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ЗАСТОСУВАННЯ ІНСТРУМЕНТІВ РЕГІОНАЛЬНОГО МЕНЕДЖМЕНТУ ДЛЯ ЗАБЕЗПЕЧЕННЯ ТЕРИТОРІАЛЬНОЇ ЗГУРТОВАНОСТІ В РЕГІОНАХ ТА ГРОМАДАХ УКРАЇНИ

Актуальність. Актуальність цього наукового дослідження обумовлена необхідністю формування релевантного інструментального забезпечення територіальної згуртованості в рамках реалізації першочергової стратегічної цілі державної регіональної політики - формування згуртованої держави в соціальному, гуманітарному, економічному, екологічному, безпековому та просторовому аспектах. В рамках забезпечення реалізації вищезазначеній стратегічної цілі постас низка необхідних до реалізації завдань, зокрема: вивчення законодавчого досягнення (досвіду реалізації політики згуртованості Європейського Союзу), адаптація вивченого методологічного досягнення до українських реалій та доповнення інструментарієм атмосфери, властивим саме українській державній регіональній політикі та поліції просторового розвитку на місцях (в районах та громадах України). Останнє означає формування інструментарію державної політики регіонального розвитку в контексті розвитку місцевого самоврядування та повоєнного відновлення, а також у відповідності до Державної стратегії регіонального розвитку України на 2021-2027рр.

Мета та завдання. Метою поточного дослідження є пошуки шляхів формування та вдосконалення інструментального забезпечення державної регіональної політики України в рамках забезпечення згуртованості території та громад в Україні. Реалізація поставленої мети відбувається через наступні завдання: дослідити інструментальний базис політики згуртованості СУ в аспекті забезпечення просторового розвитку, запропонувати інструменти забезпечення територіальної згуртованості для регіонів та територій України, включаючи адаптовані інструменти ЄС та оригінальні з огляду на часовий та просторовий контекст, та інституційну базу забезпечення згуртованості в регіонах та громадах України. Останнє означає формування інструментарію державної політики регіонального розвитку на період 2021-2027 рр.

Матеріали та методи. Методична база дослідження обумовлена необхідністю формування релевантного інструментального забезпечення територіальної згуртованості в рамках реалізації першочергової стратегічної цілі державної регіональної політики - формування згуртованої держави в соціальному, гуманітарному, економічному, екологічному, безпековому та просторовому аспектах. В рамках забезпечення реалізації вищезазначеній стратегічної цілі постас низка необхідних до реалізації завдань, зокрема: вивчення законодавчого досягнення (досвіду реалізації політики згуртованості Європейського Союзу), адаптація вивченого методологічного досягнення до українських реалій та доповнення інструментарієм атмосфери, властивим саме українській державній регіональній політикі та поліції просторового розвитку на місцях (в районах та громадах України). Останнє означає формування інструментарію державної політики регіонального розвитку в контексті розвитку місцевого самоврядування та повоєнного відновлення, а також у відповідності до Державної стратегії регіонального розвитку України на 2021-2027рр.

Результати. У статті розглянуті основні інструменти забезпечення згуртованості з точки зору досвіду країн Європейського Союзу, що, можуть бути адаптовані до сучасних реалій України, а також запропоновано оригінальні інструменти, що, на думку автора, з огляду на часовий та просторовий контекст, відповідають інституційній базі забезпечення згуртованості в регіонах та громадах України. В рамках поточного дослідження визначені інструменти регіонального менеджменту, застосування яких сприяє територіальній згуртованості в регіонах та громадах України, зокрема: (1) кооперація або територіальне співробітництво, (2) координація між різними секторами формування державної регіональної політики та політики місцевих органів влади, (3) стимули, зокрема фіскальні та фінансові, (4) покращення інституційного середовища для стимулювання розвитку точок економічного зростання та забезпечення умов їх практичної діяльності, (5) ефективне управління стійкими ресурсами, (6) підвищення обізнаності щодо сутності та цілей згуртованості в рамках реалізації державної регіональної політики та локальних стратегії розвитку, (7) інформація - створення та накопичення інформаційної бази для оцінки динаміки забезпечення територіальної згуртованості, (8) освіта - організація покращення освітніх схем для фахівців з державного
Висновки. Результати дослідження дозволили виявити перешкоди, що стають на заваді забезпеченню територіальної єдності регіонів і громад України через використання інструментів регіонального урядування. За результатами дослідження зроблено висновок, що на практиці інструментарій політики згуртованості ЄС не впроваджується в Україні повною мірою. Отже, недостатньо уваги приділяється інструментам стимулювання та побудови інтегрованих стратегій. Інструменти регіонального менеджменту мають бути реалізовані в конкретному територіальному контексті для формування ефективних та життєздатних стратегій як для регіонів, так і для окремих громад. Крім того, необхідною передумовою для активного залучення зацікавлених сторін до розробки та реалізації проектів розвитку стає заохочення через різні види фінансування (зокрема, грантові проекти розвитку територій окремих громад та кількох суміжних громад), территорій, формуючи ініціативу знущу, а не в рамках проектів, що фінансуються через ДФРР, що має відповідати Державній стратегії регіонального розвитку.

Ключові слова: територіальна згуртованість, регіональна політика, політика згуртованості, згуртування, регіональний розвиток, інструменти регіонального урядування, регіональний менеджмент.

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APPLICATION OF REGIONAL MANAGEMENT INSTRUMENTS TO ENSURE TERRITORIAL COHESION IN THE REGIONS AND COMMUNITIES OF UKRAINE

Topicality. The article considers the main tools for ensuring territorial cohesion in Ukraine including those identified considering EU Cohesion Policy practical results and studies of European scientists regarding instruments of the territorial cohesion, as well as those, that are proposed by author in view of the challenges of regional development instruments’ application in Ukraine derived from an analysis. The essence and method of harnessing for each of the territorial cohesion tools proposed by the author, in view of implementation of the Ukrainian State Strategy for Regional Development for the period 2021-2027, are also given.

Aim and tasks. The aim of the article is to study instrumental provision of the state regional policy in Ukraine within the framework of ensuring cohesion for territories and communities in Ukraine, as well as, to propose recommendations for its improvement. The realization of aim is through the following tasks: to investigate the instrumental basis of the EU cohesion policy in the aspect of ensuring spatial development, to propose tools for ensuring territorial cohesion for the regions and territories of Ukraine, including adapted EU instruments and original ones with regard to the temporal and spatial context, and the institutional basis for ensuring cohesion in the regions and communities of Ukraine, as well as to analyze the tasks of the State Strategy for Regional Development for the period 2021-2027 to ensure cohesion in the state with regard to the use of these tools.

