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## **МІЖМУНІЦИПАЛЬНА СПІВПРАЦЯ ЯК КАТАЛІЗАТОР РОЗВИТКУ ТЕРИТОРІАЛЬНИХ ГРОМАД (НА ПРИКЛАДІ ТИЛІГУЛЬСЬКОГО СУБРЕГІОНУ)**

**Актуальність.** Міжмуніципальна співпраця є актуальним інструментом розвитку громад у будь якій країні з децентралізованою територіальною адміністративною системою. Дослідження обумовлене необхідністю у реорганізації та удосконаленні взаємовідносин між громадами Тилігульського субрегіону задля вирішення проблем фінансування масштабних проєктів міжмуніципального, міжрегіонального і міжобласного значення та забезпечення сталого розвитку субрегіону.

**Мета та завдання.** Метою даного дослідження є розробка методичного інструментарію щодо вибору кращої форми організації співробітництва громад, належних до об'єктивно утвореного цілісного субрегіону з використанням ознак сталого розвитку, тобто в розрізі економічної, соціальної, екологічної складових. Окремими завданнями дослідження є проведення аналізу інституціонального забезпечення і сутності різних форм співробітництва територіальних громад, ідентифікація релевантних ознак, за якими визначаються спільні характеристики і передумови організації співробітництва громад; визначення найкращої форми економічного співробітництва громад і спільного використання просторово-ресурсного потенціалу, на прикладі Тилігульського субрегіону.

**Матеріали та методи.** Оцінка різних форм міжмуніципального співробітництва з метою пошуку найкращих варіантів організації економічної співпраці субрегіонів здійснена з використанням методів системного, логічного аналізу. Врахування досвіду кращих практик організації економічного співробітництва територіально-господарських систем в країнах ЄС здійснено з використанням засобів бенчмаркінгового аналізу. Узагальнення та співставлення даних про перспективи співпраці громад Тилігульського субрегіону, визначення очікуваної активності та результативності такої співпраці здійснено з використанням методів статистичного аналізу.

**Результати.** У статті розглянуто сучасний стан міжмуніципального співробітництва в Україні та в Причорноморському регіоні. Також визначені основні фактори, що створюють передумови для успішної міжмуніципальної співпраці територіальних громад Тилігульського субрегіону. Оскільки при здійсненні міжмуніципального партнерства найважливішими питаннями, які постануть перед територіальними громадами, є визначення сутності, предмету та найвдалішої форми співробітництва, було розглянуто кожну із п'яти форм міжмуніципальної співпраці у розрізі зацікавлених у співпраці громад і визначено їх позитивні та

негативні сторони. На основі проведеного дослідження запропоновані перспективи подальшого розвитку співробітництва територіальних громад Тилігульського субрегіону.

**Висновки.** Результатом даного дослідження є визначення найбільш перспективного варіанту співпраці територіальних громад Тилігульського субрегіону, що базується на утворенні спільного органу управління, а саме Відділу стратегічної проєктної діяльності та інвестицій територіальних громад Тилігульського субрегіону. Реалізація запропонованого сценарію вирішить проблему фінансування масштабних проєктів міжмуніципального, міжрегіонального і міжобласного значення, а розглянуті у статті можливості запропонованого формату співпраці, в результаті, дозволять забезпечити сталий розвиток субрегіону.

**Ключові слова:** міжмуніципальне співробітництво, територіальна громада, адміністративно-територіальний устрій, місцеве самоврядування, державна політика.

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## **INTERMUNICIPAL COOPERATION AS A CATALYST FOR THE DEVELOPMENT OF TERRITORIAL COMMUNITIES (ON THE EXAMPLE OF TILIGUL SUBREGION)**

**Topicality.** Intermunicipal cooperation is a relevant tool for community development in any country with a decentralized territorial administrative system. The study is motivated by the need to reorganize and improve relations between the communities of the Tyligul subregion in order to solve the problems of financing large-scale projects of intermunicipal and interregional importance and ensure the sustainable development of the subregion.

**Aim and tasks.** The purpose of this study is to develop a methodological toolkit for choosing the best form of organization of cooperation of communities belonging to an objectively formed integral subregion using the signs of sustainable development, that is, in terms of economic, social, and environmental components. Separate tasks of the research are the analysis of institutional support and the essence of various forms of cooperation of territorial communities, the identification of relevant features, which determine the common characteristics and prerequisites for the organization of cooperation of communities; determination of the best form of economic cooperation of communities and joint use of spatial and resource potential, on the example of the Tyligul subregion.

**Materials and Methods.** Evaluation of various forms of intermunicipal cooperation with the aim of finding the best options for organizing economic cooperation of subregions was carried out using methods of systematic, logical analysis. Taking into account the experience of the best practices of the organization of economic cooperation of territorial economic systems in the EU countries was carried out using the means of benchmarking analysis. Generalization and comparison of data on the prospects of cooperation between communities of the Tyligul subregion, determination of the expected activity and effectiveness of such cooperation was carried out using methods of statistical analysis.

