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## EFFECTIVE RESOURCES MANAGEMENT IN THE TERRITORIAL COMMUNITIES AS THE KEY TO THEIR DEVELOPMENT

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**Abstract.** *Some aspects of the use of community resources were studied. It was determined that it is impractical to be limited exclusively to financial or land resources, it is necessary to cover the entire resource complex of the community within the framework of the study. It was established that community resources require identification, description, analysis, classification, evaluation and planning of their rational use. Community resources are classified with a basic division into land, natural and other community resources.*

*The need to develop a Program for the rational use and protection of land, natural and other community resources as an effective tool for identification, descriptions, analysis, classification, evaluation and use planning of community resources is substantiated. It was established that as a result of the assessment of the community's resources, it is possible to adjust the measures provided by the territorial community's development strategy, because the management of land-resource (land-property) complexes at any level has a strategic nature and must be tied to the territorial community's development strategy. It was found that an effective means to achieve this is the use of an automated system of accounting and management of land-resource (land-property) complexes of territorial communities,*

*the creation of which should take into account the peculiarities and needs of communities.*

*It is noted that in the framework of the development of an inclusive economy, it is necessary to involve the residents of the community in public goods, in particular, in the use of resources and their management, because the effective use of resources is achieved in the cooperation of local residents and local self-government bodies, and one of the tools is the involvement of residents in the use of resources or their management , is conducting surveys of community residents with the aim of forming strategic goals and measures for community development.*

**Key words:** *land management, community resources, natural resources, resource management, resource assessment, territorial community development, community development strategy, community resource utilization program.*

**Problem statement.** The reforms of decentralization and administrative-territorial reform implemented during 2014-2020 had the following goals: “formation of effective local self-government and territorial organization of power to create and maintain a full-fledged living environment for citizens, provide high-quality and accessible public services, establish institutions of direct people's rule, coordination of the interests of the state and territorial communities”. The reforms being introduced can significantly contribute to the development of communities and the country as a whole. However, the implementation of these reforms is associated with challenges and may have an impact on various spheres of social and economic life. The main goal of the reforms is to increase the opportunities and obligations of the newly formed territorial communities [1].

One of the dimensions of the decentralization reform, and more precisely, the administrative-territorial reform related to it, is the spatial dimension. The communities became much larger, the area of their territory could increase more than ten times. The idea was to reduce community administration costs and accumulate more revenue for local budgets by increasing the tax base and changing the inter-budgetary relations of different levels.

However, the growth of revenues to local budgets and expansion of powers has another side of the coin, namely the emergence of new tasks and obligations. In particular, the organization of the educational and medical spheres, as well as the development of infrastructure, have become tasks that local self-government bodies have to perform from now on. However, they face numerous problems in the implementation of their powers, especially when the centre of the newly formed community was not the district centre before the administrative-territorial reform, because such communities suffer not only from a lack of funds in the budget, but also from a lack of competent personnel who could organize the implementation of tasks and powers of newly formed communities.

In the context of decentralization, it is worth considering not only the financial resources of the community, but in general the entire resource complex on the territory of the community. Accordingly, these resources require identification, description and registration. Then it is necessary to carry out an analysis and classification of these resources in order to evaluate them and plan their use, which should be rational and effective in an economic, ecological and social context. Therefore, there is a need to create tools for effective management of the resources of territorial communities.

It is important to note that the process of forming first united territorial communities, and then territorial communities lasted 6 years. Of the 1,470 formed territorial communities, 1,070 voluntarily united, the other 400 were formed by the decision of the Cabinet of Ministers of Ukraine on May 27, 2020, in accordance with the formed perspective plans for the development of regions. In more than a hundred communities, there were protests against this decision of the government, and some communities sued the government in court [1; 2].

Therefore, we must realize that the reform of decentralization of power "...is not the division of the country, but the creation of opportunities for the development of the entire state space based on the priority of the powers of communities uniting residents of cities, towns, and villages" [3, p. 97]. In addition, "...we must create an effective system of local self-government, state administration, corporate economy of

land and nature use with the involvement of all interested parties – business, communities and the state” [3, p. 97].

Another problem faced by the communities is that when forming long-term plans and uniting territorial communities, a comprehensive inventory and assessment of resources was not carried out, based on which it is possible to form effective strategies and programs for the development of communities. Instead, during the formation of communities, only a preliminary assessment of the capacity of capable territorial communities was actually carried out using the criteria defined by the Resolution of the Cabinet of Ministers of Ukraine dated April 8, 2015 No. 214 “On the approval of the Methodology for the formation of capable territorial communities”. These include: the population of the territorial community, the area of its territory, the fiscal capacity index of the budget, the number of students in general secondary education institutions, and the share of the community's own revenues to the local budget [4]. These criteria are not enough to form a community development strategy, which requires a much more comprehensive analysis of various factors.