Materials and methods. A methodological base of the research is based on results of comparative analysis and theoretical generalisation of modern scientific views and empirical observations regarding application of EU cohesion policy tools in the appropriate spatial and temporal aspect, which were highlighted in publications of both analytical and practical nature. A descriptive analysis was used in order to identify practical challenges of formation of institutional environment for stimulating development of economic growth points and ensuring conditions for their practical activity. Based on a synthesis, a hypothesis of the study was put forward i.e. the author’s vision of instrumental provision of territorial cohesion for Ukraine, including tools of regional management, which are relevant in modern conditions in regions, districts and communities of Ukraine.

Research results. The article considers the main tools for ensuring cohesion from the point of view of the European Union countries’ experience, which can be adapted to the modern realities of Ukraine, and also offers original tools that, in the opinion of the author, in view of the temporal and spatial context, correspond to the institutional base for ensuring cohesion in regions and communities of Ukraine. Within a framework of the current research, regional
management tools have been identified, the use of which promotes territorial cohesion in the regions and communities of Ukraine, i.e.: (1) cooperation, (2) coordination between different sectors of the state regional policy and local policies, (3) incentives, in particular fiscal and financial, (4) improvement of an institutional environment for stimulation of economic growth points’ development and ensuring conditions of their practical activity, (5) effective management of common resources, (6) raising awareness of the essence and goals of cohesion within implementation of state regional policy and local development strategies, (7) information - creation and accumulation of an information base for assessing dynamics of territorial cohesion , (8) education - organisation of improvement of educational schemes for specialists in public administration, territorial development and spatial planning, (9) benchmarking of progress in better use of underused territorial potential and overcoming problems of a territory, (10) dialogue and consultations - formation of a platform for discussions / workshops for working groups of stakeholders of neighboring communities and consensus tools for finding consensus in controversial issues of territorial development, (11) building integrated development strategies and (12) digitalization. The essence and method of using each of the proposed tools for ensuring cohesion in the context of current legislation and practice that has developed in the context of the implementation of the State Strategy for Regional Development for the period 2021-2027 in recent years in the regions and communities of Ukraine is also given. The article also analyses the possibility of using the proposed tools in the aspect of ensuring cohesion in the state, as a task of the State Strategy for Regional Development for the period 2021-2027.

Conclusion. The results of the study enable to identify obstacles, which impede maintenance of territorial cohesion in regions and communities of Ukraine by means of using regional management instruments. Based on the research results, it is concluded that in practice, the EU cohesion policy toolkit is not fully implemented in Ukraine. So, not enough attention is paid to the tools of stimulation and construction of integrated strategies. The tools of regional management must be implemented in a specific territorial context for the formation of effective and viable strategies for both regions and individual communities. In addition, encouragement through various types of funding (including grant projects for the development of the territories of individual communities and several adjacent communities) would serve as a necessary prerequisite for the active involvement of interested parties in the development and implementation of projects for the development of territories, forming an initiative from below, and not within the framework of funded projects through the State Regional Development Fund, which must correspond to the State Strategy for Regional Development.

Keywords: territorial cohesion, regional policy, cohesion policy, regional development, regional management, regional development instruments, regional management tools.

Problem statement and its connection with important scientific and practical tasks. In the 20th century an effectiveness of regional development, as it is for any other socio-economic system, was determined by the level of its competitiveness, that is, gaining and sustaining of regional competitive advantages by means of creating and supporting a more effective environment for local business and attraction of investment. However, in the conditions of the globalized post-industrial world of the 21st century, the modern regional development management system must take into account the aspect of humanizing the economy through provision of reasonable, sustainable and inclusive development considering effective use of resources available in the region (including: human, material and natural resources, and especially - land) to meet the needs of the population living in the territory of the region (district, community). In this aspect, it is necessary to rely on the valuable expertise of the European Union countries regarding practical realisation of the regional policy of the EU, which is also known as the cohesion policy, aiming to improve the economic well-being of the EU regions and avoid regional disparities.

The EU cohesion policy, aimed at unlocking the potential of each region, as well as ensuring an increase in the standard of living and general prosperity in the European Union as a whole, is becoming the main investment policy of the European Union, accumulating over 30% of the EU budget (European Commission – Inferegio, 2023). The concept of territorial cohesion is derived from the integral concept of cohesion, whereas in accordance with the concept of cohesion policy of the European Union, cohesion has three aspects: economic, social and territorial (spatial). Studying the experience of applying various tools of the EU cohesion policy becomes an extremely important task, because the experience accumulated over the years of implementation of the EU Cohesion policy makes it possible to evaluate the effectiveness of certain tools in accordance with different spatio-temporal contexts. Formation of principles and priorities of EU cohesion policy recognise the long lead times associated with both the European Commission efforts and regional policy initiatives of the EU Member States. Therefore, formation of effective cohesion policy toolkit was a long-run endeavour, not an overnight accomplishment. It took years of efforts aimed at establishing effective system of assessment and monitoring of the territorial cohesion indicators that testified efficiency of each
instrument involved. Different instruments underwent approbations under different conditions in order to find optimal solutions for the toolkit. An evolution of the EU cohesion policy toolkit occurs in response to changes in the long-term vision of the EU development paradigm, as well as as a result of specific challenges arising in different spatial and temporal contexts, in particular such as: global financial and economic crises; the migration crisis as a result of hostilities in the Middle East; the crisis caused by the COVID-19 pandemic; as well as the crisis of the influx of refugees and persons who are under temporary protection on the territory of the EU countries, whose arrival is due to the full-scale invasion of the Russian federation on the territory of Ukraine, as a neighboring country of the EU. Such a multifaceted nature of the cohesion policy determines the difficulty of forming a single universally accepted definition for territorial cohesion, which was found out as a result of scientific research by European scientists from the perspective of analyzing conceptual foundations of the territorial aspect of cohesion policy. Territorial cohesion acquires new substance depending on local conditions and general trends in strategic prospective of a state regional policy (in case of the EU it involves supranational development policy determined by both the European Commission and the European Parliament notwithstanding the fact that issues of territorial development are formally beyond the competence of EU policy).


In Ukraine, an issue of considering territorial cohesion as an object of scientific research is relatively new. A review of a scientific literature on cohesion in Ukraine shows that currently a scope of scientific research within the issue is mostly focused on a social component of cohesion rather than on its spatial component. The issues of social aspect of cohesion are considered in recent publications by A. Hrynenko & V. Krylyuk (Hrynenko & Krylyuk, 2016), O. Deynko (Deynko, 2021), V. Yevtukh & M. Kolesnichenko (Yevtukh & Kolesnichenko, 2022; Kolesnichenko, 2021.), O. Orzhel (Orzhel, 2012), B. Burkynskyi & V. Horyachuk (Burkynskyi & Horyachuk, 2013). In addition, a small number of publications of Ukrainian scholars were dedicated substantiation of the conceptual directions of cohesion policy, namely recent scientific papers by B. Burkynskyi, (Burkynskyi & Laiko, 2023), O. Laiko (Laiko & Tsynalievska, 2022) and Ya. Zhalilo (Zhalilo, 2020).