**Research results.** The article examines the current state of inter-municipal cooperation in Ukraine and the Black

*Sea region. The main factors that create prerequisites for successful inter-municipal cooperation of territorial communities of the Tyligul subregion are also defined. Since the most important issues that will be faced by territorial communities during the implementation of inter-municipal partnership are the determination of the essence, the subject and the most successful form of cooperation, each of the five forms of inter-municipal cooperation was considered and their positive and negative sides were determined. On the basis of the conducted research, prospects for the further development of cooperation between territorial communities of the Tyligul subregion are proposed.*

**Conclusion.** *The result of this study is the determination of the most promising option for the cooperation of territorial communities of the Tyligul subregion, based on the formation of a joint management body, namely the Department of Strategic Project Activities and Investments of Territorial Communities of the Tyligul Subregion. The implementation of the proposed scenario will solve the problem of financing large-scale projects of inter-municipal and inter-regional importance, and the possibilities of the proposed format of cooperation discussed in the article will, as a result, allow to ensure the sustainable development of the subregion.*

**Keywords:** *inter-municipal cooperation, territorial community, administrative-territorial system, local self-government, state policy.*

### **Problem statement and its connection with important scientific and practical tasks.**

Inter-municipal cooperation (IMC) is inherent in the decentralized territorial administrative system. The more municipalities have their own powers and rights to make management, financial and budgetary decisions, the more they need to cooperate and the more they can do together to ensure the sustainable development of their territories.

In a centralized state where municipalities have few powers and limited resources, there is no need for joint action. Most of the local problems will be solved by the government itself. When municipalities are endowed with a large number of competences, when they are free to organize the provision of services to citizens and perform administrative duties, there are many cases where cooperation with other municipalities can bring significant benefits.

Since the state policy of Ukraine in the field of local self-government is based on the interests of residents of territorial communities (TC) and provides for the decentralization of power - that is, the transfer of a significant part of powers, resources and responsibilities from the executive authorities to local self-government bodies (The official portal of decentralization in Ukraine), inter-municipal cooperation should be an actual tool for the development of communities. Municipalities should join forces with other municipalities if this is a way to improve their efficiency and effectiveness.

At the same time, the most important task is for central and local authorities to understand the benefits that municipalities and their citizens can receive through IMC, and how to get these benefits in a reasonable way.

**Analysis of recent publications on the problem.** Scientists showed interest in the topic of inter-municipal cooperation even before the start of the process of decentralization of Ukraine. Today, there is a sufficient number of scientific works

dedicated to this topic, in particular, a significant contribution to the study of the issue of community cooperation, ensuring spatial development and organizing the effective functioning of territorial and economic systems was made by: Z.O. Sirik, I.L. Parasyuk, V.S. Kravtsiv, I.Z. Storonyanska, M.I. Melnyk, I.V. Zablodska, A.I. Mokii, O.I. Nikiforuk, I.I. Kulchytskyi, B.V. Burkinsky (Burkinskyi B. V., Andreeva N.M. (Ed.), 2020), O.I. Laiko (Tkachuk A., Serhiienko O., Laiko O., Natalenko N., 2019), I.O. Lunina, Yu.M. Popova, M.M. Kononenko, M.V. Maksymchuk, T.G. Barabash, L.P. Olenkovska, V.V. Kruglov, P.M. Lyubchenko and others.

**Allocation of previously unsolved parts of the general problem.** Despite the presence of a large number of studies, at the moment the problems of the development of inter-municipal cooperation in Ukraine from the point of view of the applied aspect have not been fully disclosed.

**Formulation of research objectives (problem statement).** This work examines the possibility of inter-municipal cooperation of six communities of the Tyligul subregion, namely:

- Yuzhne TC (Odesa region, Odesa district);
- Vyzyrka TC (Odesa region, Odesa district);
- Kurisove TC (Odesa region, Bereziv district);
- Berezivska TC (Odesa region, Berezivskyi district);
- Berezanska TC (Mykolaiv region, Mykolaiv district);
- Koblevo TC (Mykolaiv region, Mykolaiv district).

**Materials and Methods.** The methods of systemic, logical, and structural analysis are applied to evaluate various forms of inter-municipal cooperation in order to find the most rational options for organizing economic cooperation of subregional cooperation subjects. A methodical approach to choosing the optimal form of

community cooperation based on 5 groups of factors of spatial, human, ecological development and managerial, resource-economic rationality has been developed, which is proposed for use by 6 communities of the subregion in the basin of the Tyligul estuary to ensure the coordinated development of this territorial and economic system around a common natural resource

Assessment of the suitability for implementation in the communities of Ukraine of the best practices of organizing economic cooperation of the territorial and economic systems of the EU countries was carried out using the means of benchmarking and comparative analysis. The application of the proposed methodical approach was carried out with the use of statistical analysis methods for summarizing and comparing data on the prospects of cooperation between the communities of the Tyligul subregion and determining the expected effectiveness of such cooperation.

**An outline of the main results and their justification.** In Ukraine, the main legislative act in the field of inter-municipal cooperation is the Law of Ukraine "On Cooperation of Territorial Communities" dated July 24, 2014 No. 1508-VII (hereinafter - the Law), which defines the organizational and legal principles of cooperation of territorial communities, principles, forms, mechanisms of such cooperation, its stimulation, financing and control.