**Analysis of the latest scientific research and publications.** The works of Dorosh Y., Khvesyk M., Dorosh O., Tretiak A., Ibatullin Sh., Shkuratov O., Carmin J., Agyeman J., Matarrita-Cascante D., Brennan M.A., Rasmussen R.O., Healey, P. are devoted to the study of the resources of territorial communities, their effective use and management.

In particular, Carmin J. and Agyeman J. in their research claim that it is important to ensure citizens' access to community resources. This can ensure public participation in community development decisions and increase the efficiency of resource use. [5]. This conclusion is strengthened by the conclusion of Rasmussen R.O., who claims that community resources can become a source of support for the development of local traditions and cultural heritage, which can help strengthen the community's identity and increase the tourism potential of the region [6].

Healey, P. insists that it is important to ensure the effective use of community resources and prevent their depletion. For example, this can be achieved through the

use of effective technologies, rational land use and biodiversity conservation [7]. We consider the conclusion of Matarrita-Cascante D. and Brennan M.A. to be key for the further development of our research. They claim that the development of strategies for the use of community resources should be based on an integrated approach and take into account environmental, social and economic factors [8].

Accordingly, **the aim of the research** is to classify community resources and to formulate proposals for the introduction of tools for the effective use of community resources.

**Materials and methods.** Research methods of a general scientific and special nature are applied. We highlight the following: *scientific analysis* – for the purpose of researching the management and use of community resources; *monographic analysis* – for a scientific and literary search for approaches to the management and use of community resources.

**Results and discussion.** First of all, it is necessary to determine what exactly we consider as community resources and to classify them. Such resources may include:

- territory and natural resources: it refers to lands, forests, water resources and other natural resources that belong to the community or are located on its territory;
- historical and cultural resources: these can be architectural monuments, cultural and historical monuments, national ceremonies and other cultural assets;
- human resources: this is first and foremost the ability to work and the ability to have children, but people are distinguished by their knowledge, skills, experience, abilities and talents;
- financial resources: these are taxes, fees and lease payments, budget funds allocated to the community, or funds received under various programs, grants, charitable contributions and other sources, including subventions and subsidies;
- infrastructural resources: in particular, buildings, street networks, roads, railways, power grids, water pipes, sewage systems and other infrastructure objects that ensure the livelihood of communities;

- energy resources: electric power, in particular nuclear and renewable, fossil fuels (oil, gas, coal) and petroleum products;
- regional brands: brands that shape local identity.

From our own point of view, we suggest dividing community resources into land, natural and other resources. The Law of Ukraine “On Land Protection” provides a definition of the term “land resources”, which is considered as a general natural resource that is on the surface of the earth and is the main means of production in the agricultural and forestry sectors, as well as a spatial basis for the accommodation of people [9]. Natural resources are considered as natural components that can be used as means of production and to meet the material and spiritual needs of people, with the aim of improving the quality of life [10]. Other resources include all non-natural resources of the community. A detailed classification of community resources was proposed by I.-O.Yu. Zastulka (Fig. 1).

Although we mostly agree with this classification of resources, it contains some debatable provisions. In particular, the assignment of the exclusive (marine) economic zone to the water resources of the community, although the communities do not have the competence to manage the resources of the exclusive (marine) economic zone, because they are outside the territory of the communities. There are also questions about humanitarian and informational resources.

In general, community resources must first be identified. Accordingly, communities should start with an inventory of their own resources, because in the process of its implementation, their identification and comprehensive study takes place within the territory of the community. Without this important step, it is impossible to analyse them, evaluate them and take further steps in their use.