**Allocation of previously unsolved parts of the general problem.** The relevance of this scientific research is stipulated by a need for formation of relevant instrumental provision for territorial cohesion within the framework of the implementation of the primary strategic goal of the State Strategy for Regional Development of Ukraine for the period 2021-2027 i.e. “Formation of a cohesive state in social, humanitarian, economic, ecological, security and spatial dimensions” (Cabinet of Ministers of Ukraine, 2020), as well as, due a confirmed vector of Ukraine's integration into the EU in the achievable historical perspective. A review of the scientific literature shows that current focus of scientists and public is mostly shifted to a social component of cohesion than on its spatial component. This territorial cohesion aspect is not covered by the recent scientific studies on the issue, which makes this aspect topical and crucial. Therefore, formation of a special toolkit for ensuring territorial cohesion becomes an urgent task for scientists in many aspect, namely: regional management, development of productive forces of territories (regions, districts and communities), state administration within a framework of implementation of state regional policy, as well as considering the context of post-war reconstruction of Ukraine.

**Formulation of research objectives (problem statement).** The aim of the article is to study instrumental provision of the state regional policy
in Ukraine within the framework of ensuring cohesion for territories and communities in Ukraine, as well as, to propose recommendations for its improvement. The realization of aim is through the following tasks: to investigate the instrumental basis of the EU cohesion policy in the aspect of ensuring spatial development, to propose tools for ensuring territorial cohesion for the regions and territories of Ukraine, including adapted EU instruments and original ones with regard to the temporal and spatial context, and the institutional basis for ensuring cohesion in the regions and communities of Ukraine, as well as to analyse the tasks of the State Strategy for Regional Development for the period 2021-2027 to ensure cohesion in the state with regard to the use of these tools.

**Materials and methods.** A methodological base of the research is based on results of comparative analysis and theoretical generalisation of modern scientific views and empirical observations regarding application of EU cohesion policy tools in the appropriate spatial and temporal aspect, which were highlighted in publications of both analytical and practical nature. A descriptive analysis was used in order to identify practical challenges of formation of institutional environment for stimulating development of economic growth points and ensuring conditions for their practical activity. Based on a synthesis, a hypothesis of the study was put forward i.e. the author's vision of instrumental provision of territorial cohesion for Ukraine, including tools of regional management, which are relevant in modern conditions in regions, districts and communities of Ukraine.

An outline of the main results and their justification. Studying the experience of the countries of the European Union in the issue of ensuring territorial cohesion, it should be noted that conceptual directions and practical aspects of EU cohesion policy are outlined, mainly in special reports of the European Commission on this issue, in particular: Second (EC, 2001), Third (EC, 2004) and Fourth (EC, 2007) Reports of the European Commission on Economic and Social Cohesion; Fifth (EC, 2010), Sixth (EC, 2014), Seventh (EC, 2017), Eighth (EC, 2022) Reports on Economic, Social and Territorial Cohesion; Territorial Agenda - 2020 (2007), Lisbon Agreement (EC, 2009); as well as the Green Book on Territorial Cohesion. In course of the discussion of the Green Book on Territorial Cohesion, scientists of the Academy of Spatial Studies and Planning located in Hannover, Germany described the tools of territorial cohesion policy in the EU (Akademie für Raumforschung und Landesplanung (Ed.), 2008), namely:

- Awareness raising. Territorial issues should be resolved within the framework of the existing Commission Impact Assessment. Awareness of the territorial impact of non-territorial factors is one of the important elements necessary to achieve territorial cohesion.
- Information. Gathering of analytical and statistical materials on territorial variety of the EU, different types of territories, their capabilities, weak aspects, needs and assets contribute to support feasibility of development of integrated development strategies taking into consideration their territorial context.
- Education. It is necessary to develop improved educational schemes, networks and research centers in order to ensure mutual learning processes that focus on both capacity building and as to fostering mutual understanding of the territorial cohesion concept.
- Benchmarking. Using the instrument of qualitative benchmarking contributes to more efficient use of underexploited territorial potentials and overcoming challenges related to territorial weaknesses.
- Dialogue and consultation. Identifying and reaching important stakeholders by means of using multiple platforms becomes necessary in order to involve them in a wider dialogue, especially for those who are not accustomed to thinking territorially.
- Co-ordination. The instrument inquires co-ordination between different sectors of EU and between different levels decision making in all aspects of territorial development.
- Co-operation. Active development of connected territories, such as functional regions, rural-urban partnership, cities as development engines for agglomeration, is strongly linked to territorial co-operation.
- Incentives. Using different types of funding for ensuring implementation of territorial cohesion policy can contribute to greater stakeholder involvement.
- Strategy building. The instrument is connected with development of integrated regional strategies in order to provide different funding sources for territorial cohesion at the regional and/or national level. It also entails integration of territorial cohesion in the Lisbon Strategy and the Strategic Guidelines on cohesion.

The aforementioned cohesion policy instruments are specific to the EU. However, studying the experience of applying EU cohesion policy tools for Ukraine is necessary, given that "Formation of a cohesive state in social,
humanitarian, economic, ecological, security and spatial dimensions” is defined as the primary strategic goal of the (Ukrainian) State Strategy for Regional Development (SSRD) for the period 2021-2027 years (Cabinet of Ministers of Ukraine, 2020). In the text of the above-mentioned strategic document (SSRD), implementation tools are also provided; however, the tools indicated therein are considered from the point of view of ensuring state regional policy, and not in a view of regional management toolkit, which is necessary to ensure spatial development of a region as a separate socio-economic system. Thus, among the tools for the implementation of the State Strategy for Regional Development for the period 2021-2027, the following are included: action plans for the implementation of the Strategy for 2021-2023 and 2024-2027, respectively; regional development programs and projects; regional development strategies and action plans for their implementation, as well as state programs for the development of cross-border cooperation, socio-economic development of individual territories, regional development agreements. In addition, according to the document (SRDS), the implementation of the tasks of the Strategy is also ensured by: regional development projects reflected in industry strategies, Concept of implementation of state policy in the field of climate change for the period up to 2030; the National Action Plan for Combating Land Degradation and Desertification (and relevant decisions of the Coordinating Council on Combating Land Degradation and Desertification; State Program for Development of the Ukrainian Carpathian Region for 2020-2022; State Financial Business Support Programs "Available loans: 5-7-9%"; state programs and action plans for the implementation of regional development strategies.

