин и нормативно-правовое обеспечение процесса стратегического планирования.

Ключевые слова: стратегическое планирование, развитие, объединенная территориальная община, нормативно-правовое обеспечение

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