According to the Law, the cooperation of territorial communities means relations between two or more territorial communities that are carried out on a contractual basis with the aim of ensuring the socio-economic and cultural development of territories, improving the quality of providing services to the population based on common interests and goals, effective implementation by local self-government bodies of defined by the law of powers. At the same time, the Law defines five forms of cooperation:

1) delegation of one or more tasks to one of the subjects of cooperation by other subjects of cooperation with the transfer of relevant resources to him;

2) the implementation of joint projects, which involves the coordination of the activities of cooperation subjects and their accumulation of resources for a specified period in order to jointly implement relevant measures;

3) joint financing (maintenance) by subjects of cooperation of enterprises, institutions and organizations of communal form of ownership - infrastructure objects;

4) formation by subjects of cooperation of joint communal enterprises, institutions and organizations - joint infrastructure facilities;

5) formation of a joint management body by the subjects of cooperation for the joint performance of powers defined by law.

According to the Register of Agreements on Cooperation of Territorial Communities maintained by the Ministry of Development of Communities and Territories of Ukraine, since 2014, a total of 857 agreements on cooperation have been registered in Ukraine, 4 of which have lost their validity.

At the moment, the most popular form of cooperation is the implementation of a joint project (table 1), which can be explained by the absence of the need to fulfill the requirements provided for in Articles 5-9 of the Law, that is, cooperation participants can be free of:

- formalizing the initiation of cooperation;
- conducting negotiations on the organization of cooperation;
- creating a commission for the preparation of a draft cooperation agreement;
- conducting public discussion and approval of the draft cooperation agreement.

As a result, the format of cooperation in the form of implementation of joint projects is simplest and takes much less time.

Table 1

**Distribution of agreements on cooperation of territorial communities by form of cooperation**

Form of cooperation	Number of IMC contracts
Delegation of tasks	105
Implementation of joint projects	532
Joint financing of infrastructure facilities	197
Formation of joint infrastructure facilities	17
Formation of a joint management body	6

*Developed by the authors based on source:* Ministry for Communities and Territories Development of Ukraine. <https://www.minregion.gov.ua/napryamki-diyalnosti/rozvytok-mistsevohosamovryaduvannya/reystri/>

As a result of the analysis of the distribution of agreements on the cooperation of territorial communities by regions of Ukraine, it was established that the largest percentage of agreements falls on Vinnytsia and Poltava regions.

Donetsk, Luhansk and Kherson regions are characterized by the lowest indicators. For them, the number of cooperation agreements is less than one percent of the total number of agreements in Ukraine.

Table 2

**Distribution of agreements on cooperation of territorial communities by regions of Ukraine**

Regions	Number of IMC contracts	%
<i>Vinnytsya</i>	113	13,19
<i>Volyn</i>	31	3.62
<i>Dnipro</i>	37	4.32
<i>Donetsk</i>	3	0.35
<i>Zhytomyr</i>	46	5.37
<i>Zakarpattia</i>	9	1.05
<i>Zaporizhya</i>	37	4.32
<i>Ivano-Frankivsk</i>	21	2.45
<i>Kyiv</i>	18	2.10
<i>Kropyvnytskyi</i>	23	2.68
<i>Luhansk</i>	5	0.58
<i>Lviv</i>	78	9,10
<i>Mykolayiv</i>	11	1.28
<i>Odesa</i>	20	2.33
<i>Poltava</i>	121	14,12
<i>Rivne</i>	44	5.13
<i>Sumy</i>	71	8.28
<i>Ternopil</i>	15	1.75
<i>Kharkiv</i>	50	5.83
<i>Kherson</i>	5	0.58
<i>Khmelnyskiy</i>	11	1.28
<i>Cherkasy</i>	45	5.25
<i>Chernivtsi</i>	18	2.10
<i>Chernihiv</i>	25	2.92
In total	857	100.00

Developed by the authors based on source: Ministry for Communities and Territories Development of Ukraine. <https://www.minregion.gov.ua/napryamki-diyalnosti/rozvytok-mistsevoho-samovryaduvannya/reystri/>

In general, the Black Sea region of Ukraine is characterized by rather low activity regarding the conclusion of cooperation agreements. Odesa, Kherson and Mykolaiv regions account for only 35 contracts. Since the territorial communities (TCs) studied in this work belong to the Odesa and Mykolaiv regions, we will consider in more detail

the IMC agreements of these regions.

Table 1.3 shows the distribution of agreements on cooperation between territorial communities of Odesa and Mykolaiv regions, from which it can be seen that the most active community in the field of IMC is the Tatarbunary City Council of Odesa region.