Returning to the experience of applying EU cohesion policy tools, it should be noted that from the point of view of regional management, the EU cohesion policy toolkit is not fully implemented in Ukrainian state regional policy. In our opinion, insufficient attention has been paid to such a cohesion policy tools as benchmarking, incentives and strategy building. Thus, among the elements of state regional policy within the framework of the aforementioned State Strategy for Regional Development for the period 2021-2027 years, an approach to planning was given, namely: "identification of territories in need of state support, planning of their development on the basis of an integrated approach (combination of sectoral and territorial approach)". Therefore, there is a direct reference to the necessity of using integrated approach; within that framework, descending to the basic level, there is a need for building integrated strategies for development of territorial communities. In addition, while developing the toolkit of the EU cohesion policy and adapting it to the realities of today's Ukraine, it should be noted that the practical toolkit of the EU cohesion policy can be supplemented with such tools as: (1) improving the institutional environment in order to stimulate development of economic growth points and ensuring conditions for their practical activity; (2) common resources management and (3) digitalisation. The regional management tools should be implemented into specific territorial context, which is pertinent and relevant for Ukraine, in order to form effective and viable territorial strategies; along with that support through various types of funding.

Reviewing and summarizing the territorial cohesion toolkit discussed above, as well as extending the number of instruments considering practical results of Ukrainian state regional development policy caused by the decentralisation reform in recent years, the following is an author’s point of view on an essence and method of harnessing for each of the territorial cohesion tools, namely:

1. Cooperation at different levels, as a tool for ensuring territorial cohesion, is a necessary element of a mechanism for supporting balanced development of different territories affecting each other. Such a cooperation is aimed at joint implementation of certain functions of local self-government. The tool, in particular, applies to urban agglomeration, which is a form of multi-purpose cooperation between the territorial community of the city, which is a centre of the agglomeration, and territorial communities of villages, towns, cities located in the zone of influence of the central city while having intensive economic, labour, cultural and household ties with the central city. Nevertheless, the instrument of cooperation is applicable not only within agglomerations; it can also be used for any adjacent communities, functional territories or small towns to ensure polycentric development. At the basic territorial level, the instrument of cooperation is implemented in the form of inter-municipal cooperation of communities of villages, towns, and cities for the implementation of joint project activities on the basis of relevant agreements. According to Article 4 of the Law of Ukraine "On Cooperation of Territorial Communities" (Verkhovna Rada of Ukraine, 2014), there are five forms of cooperation, which include: (1) delegation of one or more tasks from
one cooperation participant to other cooperation participants along with relevant resources; (2) the implementation of joint projects, which includes coordinating the actions of various participants of cooperation and collecting the necessary resources from them for a certain time for the joint implementation of relevant measures; (3) Joint provision of financing (maintenance) of communal enterprises, institutions and organizations of communal form of ownership, as well as infrastructure facilities; (4) creation of joint communal enterprises, institutions and organizations, as well as joint infrastructure facilities by subjects of cooperation; (5) creation of a joint management body of the subjects of cooperation for joint performance of duties defined by law.

In addition to the foregoing, cooperation as a tool for territorial cohesion can also be considered from the point of view of supranational level, which is implemented by inter-municipal diplomacy or cross-border cooperation, although this aspect was left unattended within the concept of territorial cohesion of the EU. Nevertheless, with reference to the EU development policies, in the 2021-2027 programming period, Cohesion Policy of the EU aims not only to social&economic and sustainable development within the EU but also applies to development mutually advantageous cooperation between EU Member States and Neighbourhood countries or regions, notwithstanding the fact that such a cooperation was initially established under European Neighbourhood policy and funded by the European Neighbourhood and Partnership Instrument (ENPI) (with respect to the period 2007-2013). External aspect of Cohesion policy in 2021-2027 highlights the strong relationship between the EU and partner countries within new programs are named "Interreg NEXT".

As for Ukraine, a cross border cooperation (and/or transnational cooperation as concerned to the Black Sea Programme) as a regional development tool is widely used with range of programmes Interreg NEXT namely: Poland-Ukraine Programme, Hungary-Slovakia-Romania-Ukraine Programme and Romania-Ukraine Programme. Considering a twin cities (towns) cooperation as a separate instrument for cooperation, it should be noted that cities and towns of Ukraine have more than a thousand sister cities, including 59 only for Kyiv. Development of a "community diplomacy" is fostered through delegations, artistic and sports exchanges, exhibitions, as well as literature, films, and photographic materials depicting city’s (or town’s) life and sharing experiences in urban management.

2. Coordination. Considering coordination as a development tool for ensuring territorial cohesion, on practice means ensuring better coordination between sectors and different levels of decision-making. Interdepartmental coordination is declared as elements of state regional policy within the framework of the State Strategy for Regional Development for 2021-2027 (hereinafter SSRD). However, this policy element is applied at a higher level of coordination of the issue that is the level by the Cabinet of Ministers of Ukraine, in particular through the Interdepartmental Coordination Commission on Regional Development (ICCRD), which includes, primarily, the Prime Minister of Ukraine, the Minister of Development of Communities and Territories, the Minister of the Cabinet of Ministers of Ukraine, the State Secretary of the Cabinet of Ministers of Ukraine, the State Secretary of the Ministry of Development of Communities and Territories as well as a Head of the Regional Policy Coordination and Assessment Directorate of the Secretariat of the Cabinet of Ministers of Ukraine. However, if necessary (by consent), the list of ICCRD can be extended by the Chairman (Deputy) of the Committee of the Verkhovna Rada on Organization of State Power, Local Self-Government, Regional Development and Urban Planning, Chairman (Deputy) of the Budget Committee of the Verkhovna Rada of Ukraine, People's Deputies of Ukraine, representative of the Office of the President of Ukraine, the first deputies (deputies) of ministers of the Cabinet of Ministers of Ukraine, heads of regional and Kyiv city state administrations and industry experts. At the same time, within the framework of the above-mentioned State Strategy for Regional Development for 2021-2027, coordination should be considered at all levels i.e. from the bottom (from the community level) shifting up to district and regional levels and finally ascending to the national level.

In order to ensure optimal coordination at different levels, including local, regional, national and cross-border (in the context of cross-border cooperation projects), local authorities (regional state and district administrations, municipalities, communities) must always take into account all activities that are carried out or planned at other levels. Therefore, these bodies must maintain a constant exchange of information. Local self-government bodies should coordinate their development plans, taking into account the key priorities identified at the regional and national planning levels. In addition, coordination at the community level also means discussing joint
projects between communities within the framework of implementing related projects with neighboring communities. At the districts’ level, coordination means both coordination of development directions within one region and between districts within the framework of large regional projects implementation. At the regional level, coordination means take the form of requirement to harmonize positions of state administration bodies and local self-government bodies. In the perspective, as for the border regions of Ukraine, coordination may be imposed to prospective plans and development strategies between regional authorities of neighbouring states.

3. Incentives, primarily financial and fiscal, are tools for the activation of economic activity in a region (district, community), and nevertheless they can be considered both as tools of the state regional development policy (most common) and as tools of regional management.