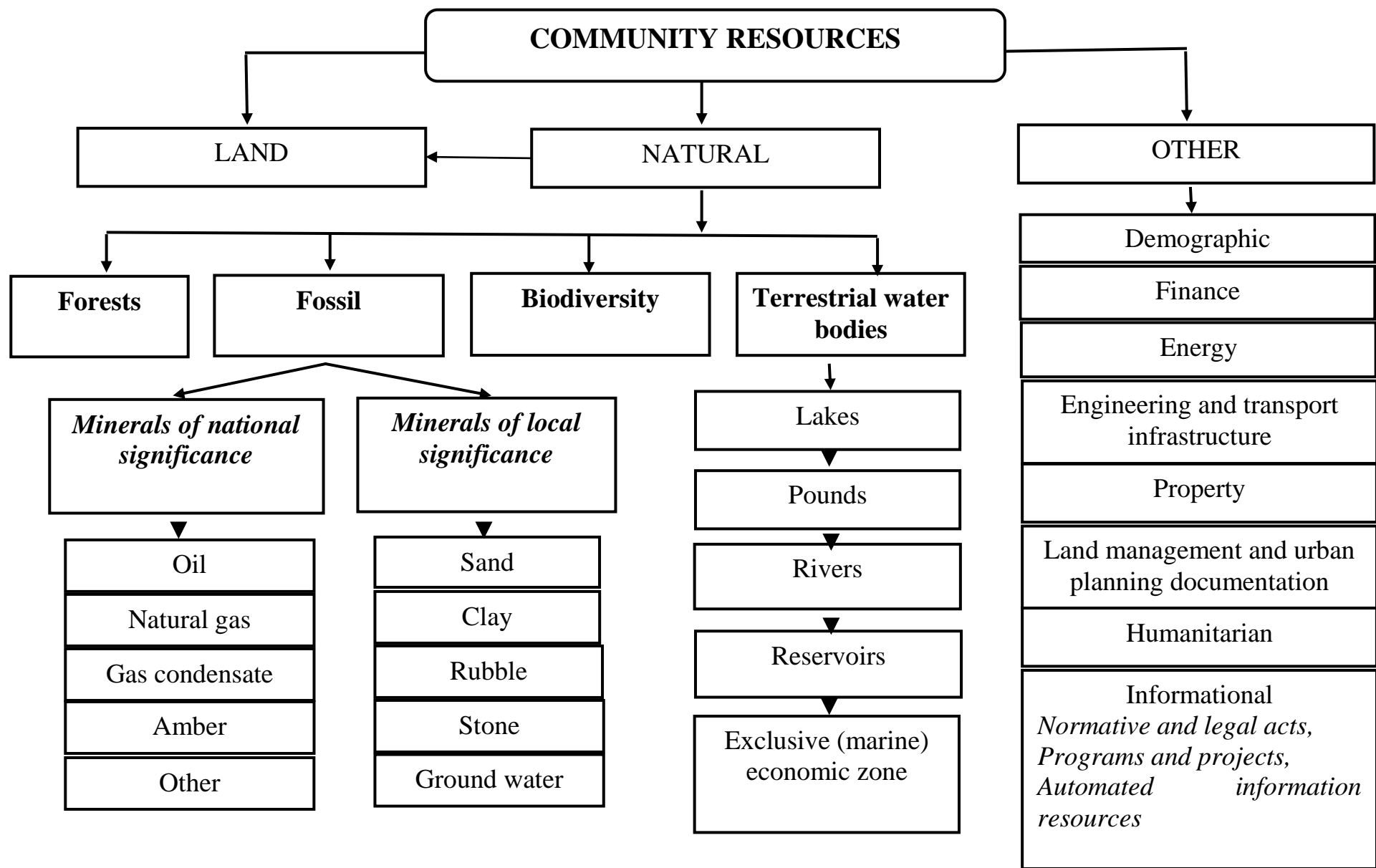


Fig. 1. Structural and hierarchical scheme of the integrated resource complex of the community [11]

A prerequisite for the rational use and protection of community resources is their analysis and assessment in qualitative and quantitative terms, including monetary assessment. This allows to assess the potential economic, ecological and social impact of the use of these resources and to make informed decisions about their further use and protection. The assessment can be carried out both separately for each resource and in the complex, thereby ensuring the rational use and preservation of community resources, which will lead to an increase in budget revenues. The result of the analysis and assessment is the formation of a plan of measures for the use of the community's integrated resource complex, which allows the community's resources to become assets.

According to the Law of Ukraine “On Environmental Protection”, the rational use and protection of natural resources is the responsibility of each of us, taking into account the stability and sustainability of both ecosystems and communities [12]. To ensure this sustainability in the long term, the most effective is the rational use of resources in the economic, ecological and social spheres. This statement is confirmed by the experience of developed countries and a wide range of scientific research.

Accordingly, we believe that within the territory of the territorial community, the Program for rational use and protection of land, natural and other resources of the community (hereinafter – the Program), in particular mentioned by I.O.-Yu. Zastulka [11], is an effective tool for identification, descriptions, analysis, classification, evaluation and use planning of community resources. In order to achieve the maximum effectiveness of the development and implementation of the Program, it is necessary to develop a clearly defined structure and content of the methodology for its development. The program is a necessary tool for these communities to manage and implement strategies for the use and protection of community resources, as well as to finance activities for the identification, inventory, as well as assessment and use of community resources.