Table 3

**Distribution of agreements on cooperation of territorial communities of Odesa and Mykolaiv regions**

The name of the territorial community	Number of IMC contracts
Odesa region	
Avangard TC	3
Zatyshanska TC	2
Zakharivska TC	1
Znamyanska TC	1
Karolina-Bugazka TC	1
Lymanska TC	3
Ovidiopol TC	1
Tatarbunary TC	7
Velikodalnytsk TC	1

Mykolaiv region	
Voznesensk TC	1
Koblevo TC	2
Mishkovo-Pohorilivska TC	1
Mostivska TC	1
Novobuzka TC	3
Olshanska TC	1
Pervomayska TC	2

Developed by the authors based on source: Ministry for Communities and Territories Development of Ukraine. <https://www.minregion.gov.ua/napryamki-diyalnosti/rozvytok-mistsevoho-samovryaduvannya/reystri/>

In the area of territorial communities of the Tyligul subregion, which is considered by us, several IMS agreements were concluded, and the subject of cooperation responsible for submitting reports on the implementation of cooperation agreements is the Kobliv village council of the Mykolaiv region.

One of the contracts was implemented in the form of implementation of joint projects, and the other participant of this contract is the Yuzhne City Council of the Odesa Region. That is, two of the six territorial communities considered in this paper already had the experience of the IMC.

For further work, it is necessary to determine the main factors that create the prerequisites for a successful IMS of the Tyligul Subregion.

Using some form of collaboration is often a clear response to the challenges that municipalities face. But it may not be easy; there may be obstacles that complicate such cooperation: political differences between municipalities; the complexity of legal procedures and forms of the IMC; lack of finance and experience. As a result, the main factors for a successful IMC can be determined:

- affinity of the main features of the spatial structure of the area;
- similar specifics of territories;
- the probability of the development of joint spheres in terms of territories;
- coherence of activities of local self-government bodies;
- consistency of interests of the population;
- existing development activities.

In order to determine the potential of inter-municipal cooperation of territorial communities of the Tyligul subregion, six fairly indicative territorial characteristics (Portal «Nature of Ukraine») were singled out, namely:

- 1) orthographic characteristics of territorial communities of Tyligul subregion;
- 2) river basins of territorial communities of the

Tyligul subregion;

3) soil fertility of territorial communities of the Tyligul subregion;

4) sunshine of territorial communities of the Tyligul subregion;

5) agroclimatic zoning of territorial communities of the Tyligul subregion;

6) ecological living conditions of the population of territorial communities of the Tyligul subregion.

As a result, it was determined that the territories around the Tyligul subregion have not identical, but similar characteristics. This means that joint projects that are related to territorial features, for example, with agriculture (fertility of the soils of TCs Tyligul subregion have an estimate of 59 to 80 points and are not very fertile or too poor, and also all territories are arid) or with development aquaculture (one river basin), have potential for all TGs.

Such indicators as the ecological living conditions of the population and the duration of sunshine should be especially noted.

Since the indicator of ecological living conditions of the population is generalized and takes into account a large number of man-made factors, this opens up significant potential for environmental projects, because all TCs are characterized by deteriorated conditions.

As for the duration of sunlight, it is an important characteristic of the radiation regime and a criterion for the resources of individual territories. Total solar radiation is the main component of the radiation balance, which is used to evaluate and calculate solar energy indicators (Rybchenko, L.S., Savchuk, S.V., 2015. That is, the affinity of the territories of TCs according to this parameter gives the green light for projects related to solar energy.

If we characterize the administrative-territorial structure of the Tyligul subregion, then the investigated TCs belong to two territorial units of the regional level (oblast), three territorial units of

the subregional level (districts) and six territorial units of the basic level (territorial communities). The administrative-territorial structure of the territories of the Tyligul subregion, as well as information on the number of settlements

(localities), area and population of each territorial community considered in this work, are presented in Figure 1.