Considering the experience of the EU, where a spectrum of repayable financial instruments (FIs) includes loans, financial guarantees and securities, it should be noted that they all have one common feature, namely, the returnability of financial assets (the need to return funds on certain conditions) (ESPON, 2020). The ESF, the EAFRD and the Cohesion Fund are the sources providing revolving financial instruments in the EU, and the main directions are entrepreneurship support, urban development projects (urban projects), energy saving projects and projects for the development and use of renewable energy. As ESPON experts note, the need for government intervention in these areas is due, on the one hand, to the fact that in these areas of activity the level of income generated or savings is sufficient to repay the advanced capital, and on the other hand, the income in these areas is insufficient to make these projects possible to be financed solely from commercial sources (financial institutions or non-state companies). Non-refundable financial instruments such as grants (micro-grants), which are provided mainly for SMEs through the budgets of EU member states, should be considered separately.

As for the possibility of applying incentive tools for Ukraine, promotion of cohesion based on territorial development should occur under the conditions of providing various types of incentives, including: (1) financial i.e. through direct projects funding by means of grants and subsidies provision from the State Fund for Regional Development to ensure active participation of regional (local) stakeholders; and (2) fiscal ones. The main funding source for projects and investment programs of regional development (including cooperation projects for territorial communities), as well as for the projects, which are selected as winners of the "All-Ukrainian Public Budget" is the State Fund for Regional Development (SFRD).

These funds are directed to the creation of the infrastructure of industrial and innovation parks, sports infrastructure. In order to receive financing through the SFRD, investment programs and projects of regional development must meet the priorities and tasks defined in the State Strategy for Regional Development and the relevant strategies for the development of regions. On a competitive basis, projects of the "All-Ukrainian Public Budget" are co-financed from the SFRD budget, and for such projects, decisions on the implementation of the participation budget must be approved, organizes voting for its residents, and precisely in this way such a financial incentive as financing (in particular, co-financing ) takes the form of a regional management tool.

Projects participating in the competition for financing through "All-Ukrainian Public Budget" are implemented in communities’ funds by means of co-financing from both the SFRD and local budgets (amounting to 10% of total funding). In order to receive financing through the SFRD, investment programs and projects of regional development must meet the priorities and tasks defined in the State Strategy for Regional Development and the relevant strategies for development of regions. Applicants for investment programs may include local self-government bodies, regional development agencies, scientific institutions and public organizations, as well as people's deputies of Ukraine (members of the Ukrainian parliament) thus ensuring participation of interested community residents.

A number of powers crucial for the selection process have been delegated to local executive bodies includes: (1) determination of priority goals, in accordance with which projects are developed and submitted by applicants; (2) approval of the regulations, which determine the procedure for initiating and submitting projects, the amount of co-financing from local budgets, the procedure for conducting electronic voting; (3) conduction of electronic voting using a system that ensures accurate identification of voters by authorizing a person (electronic signature or other identification methods) and the possibility of checking the results, in case of doubts about their objectivity; (4) publishing of the electronic voting results on their official websites; (5) receiving from the local self-government body, on
whose territory the implementation of the "All-Ukrainian Public Budget" project is planned, a conclusion on compliance of the project with requirements of this Procedure and on the ability of a relevant local self-government body to implement it, including information on its consent to act as a project applicant (for projects whose submission are citizens of Ukraine over the age of 18, scientific institutions and public organizations). At the same time, the project applied within "All-Ukrainian Public Budget" contest must receive at least 30% of votes from the total number of voters in the community based on the results of electronic voting providing the principles of social inclusion and social cohesion. Thereby, such a financial incentive as participatory budgeting (co-financing) within "All-Ukrainian Public Budget" takes the form of an actionable regional management tool for local executive bodies.

An application of fiscal incentives for the development of the territory, within the framework of which territorial cohesion is improved, should be provided through budgetary and tax instruments provided for by the current legal framework. Only in January 2023, the government of Ukraine approved a mechanism for compensating industrial park participants for the costs of connecting to engineering and transport networks (Cabinet of Ministers of Ukraine, 2023). Before that, the procedure for providing appropriate compensation for the expenses actually incurred and confirmed by the applicant was carried out through subventions from the state budget to local budgets for the development of comprehensive plans for the spatial development of the territories of territorial communities, as well as through SFRD funding in accordance with Article 241 of the Budget Code of Ukraine.

In our opinion, increasing use of fiscal instruments should also be accompanied by diversification of financial resources for financing development projects of certain communities (or several adjacent communities) to ensure an active participation of territorial stakeholders. Creation of a special cohesion fund to provide funding for grants aimed at implementing priority territorial development projects for several adjacent communities at the same time (among priorities are sustainable development projects).

Taking into account practical results of a state regional development policy of in recent years, issues of inconsistency and incoherence of the state regional development policy with norms regarding financing of regional projects (declared as part of the state regional development strategies) should be also thoroughly considered. Thus, according to the provisions of the State Strategy for Regional Development for the period until 2020, SFRD funding was fixed at a minimum of 1% of the projected revenue of the general fund of the State Budget of Ukraine for the next year. However, in practice, this legal provision was not fulfilled, considering that the amount of financing for the SFRD provided by the State Budget of Ukraine for the next year; thus the amount of real financing amounted to 0.3-0.5%, from 2015 to 2017, the amount of real financing was between 0.3% to 0.5%, and in 2018 and 2019 it increased to 0.8%. The reduction of items of State Budget expenditures occurred both for objective reasons, e.g. due to the need to create a covid fund in April 2020, and for the reason of the formation of the State Budget of Ukraine deficit for the next year. Thus, eliminating the problem of insufficient financing of the regional development policy would contribute to the improvement of territorial cohesion, which is associated with the use of the next of the proposed regional development tools i.e. "Improving institutional environment for stimulating the development of economic growth points and ensuring conditions for their practical activity."

4. Improving institutional environment for stimulating development of economic growth points and ensuring conditions for their practical activity as a tool of regional management, must comply with principle of ensuring polycentricity of development, which is achieved by stimulating the development of those communities and territories that have potential for development despite the insufficient effectiveness of its implementation in current conditions.

Taking into account the European experience, promotion of polycentric model of EU development is a fundamental goal of the European Spatial Development Perspective - ESDP. Thus, polycentricity of development is indicated in various scientific sources as one of the main elements (or components) of the territorial cohesion concept. In view of this, strengthening of institutional basis for stimulation of economic growth points in Ukraine should be aimed both at formation of a new regulatory framework and incentives for creation of new types of economic growth points, as well as providing conditions for their practical activity. The first direction involves such an aspect as creation of institutional basis for clusters and eco-industrial parks. It should be noted that despite the fact that the national legislative framework in Ukraine does not stipulate processes of creation and operation for clusters, there are several examples of already existing and
successfully functioning clusters with different areas of focus, namely: clusters of folk crafts, transport and tourism cluster, agritourism clusters and one cluster created for development of business tourism. According to some scholars (Ustimenko V. A., Zeldina O. R., Gosteva O. Yu., Grishko V. V., 2021), there are all prerequisites for creation of innovative clusters in high-tech sectors in Ukraine on the basis of existing technology parks and biotechnology industrial parks, special- and-dual-purpose systems (i.e. military systems) are available in Ukraine.