Based on the assessment of resources, relevant measures, which correspond to the community's development strategy, are formed. If such an assessment shows that achieving the community's strategic goals will be impossible or irrational due to the



predominance of costs over income in the long term, the strategy must be adjusted. Changes to the strategy as a result of the evaluation are also appropriate if community goals change to more realistic or rational ones in the context of long-term community development.

As for the measures and strategies for the use of resources, as part of the development of an inclusive economy, it is necessary to involve the residents of the community in the management of public goods, in particular, in the use of resources and their management, because the effective use of resources is achieved through the cooperation of local residents and local self-government bodies [11; 13, p. 65-66]. One of the tools for involving residents in the use of resources or their management is conducting surveys of community residents with the aim of forming strategic goals and measures for community development [14].

In addition to the Program for the rational use and protection of land, natural and other community resources, which is a flexible tool for planning and financing measures for the use and protection of community resources, a comprehensive solution is also important, which, in addition to the Program, also includes the information and analytical system of land-resource (land-property) complex of the community. This system should be designed on the basis of those approved during the development of the automated system of accounting and management of the land and property complex of the National Academy of Agrarian Sciences using INSPIRE standards [15]. In addition, such an important informational resource, in addition to communities, will be useable by "...society, investors, business structures, specialists, state and local authorities, citizens", which will ensure the economic growth of these communities [16, p. 24].

**Conclusions and perspectives.** To effectively solve problems with identification, assessment, registration and rational use and protection of resources, it is necessary to apply an institutional approach in the development and implementation of the Program for rational use and protection of land, natural and other community resources. This will make it possible to systematize approaches to management, identification, inventory, assessment, registration, monitoring of

resources, their rational use and protection. Formation of community resources as assets, including spatial mapping, is the basis for developing a long-term community development strategy. The existence of the Program also allows to ensure financing of the measures envisaged by it. The tools provided in the Program for the rational use and protection of community resources are the key to solving the problems of their management and development. At the same time, an important prerequisite for the development of the Program is the classification of community resources, which will ensure their clear identification.

Management of land-resource (land-property) complexes at any level has a strategic nature and must be tied to the development strategy of the territorial community. An effective means of achieving this is the use of an automated system of accounting and management of land-resource (land-property) complexes of territorial communities, the creation of which should take into account the peculiarities and needs of communities. This approach allows for effective management of land resources and their rational use in accordance with the needs of the community, ensures the fulfilment of the strategic goals of the community and can ensure the financing of relevant activities.

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## **ЕФЕКТИВНЕ УПРАВЛІННЯ РЕСУРСАМИ ТЕРИТОРІАЛЬНИХ ГРОМАД, ЯК ЗАПОРУКА ЇХ РОЗВИТКУ**

**Анотація.** Досліджено окремі аспекти використання ресурсів громади. Визначено, що обмежуватись виключно фінансовими чи земельними ресурсами недоцільно, необхідно охоплювати весь ресурсний комплекс громади в рамках дослідження. Встановлено, що ресурси громади потребують ідентифікації, опису, аналізу, класифікації, оцінки та планування їх раціонального використання. Класифіковано ресурси громади з базовим розподілом на земельні, природні та інші ресурси громади.

Обґрунтовано необхідність розроблення Програми раціонального використання та охорони земельних, природних та інших ресурсів громади як ефективного інструменту визначення, опису, аналізу, класифікації, оцінки та

планування використання ресурсів громади. Встановлено, що внаслідок оцінки ресурсів громади можливе коригування заходів передбачених стратегією розвитку територіальної громади адже управління земельно-ресурсними (земельно-майновими) комплексами на будь-якому рівні має стратегічний характер і повинно бути прив'язане до стратегії розвитку територіальної громади. Виявлено, що ефективним засобом для досягнення цього є використання автоматизованої системи обліку та управління земельно-ресурсними (земельно-майновими) комплексами територіальних громад, створення якої повинно враховувати особливості та потреби громад.

Зазначено, що в рамках розвитку інклюзивної економіки необхідне залучення жителів громади до суспільних благ, зокрема до використання ресурсів та управління ними, адже ефективне використання ресурсів досягається в співпраці місцевих жителів та органів місцевого самоврядування, а одним з інструментів залучення жителів до використання ресурсів чи управління ними, є проведення опитувань жителів громади з метою формування стратегічних цілей та заходів щодо розвитку громади.

**Ключові слова:** землеустрій, ресурси громади, природні ресурси, управління ресурсами, оцінка ресурсів, розвиток територіальної громади, стратегія розвитку громади, програма використання ресурсів громади.