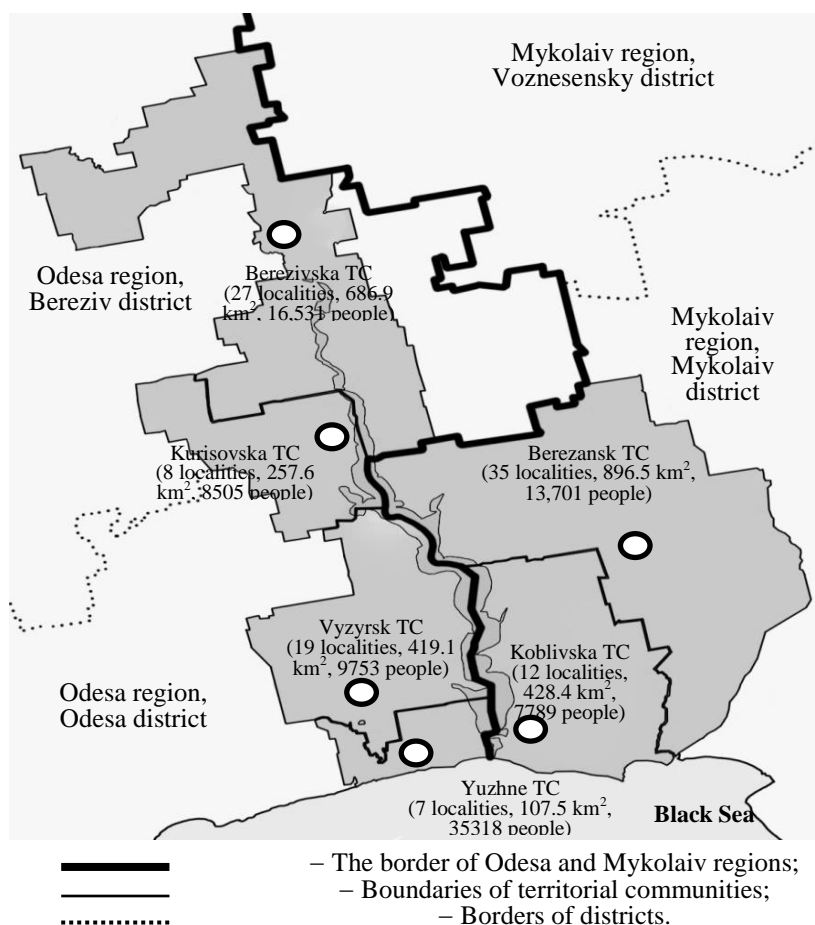


Fig. 1 - Administrative and territorial structure of the territories of the Tyligul subregion

Source: Developed by the authors

As for the probability of development of common areas in terms of territories, the main tool for the activity and organization of successful cooperation of the IMC of the Tyligul subregion is the creation of the Tyligul tourism and recreation cluster, the general purpose of which is to consolidate the efforts of partner communities located along the Tyligul subregion for the sustainable development of partner communities in the surrounding territories, by combining various types of recreation and health and tourist services, providing training for specialists and interested persons in the field of tourism, especially in the field of rural green tourism, spreading and promoting innovative methods of development of the tourism industry.

As for the existing development activities, as already mentioned above, two of the six communities of the Tyligul subregion already had the experience of the IMC, and four of the six have an existing

development strategy, two more from the TCs are currently working on creation of it.

As we can see, few TCs of the Tyligul subregion already has experience in development activities, which allows us to draw a conclusion about the interest of the studied TCs in further increasing the level of the socio-economic and ecological state of their territories.

The coherence of the activities of local self-government bodies and the coherence of the interests of the population of all TGs cannot be determined without further scientific and practical support of the process of concluding an IMC agreement and the development of a joint Development Strategy for six communities of the Tyligul subregion.

As a result of consideration of the Law of Ukraine "On Cooperation of Territorial Communities" and all forms of cooperation, a generalized scheme of the MMC was derived, which is presented in Figure 2.