The established practice of creation specific form of economic growth points, which happens unsystematically, without appropriate regulatory and legal support, - applies also to fostering creation of eco-industrial parks. Some sporadic examples of eco-industrial parks in Ukraine created due to efforts of The GEPP Ukraine Project (as a part of the Global Eco-Industrial Programme implemented by UNIDO) in 2021 are existing; however due to absence of valid legally mandated criteria of environmental compatibility and sustainability, the assertion on their belonging to a category “eco-“ is a debatable issue.

As for the second aspect of stimulation of economic growth points development i.e. improving existing institutional basis the efforts should be directed toward intensifying improvement of regulatory and legal basis for already created industrial parks and promoting creation of new industrial parks.

As regards tools for applying special legal regimes of economic activity, such tools as: special economic zones, technology parks, priority development areas and science parks have been used in Ukraine at various times. The special regime of investment activity in priority development areas was established by a separate law for each territory, the first of which was formed back in 1998. Between 1998 and 2005, 11 special economic zones (SEZs) and 9 priority development areas (hereinafter PDA) were created in Ukraine. However, since 2005, when the legal norms establishing preferential regimes, as well as guarantees for the investors rights protection in the SEZ and PDA were abolished, interest in these territories was lost both on the part of domestic and foreign investors, as a result - Article 415 of the Economic Code of the Code of Ukraine “On the Peculiarities of economic activity in priority development areas was excluded in 2022, which became logical in view of the constant reduction of investments and mass outflow of investors.

The legal and economic principles for introduction and operation of a special regime for innovative activity of technological parks are determined by the Law of Ukraine "On a special regime of innovative activity of technological parks" (Zakon Ukrainy, 1999) At the same time, since a procedure for providing financial support for technology parks, their participants and joint enterprises for implementation of technology park projects is established by the Cabinet of Ministers of Ukraine, - it is not possible to consider the tool for creating technology parks as a tool of regional (local) management. Financing of expenses related to the creation of technology parks, full or partial crediting of technology park projects, full or partial compensation of interest paid by the executors of technology park projects to commercial banks and other financial and credit institutions for crediting technology park projects through the budgets of regional, district or local levels are not provided for in force legislation.

As for activity of science-parks in Ukraine, a basis for a scientific activity legal regulation was set by the Law of Ukraine “On the priority development of science and technology” (Zakon Ukrainy, 2001) which was adopted adopted in 2001. A special law that highlights aspects of regulation of legal, economic, organizational issues, which arise from creation and functioning of science parks, ie. the Law of Ukraine “On Science Parks” was adopted in 2009. The Special Law of Ukraine “On Science Parks” (Zakon Ukrainy, 2009) from a practical point of view has a number of shortcomings. Thus, the process of creating science parks was complicated by numerous bureaucratic procedures, which stipulated the need to reconcile documents with the Ministry of Education and Science of Ukraine.

Similar to the issue of creating technological parks, creating financial support of the functioning of scientific parks cannot be considered a full-fledged tool of regional management. The only aspect of the regulation of the process of creating science parks at the local level applies to economic entities of the communal form of ownership, which are the founders of the science park. The aspect is related to the need to agree the issue of creation of the science park with the relevant bodies that manage the communal property.

The issue of supporting the development of industrial parks in Ukraine is regulated by the Law of Ukraine dated June 21, 2012 No. 5018 “On Industrial Parks” (as amended). Despite the long history of the adoption of the relevant Law, only in 2020 were significant systemic gaps that inhibited the application of the development of industrial parks in Ukraine eliminated. Only on June 16, 2020, the Verkhovna Rada of Ukraine adopted the
Law of Ukraine “On Amendments to the Land Code of Ukraine and other legislative acts on land use planning”, which proposed a new spatial management tool for local authorities - the development of spatial planning schemes for community development. This allowed the local self-government bodies to carry out spatial planning of the territory of the community both within the boundaries of settlements and outside it - to determine the borders of the community and zoning of the territory, as well as, to develop directions for the sustainable development of territorial communities.

Summarizing all the stages of the formation of the regulatory and legal basis and the practical prerequisites for the application of special legal regimes of economic activity in Ukraine, in particular, special economic zones (SEZ), technology parks (TP), priority development areas (PDA) and science parks (SP), it should be noted that that it is impossible to consider the use of the above modes of economic activity as effective tools for ensuring regional development. Since the procedure for providing financial support to technology parks, their participants and joint enterprises for the implementation of technology park projects is established by the Cabinet of Ministers of Ukraine, it is not possible to consider the tool for creating technology parks as a tool of local (regional) policy. Just as in the issue of creating technology parks, the issue of creation and financial support for the functioning of science parks cannot be considered a full-fledged tool of regional management, because the only aspect of regulating the process of creating a science park at the regional or local level for the founders of a science park is the need to agree on the issue creation of a scientific park with the relevant bodies in whose management is communal property secured by such subjects of management of communal property. In the opinion of the author, at the moment, the creation of industrial parks, as an element of stimulating the development of economic growth points, is the only effective tool for managing local development, taking into account the fact that, in accordance with Article 284.6 of the Tax Code of Ukraine (Verkhovna Rada of Ukraine, 2010), for land plots that are part of the territory of industrial parks, included in the Register of Industrial Parks at the community level, local self-government bodies provide for the possibility of exemption from paying land tax or setting preferential rates (rates of land tax and rent in an amount smaller than the amount of land tax).

5. **Common-pool resource (CPR)**

**management.** A problem of collective interaction becomes a basis for effectiveness of a common resource management. The term common resource in the current study refers to a common-pool resource (CPR or common resource), such as irrigation systems, fishing grounds, pastures, forests, water, or the atmosphere. A common resource is a type of good composed of a natural or man-made resource system whose size or characteristics make it costly but possible for the benefit of various beneficiaries (Ostrom, 1990).

In a scope of ensuring territorial cohesion in regions and communities of Ukraine, a common resource management should be ensured by an appropriate institutional mechanism for seeking consensus and a common vision of a problem on discrepancies in attitudes of using common resources within a framework of a community, adjacent communities district(s) or regions. Implementation of the instrument requires formation of separate platforms for discussions and/or seminars for working groups of territorial stakeholders within communities (or neighboring communities/districts/regions) and specific consensus tools for agreeing directions and scope of common resources’ use.

6. **Awareness raising** as a tool of regional management is aimed at disseminating information about the essence and goals of territorial cohesion within the framework of the state regional policy implementation among regional subjects of regional development regulation, district and local management and self-government bodies, as well as local stakeholders. The implementation of this tool is possible be means of conducting outreach on the essence of territorial cohesion and its advantages at the level of communities, districts and regions of Ukraine through relevant trainings and seminars.

7. **Information** is a tool for analyzing the current state and changes in the dynamics of indicators of the development of a certain process. In this case, such a process refers to achieving territorial cohesion. From the point of view of regional management, creation and accumulation of an information database on certain characteristics of a territory that determine its potential (assets, weaknesses and strengths, current needs) is necessary to draw holistic and systemic conclusions on the territorial diversity of Ukraine at present conditions. Furthermore, in the future, the accumulated data will serve as initial data for retrospective studies to assess development trends of a process of ensuring territorial cohesion at the level of regions and districts or communities relevant to a certain region. The collected data can
composite a valid information resource for building integrated development strategies for regions, districts and communities.

From the point of view of scientific-and-methodological support, this tool can be implemented by means of creation of such a special methodological toolkit that enables assessment and monitoring of indicator as for territorial cohesion in the communities and regions of Ukraine. As for applied aspect of the tool implementation, collection of a set of statistical indicators for an assessment of territorial cohesion in communities, districts and regions of Ukraine will create additional load on regional statistical bodies, which is undue considering limited resources. In this regard, in order to minimise the information processing costs related to territorial cohesion data collection, processing and monitoring it is highly advisable to obtain the data via the "Respondent's Office", which is a data collection instrument placed in the public domain of the official website of the State Statistics Service of Ukraine.

8. Education. Using education as a tool for ensuring regional cohesion implies improvement of educational schemes for specialists in public administration, territorial development and spatial planning; creation of networks and analytical centers to ensure mutual learning processes in order to ensure the development of the territory's potential and promote mutual understanding. At the local level in Ukraine, the issue of personnel availability is extremely relevant. In practically all communities, except for agglomerations, there is a problem of insufficient provision of management bodies with qualified personnel. Taking this into account, ensuring territorial cohesion should also be implemented through such measures as: (1) organization of improvement of educational schemes for specialists in public administration, territorial development and spatial planning; (2) creation of research networks and analytical centers to ensure processes of mutual learning, on the issue of effective development of a territory's potential and ensuring mutual understanding of the resident population (including issues of language and cultural identity of people on specific territory).

9. Benchmarking. Using of such a regional management tool as qualitative benchmarking analysis to assess advancements in the more effective utilization of untapped regional resources and practices for addressing problems related to territorial vulnerabilities in other regions and further dissemination of the positive practical results will contribute to enhancing constructive discussions at the local level. This tool is applicable along two dimensions, namely by means of learning from EU cohesion policy positive practice in addition to using the experience of other regions of Ukraine. It must be recognised that results for some of the regional development projects appeared over a period of time, as indicated by the results of the Eighth Report on Economic, Social and Territorial Cohesion (EC, 2022). In this regard, implementation of qualitative benchmarking tool is essential in order to increase chances for obtaining a favorable result for regional development projects.

Sharing the favorable practical outcomes of the EU cohesion policy is possible by means of an active involvement of regions in projects aimed at ensuring cohesion within the EU and candidate countries for EU membership within the framework of EU-funded Interreg programs (Interreg Black Sea Basin NEXT (Neighbourhood External), European Neighbourhood Instrument (ENI) Cross Border Cooperation (CBC) - ENI CBC, Interreg Danube Transnational Programme), as well as projects within Horizon Europe Research and Innovation.

For Ukraine, examples of projects aimed at ensuring territorial cohesion are sporadic cases, which are mostly connected with efforts of The Ukraine’s Cohesion & Regional Development Project, UCORD. The UCORD project, which is presently in its initial stage (commencing in December 2022), being carried out in collaboration with Switzerland through the Swiss Agency for Development and Cooperation (SDC), with NIRAS Sweden AB as the executing entity. At present moment the UCORD project in Ukraine concentrates on reshaping governance frameworks and enhancing the capabilities of Ukrainian regional development agencies. This empowers them to spearhead recovery efforts, pinpoint key priorities, and establish collaborations to plan and execute projects that unlock the full potential of their respective regions.

10. Dialogue and consultations. As part of the implementation of this tool, there is a need to find different platforms for discussing the ideas of territorial development directions for local stakeholders (interested parties). Territorial stakeholders, especially those who’s circle of interests is narrowed by their local interests, should be recognized within every community and subsequently involved in a wider discussion. This instrument is also stipulated by a necessity of implementation of representation functions for local business entities, which is possible by means
of participation of their representatives in local councils’ sessions and public discussion meetings and seminars.

Regional development programs (investment program of regional development) of a medium-term nature, aimed at achieving the goals defined by the State Strategy for Regional Development of Ukraine, implemented through regional development projects, can be the subject of discussion at the regional level.

At the local level, the implementation of the "dialogue and consultation" tool is decisive in the selection of local development projects, including those financed within the framework of projects implemented through the FDRR, co-financed from the local budget. In particular, we are talking about the projects of the "All-Ukrainian public budget", which must be approved by decisions on the implementation of the participation budget (public budget) in the relevant territory through the voting of local residents of the territorial community.

The Law of Ukraine "On Social Dialogue in Ukraine" (Verhovna Rada Ukrayiny, 2014) defines four levels of social dialogue, namely: national, industrial, territorial and local (enterprise, institution, organization). In accordance with the Law, the social dialogue is implemented in the four forms i.e. exchange of information, consultations, coordination procedures, collective negotiations on the conclusion of collective contracts and agreements. The main goal of The National Tripartite Socio-Economic Council and Territorial Tripartite Socio-Economic Councils is to define and converge positions, reach joint agreements and adopt agreed decisions between representatives of trade unions, employers and executive power on issues of formation and implementation of state social and economic policy, regulation of labor, social and economic relations. These permanent bodies, which are technically functioning in compliance with the Law, primarily regards to interactions with representatives of trade unions, and therefore it cannot be considered as fully effective for all the local stakeholders.

11. Development strategy building. The main problem of strategizing territorial development in Ukraine is the inconsistency of regional development strategies and the development strategies of individual territorial communities with the State Regional Development Strategy for 2021-2027. The asynchrony of strategies at different levels is confirmed by the lack of coordination of regional strategies with the goal of the abovementioned State Strategy for Regional Development No1 regarding the need to ensure cohesion in the state. Thus, among the 24 regions of Ukraine, in the strategy of only one region (Cherkasy region), in addition to the strategic goal of promoting people's cohesion, an operational goal of strengthening regional cohesion and interaction is defined. The regional development strategies of 14 out of 24 regions do not contain any mention of the need to ensure cohesion within both strategic and operational objectives. For 8 out of 24 regions, regional development strategies define only tasks related to the implementation of the State Regional Development Strategy for 2021-2027, but specific goals and tasks for ensuring cohesion are not defined.

Integrated strategies for territorial communities’ development help to determine various territorial potentials and shortcomings and can serve as guidelines for the use of various sources of funding. For the implementation of this tool of regional management, the creation of a system of consultation centers to help territorial communities in the issue of creating and implementing strategies for the development of territorial communities in order to ensure the coherence of the interests of neighboring communities in matters of spatial development of territories through regional development agencies (RDAs) and local development agencies (LDAs) looks promising, with the involvement of specialists from the Department of Economics of the National Academy of Sciences of Ukraine (including within the framework of projects that ensure inter-municipal cooperation and cooperation).