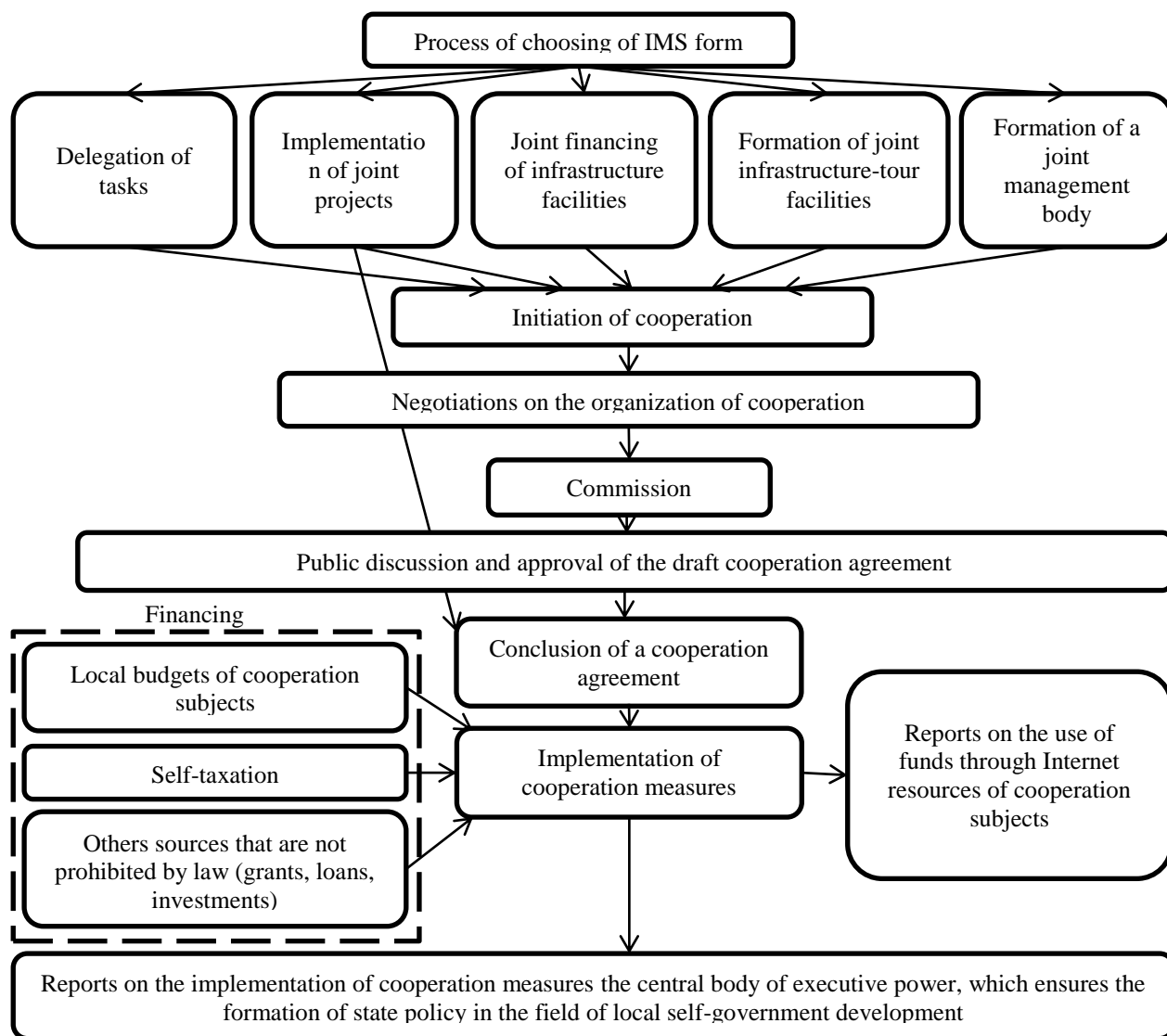


Fig. 2 – Algorithm for the organization of inter-municipal cooperation of territorial communities  
 Developed by the authors based on source: Verkhovna Rada of Ukraine. Legislation of Ukraine.  
<https://zakon.rada.gov.ua/laws/show/1508-18#Text>

Analyzing the scheme presented above, we can conclude that, if there is a desire to engage in the process of inter-municipal partnership, the most important issue facing territorial communities is the choice of the most successful form of such cooperation. To do this, it is necessary to consider each of the five forms of IMC in terms of communities interested in cooperation and to determine their positive and negative sides.

Cooperation in the form of delegating to one of the subjects of cooperation by other subjects of cooperation the performance of one or more tasks with the transfer of relevant resources to him can be applied in those cases when one subject of cooperation has the opportunity to provide certain services, and others cannot, but are able to delegate the relevant right and transfer the necessary resources for their provision (providing preschool education for children living in territorial

communities where there are no preschool educational institutions; activities of communal enterprises, in particular in matters of water supply, solid household waste management, landscaping, etc.) (Tolkovanov, V.V. and Zhuravel, T.V., 2016).

It can be concluded that the agreement on cooperation in the form of delegation of the performance of certain tasks is beneficial only if five of the six communities do not perform certain tasks, which is unlikely and will lead to a reduction in the number of employees who performed these tasks earlier.

Cooperation in the form of implementation of joint projects involves the coordination of the activities of the subjects of cooperation and their accumulation of resources for a certain period in order to jointly implement certain events (competitions, Olympiads, competitions, etc.) and



the implementation of IMC projects.

As already noted above, during the preparation of the draft agreement on cooperation in the form of implementation of the joint project, the requirements stipulated in Articles 5-9 of the Law of Ukraine "On Cooperation of Territorial Communities" may not be applied.

As a result, this form of cooperation for the TG of the Tyligul subregion is the simplest, but it sets limited frameworks for development.

Cooperation in the form of joint financing (maintenance) by subjects of cooperation of enterprises, institutions and organizations of communal ownership - infrastructure objects can be organized by interested territorial communities in the case when one potential subject has a certain infrastructure object, and others subjects have a need for it services on the theirs territory and have able to jointly finance (maintain) this infrastructure facility (Tolkovanov, V.V. and Zhuravel, T.V., 2016).

This scheme of cooperation is not suitable for TCs of the Tyligul subregion, because no community will reduce the employees of similar organizations, and the absence of such organizations is unlikely.

Cooperation in the form of formation by the subjects of cooperation of joint communal enterprises, institutions and organizations - joint infrastructure objects is expedient to apply in those cases when none of the potential MMC subjects has a certain infrastructure object or enterprise, and its creation is absolutely necessary and economically justified for all subjects who intend to organize this form of cooperation (Tolkovanov, V.V. and Zhuravel, T.V., 2016).

As in the case of cooperation in the form of joint financing (maintenance) of enterprises,

institutions and organizations of communal ownership, the scheme of cooperation in the form of the formation of joint communal enterprises, institutions and organizations is not suitable for TCs of the Tyligul subregion, because the absence of such organizations is unlikely. The only option for cooperation under this scheme is if the duties of the this institution will be fundamentally new.

Cooperation in the form of the formation by the subjects of cooperation of a joint management body for the joint performance of powers defined by law can be organized to create a separate unit or as part of the executive committee of the relevant council, for example, for accounting and/or legal support of the activities of several local self-government bodies (Tolkovanov, V.V. and Zhuravel, T.V., 2016).

A joint management body can be formed as a separate executive body of a village, settlement, city council of one of the subjects of cooperation or as part of the executive body of a village, settlement, city council of one of the subjects of cooperation (as a structural unit - department, management unit, project bureau, agency, etc.).