12. Digitalisation is a tool that improves the quality and availability of public services at the local level. Facilitating access to public services at the local level can also be considered as a tool for ensuring territorial cohesion, given the fact that the final result of its application is to provide better access to public services (or to simplify procedures for their provision) for remote communities. The relevance of such a tool is due to the fact that within the framework of the Recovery Plan of Ukraine (Ukraine Recovery Conference, 2022), presented in Lugano (Switzerland) in June 2022, digitalization is defined as a tool of public administration reform under the direction i.e. “I. Reform of the system of central executive authorities and approximation of governance to the EU standards”, According to the materials of the "Public Administration" working group “… use of IT tools in the preparation and processing of documents in electronic form instead of paper, is effective and convenient. Obviously, this approach must be maintained and developed in the future. After all, this is one of the ways to reduce overhead costs for the maintenance of the state
apparatus.” Developing a proficient service and digital infrastructure in Ukraine, coupled with a streamlined local self-government system, is essential. This approach guarantees safeguarding citizens’ interests, ensuring the steadfastness and uninterrupted functioning of public authorities (including the one at regional, district or local level), enhancing the capacity and transparency of efforts aimed at Ukraine's post-war recovery. It also facilitates the enactment of policies geared toward achieving European Union membership.

All the above-mentioned tools are fully applicable within the framework of the implementation of the State Strategy for Regional Development for the period 2021-2027 (hereinafter - the Strategy), considering its goals, directions and tasks. In total, the structure of the Strategy includes 3 strategic and 6 operational goals, according to which 35 policy directions are established, which correspond to 265 tasks. Within the framework of the direction "Strengthening the use of the development potential of medium-sized and small cities" specified in the Strategy, in accordance with the task of promoting the introduction of innovative technologies into the management system of urban development based on the concept of a smart city (Smart City), it is possible to use such an EU cohesion policy tool as "benchmarking". This same tool is available for use in the direction "Development of engineering infrastructure" through the task of ensuring the updating of regional housing and communal services reform programs with the aim of improving the management system of housing and communal services, reducing the specific indicators of the use of energy and material resources, spreading the practice of drafting and implementing 500 municipal energy plans and sustainable energy development and climate action plans. Also, under the direction "Development of engineering infrastructure", as part of the task of promoting the creation of a network of waste processing enterprises, carrying out explanatory work to increase the level of awareness of the population about waste management, it is possible to apply three tools of the EU cohesion policy at once, in particular: "raising awareness", "information dissemination" and "common resource management".

In the direction of "Support of programs of interregional cooperation and exchanges between the regions of Ukraine", it is possible to use such tools as cooperation and dissemination of information, in accordance with the task of ensuring the implementation of an information campaign and the organization of interregional cooperation regarding the implementation by regions of joint activities aimed at the development of the economy, tourism recreational sphere, transport infrastructure, use of the economic complex, reduction of anthropogenic load on the territory, implementation of modern technologies for processing and disposal of household and industrial waste, implementation of the principles of integrated management of the territory.

According to the direction "Creating conditions for the effective use of the economic potential of cultural heritage", it is necessary to use two policy tools at the same time - "dialogue and consultation" and "raising awareness" to implement the task of involving the public in the management and control processes in the field of cultural heritage protection, forming positive public opinion regarding the need for careful use of cultural heritage.

According to the direction "Increasing the quality and competitiveness of higher, professional advanced higher and professional (vocational and technical) education" it is necessary to use such tools as "dialogue and consultations", "education" and "coordination" to solve the task of creating a communication platform for all stakeholders of professional (professional and technical) education in the regions regarding the improvement of management in the field of professional (professional and technical) education, improving the quality of educational services, determining the needs of regional labor markets in skilled labor.

As part of the implementation of the task of promoting the implementation of the model of complex territorial development, management and marketing of tourist destinations "Smart Tourist Destination" at the regional and local level, in accordance with the direction "Development of domestic tourism", it is possible to use the tools "strategy building", "stimulation of economic growth points” and “benchmarking”.

Conclusions and perspectives of further research. Studying the experience of EU countries in this aspect is a necessary stage in the formation of regional management tools to ensure territorial cohesion in the regions and communities of Ukraine. It provides an opportunity to define and adapt tools for ensuring territorial cohesion specifically for Ukraine. In particular, in our opinion, to ensure territorial cohesion in Ukraine, it is necessary to use the following tools: (1) cooperation or territorial cooperation, (2) coordination between various sectors of the formation of state regional policy and the policy of local authorities, (3) incentives, in particular fiscal
and financial, (4) improving the institutional environment for stimulating the development of economic growth points and ensuring conditions for their practical activity, (5) effective management of common resources, (6) raising awareness of the essence and goals of cohesion within the framework of the implementation of state regional policy and local development strategies, (7) information - creation and accumulation of an information base for assessing the dynamics of territorial cohesion, (8) education - organization of improvement of educational schemes for specialists in public administration, territorial development and spatial planning, (9) benchmarking of progress in better use of unused territorial potential and overcoming the problems of the territory, (10) dialogue and consultation - formation of a platform for discussions / seminars for working groups of stakeholders of neighboring communities and reconciliation tools for seeking consensus in controversial issues of ensuring territorial development, (11) building integrated development strategies and (12) digitalization.

In our opinion, the above-mentioned tools are applicable in various combinations for use within the framework of the implementation of 6 operational goals, which are derivatives of the above-mentioned priority strategic goal of the State Strategy for Regional Development for the period 2021-2027 regarding the formation of a cohesive state. In particular: 1) stimulation of centers of economic development (agglomerations, cities); 2) preservation of the surrounding natural environment and sustainable use of natural resources, strengthening the development opportunities of territories that require state support (macro- and micro-level); 3) creation of conditions for the integration of the temporarily occupied territory of the Autonomous Republic of Crimea and the city of Sevastopol, temporarily occupied territories in the Donetsk and Luhansk regions into the Ukrainian space; 4) infrastructure development and digital transformation of regions; 5) formation of a single educational, informational, cultural space within the entire territory of Ukraine; and 6) effective use of the economic potential of cultural heritage for the sustainable development of communities.

As for the practical implementation of the above-mentioned tools, in practice, the EU cohesion policy toolkit is not fully implemented in Ukraine. So, not enough attention is paid to the tools of stimulation and construction of integrated strategies. The tools of regional management must be implemented in a specific territorial context for the formation of effective and viable strategies for both regions and individual communities. In addition, encouragement through various types of funding (including grant projects for the development of the territories of individual communities and several adjacent communities) would serve as a necessary prerequisite for the active involvement of interested parties in the development and implementation of projects for the development of territories, forming an initiative from below, and not within the framework of funded projects through the State Regional Development Fund, which must correspond to the State Strategy for Regional Development.

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