Such cooperation is the most difficult to implement, but at the same time it provides an opportunity to expand the priorities of all communities. On the basis of one of the TGs, it is possible to create such a department that will manage separate structures of all TCs. For example, a department for the development of the TCs of the Tyligul subregion, which will legally accompany the departments or organizations that are already engaged in the development of the territories of the TCs.

Table 4 shows the positive and negative aspects of all the above-mentioned schemes of inter-municipal cooperation.

Table 4

**Positive and negative aspects of various forms of IMS**

Positive aspects	Negative aspects
Delegation of individual tasks	
<ul style="list-style-type: none"> <li>– There is no need to create a new organization;</li> <li>– Expansion of the staff of employees (new workplaces) to which tasks will be delegated;</li> </ul>	<ul style="list-style-type: none"> <li>– Reducing the number of employees who previously performed these tasks (unless other TCs previously did not perform these functions);</li> <li>– Conflict of interests (work is concentrated in one TC);</li> </ul>
Implementation of joint projects	
<ul style="list-style-type: none"> <li>– Simplified procedure;</li> <li>– Clear work plan;</li> <li>– Equal work of all TCs;</li> </ul>	<ul style="list-style-type: none"> <li>– Limited framework for development;</li> <li>– Funding must be available at the beginning of the project;</li> </ul>
<ul style="list-style-type: none"> <li>– There is no need to create a new organization;</li> </ul>	<ul style="list-style-type: none"> <li>– There is no need to expand staff (no new workplaces);</li> </ul>
Joint financing (maintenance) of enterprises, institutions and organizations of communal form of ownership	

<ul style="list-style-type: none"> <li>– There is no need to create a new organization;</li> <li>– Expansion of the staff (new workplaces) that will serve a larger number of TCs;</li> </ul>	<ul style="list-style-type: none"> <li>– Reduction of similar organizations of other TCs (unless there are no such organizations at all);</li> <li>– Conflict of interests (work is concentrated in one TC);</li> </ul>
Formation of joint communal enterprises, institutions and organizations	
<ul style="list-style-type: none"> <li>– Expansion of the staff of employees (new workplaces) who will work in the new organization;</li> </ul>	<ul style="list-style-type: none"> <li>– There is a need to create a new organization;</li> <li>– Conflict of interests (work is concentrated in one TC);</li> <li>– Reduction of similar organizations of other TCs (unless there are no such organizations at all);</li> </ul>
Formation of a joint management body	
<ul style="list-style-type: none"> <li>– It is possible to support the activities of already existing organizations;</li> <li>– Expansion of the staff of employees (new workplaces) who will work in the new organization;</li> <li>– New development priorities of all TCs;</li> </ul>	<ul style="list-style-type: none"> <li>– There is a need to create a new organization;</li> <li>– Conflict of interests (if work will concentrated in one TC the new organization will control certain structures of all TCs);</li> </ul>

Source: Developed by the authors

Based on the results of the evaluation of all the forms of inter-municipal cooperation discussed above, it was concluded that the most attractive and promising option for cooperation between the TCs of the Tyligul subregion is cooperation in the form of the formation of a joint management body, namely the Department of Strategic Project Activities and Investments of the TCs of the Tyligul Subregion. The activity of such a body should cover the sphere of strategic development, and the department itself should be of a coordinating, accompanying and monitoring nature, the scope of its activity should focus on attracting additional extra-budgetary resources to solve the problems of implementing development projects of TCs Tyligul subregion in the short, medium and long term, because the main the problem of the implementation of most projects is the coverage of insufficiently large areas and small target groups by these projects, i.e. the unprofitability of implementation.

The generalized scenario of inter-municipal cooperation of TCs of the Tyligul subregion based on the formation of a joint management body is presented in Figure 3.

The cooperation agreement of the proposed format has no precedents, because, according to practical literature, the need to form a joint management body arises in the event of financial inability to create it only for the needs of one community or for the purpose of saving funds (U-LEAD with Europe, 2020, June; USAID.GOV, 2022).

The proposed format will unite already existing organizations and will increase the effectiveness of project implementation, since those TCs that are

already engaged in project development and the search for investments will have the opportunity to receive assistance and increase the chance of receiving the necessary funds, because projects that cover more territories have a higher grant and investment capacity, and those organizations that are less project-active will receive the results of the implementation of projects developed by other TCs of the Tyligul subregion in their own territories. At the same time, there is no need to reduce the staff of existing organizations.

Such a scenario also makes it possible to find funds for the implementation of projects at several levels, which increases the chances of communities to implement their development plans. In general, it can be stated that the implementation of the proposed scenario of inter-municipal cooperation of territorial communities of the Tyligul sub-region on the basis of the formation of a joint management body will solve the problem of financing large-scale projects of inter-municipal and inter-regional significance, and all the above-mentioned possibilities of the proposed format of cooperation will, as a result, ensure the sustainable development of the sub-region.

Community cooperation, which is conducted on the basis of existing objective prerequisites for joint participation in the division of labor, contributes to the development of horizontal networks of economic interaction of community members, contributes to the increase of cohesion (European Commission), which corresponds to European trends in ensuring the sustainable development of regions and communities for the period 2021-2027.

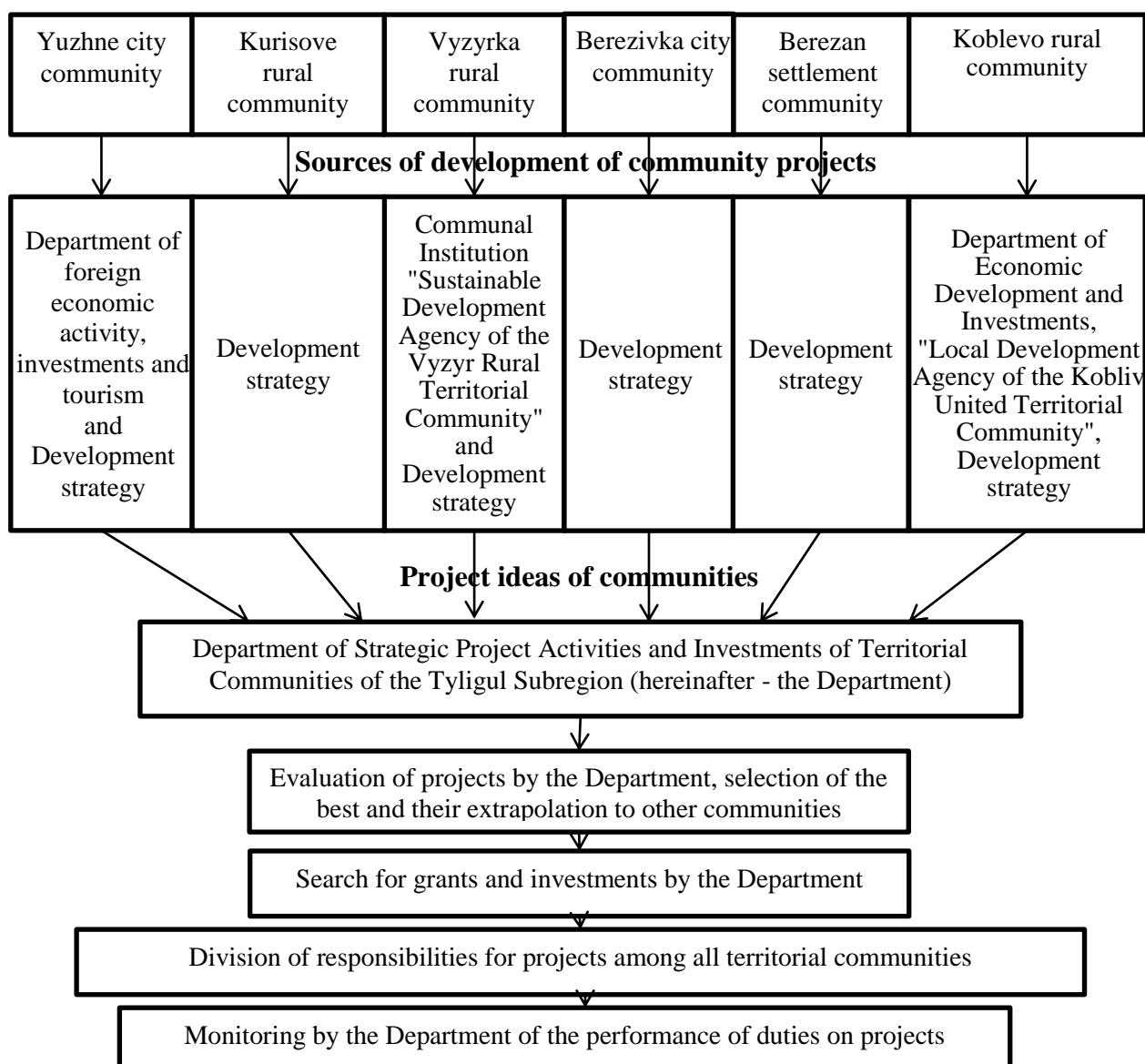


Fig. 3 - Scenario of inter-municipal cooperation of territorial communities of the Tylygul subregion based on the formation of a joint management body

*Sources:*

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**Conclusions and perspectives of further research.**

As a conclusion, it can be stated that inter-municipal partnership allows coordination of individual actions and exchange of information between territorial communities, which leads to more sustainable and integrated development, not

only economic growth.

The spreading of inter-municipal cooperation agreements confirms the statement that the management link in the system of inter-municipal interaction of communities is weak. At the same time, at the moment, no management body for the sustainable development of the subregion has been

created in the IMC of Ukraine.

To improve the IMS management system, it is proposed to conduct an economic experiment on the basis of 6 territorial communities of Odesa and Mykolaiv regions (Vyzyrska Rural Territorial Community, Yuzhne City Territorial Community, Koblivska Rural Territorial Community, Berezan Rural Territorial Community, Berezhivska City Territorial Community, Kurisovska Rural Territorial Community), which are located on the shore of the Tyligul subregion.

Further scientific research on the subject under consideration should be focused on the development of the appropriate format of inter-municipal cooperation and the formation of the order of cooperation between territorial communities of the Tyligul subregion.

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