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**PROCESS MODELING OF THE LOCAL DEVELOPMENT  
PROJECTS' REGIONAL SUPPORT SYSTEM**

**Mamatova T. V.**

*Doctor of Sciences in Public Administration, Professor, Professor of Public  
Administration and Local Government Department  
Dnipro University of Technology  
Dnipro, Ukraine*

**Udod Y. H.**

*PhD in Public Administration, First Deputy Mayor  
Kryvyi Rih, Ukraine*

According to the results of a comprehensive analysis of modern challenges to ensure innovative regional and local development in Ukraine, it is proved that in the context of changing the administrative-territorial structure, it is necessary to synchronize the development strategies of different levels of governance. Another trend is the changing role of large cities, which are becoming the centres of large areas. According to this model, large cities should begin to implement new functions of territory development programming. There is a problem in the field of local development in Ukraine which is characterized by the contradiction between

the urgent need to ensure sustainable development of territories and communities of Ukraine through the formation of appropriate support systems for projects and programs at all governance levels and lack of methodological support for the processes' unity at the levels («regional level (region)» – «subregional level (districts and associations of communities on the basis of cooperation)» – «territorial community»).

The project approach is a recognized methodological tool for strengthening the capacity of communities and territories. The project approach in the local development strategic priorities' implementation contributes to improving the local governments efficiency: the formation of a more flexible matrix (project) organizational structure that can respond to internal and external environment changes, and whose activities are easier to assess and monitor; receiving by the community the «project product» – the final result of the project, by which it is possible to assess the degree of a certain need or group of needs' satisfaction, scilicet to clearly determine whether the management goal has been achieved and to what extent; formation of a strategy of targeted rational use of project resources (human, material, financial, etc.) in accordance with the local development project plan and its effective management, which is a necessary condition for achieving the end result; providing feedback to key stakeholders [1–3].

It is possible to identify some phases of the project approach dissemination in Ukraine: 1991–2000 – formation of scientific and organizational bases of the dissemination of the project approach in the business environment in Ukraine; 2001–2005 – creation of a basis for dissemination of the project approach in the public sector; 2006–2010 – gradual spread of the project approach application in public administration; 2011–2014 – intensification of international technical assistance projects to promote the project approach and increase the local development practitioners' awareness; 2015–2020 – recognition of the project approach as the leading methodology for ensuring the success of communities and territories [4]. In our opinion, with the adoption on August 5, 2020 of the Resolution of the Cabinet of Ministers of Ukraine № 695 «On approval of the State Strategy for Regional Development for 2021–2027» [5] begins a new phase, which will last in 2021–2027. It is during this period that most regional development strategies and territorial community development strategies are developed.

It is determined that in 2020–2021 the following additional challenges will be actualized for local self-government bodies and other subjects of regional and local development: completion of the processes of territorial communities' voluntary amalgamation; accession to capable communities' intensification; the critical need to strengthen the mono-industry settlements'

economy diversification programs; organization of the region's vital activity in the conditions of the COVID 19 pandemic. The principles (openness; active internal dialogue; continuity of experience succession; local development processes' design at the strategic and operational levels; systematic support for local development projects; project-targeted financing of local communities; reasonable distribution of involved and budgetary resources) and key values (proactive, productive, promising) of the local government development regional program have been formalized, compliance with which will ensure the success of local government development programming at the regional level in today's challenges [6].

The operational definition of «regional support system for local development projects» – a system whose elements interact at all stages of projects and programs' life cycles based on consensus on the rational allocation of shared limited resources to ensure territories and communities' balanced development in the region, taking into account regional smart-specialization and prioritizing the region specific areas' development. Process modeling of the local development projects' regional support system in Ukraine is carried out on the basis of high-level model of integrated quality management system (according to ISO 18091) with definition: system-forming element (local self-government bodies association); processes' management system that are formed under the influence of the Sustainable Development Goals and different levels territories' management systems related development priorities; key maintenance processes (stakeholders interaction management; financial support; involvement of local self-government bodies and population self-organization in participation in local development projects' competitions of different levels; staffing of local development projects and programs) [7].

The effectiveness of current activities (portfolio, programs and projects management) is ensured by the implementation of quality management processes according to ISO 9001: programming and planning for development with the separation of the region specific areas' development programming subsystem; local development projects and programs' implementation monitoring and evaluation; local self-government bodies association leadership; continuous improvement. Network interaction with community development resource centers and territorial project offices is carried out through a specialized Internet resource with a platform for communities of practice.

The proposed model allows to support local development projects, based on the individual projects and programs' life cycles synchronization. Projects and programs are at different stages of implementation, have different resource needs, but should be considered and directed as a system

where issues of competition for limited resources are agreed upon. Thus, portfolio management can be implemented at the subregional level where the development programs and projects portfolio owner is a corporation of local communities.

Given the current challenges regarding the need to ensure innovative development on the basis of regional smart-specialization, the emphasis is on the fact that for many industrial regions specific areas are mono-profile cities (mono-cities). Based on a comparative analysis of similar mono-cities in other countries, which have passed stages of development within their own life cycle, or have either become successful or degraded to the stage of default or complete liquidation, the reasons of threat of the Kryvyi Rih City's orientation on a mono-branch are established [8]. The scheme of monocity development problem's causal relations is offered. The obtained scientific results allowed to develop and submit for consideration of the Kryvyi Rih City Council the author's Concept of transformation of the Kryvyi Rih economy from mono-branch to harmoniously structured economy.

In order to ensure the quality of planning in combination with the quality of evaluating the projects and programs' implementation success, it is proposed to use the tool «Quality Function Deployment» (QFD), which is widely tested in private and public sectors [9]. The main tool of QFD is a multidimensional matrix, which is called «Quality House». It shows the relationship between actual quality indicators (consumer properties) and ancillary indicators (technical requirements). A pilot evaluation of the project portfolio of the Concept «Transformation of the Kryvyi Rih economy from a mono-industry to a harmoniously structured economy» was carried out.

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## ПРОПОЗИЦІЇ ЩОДО ЗМІЦНЕННЯ ЛЮДСЬКОГО КАПІТАЛУ НА РІВНІ ТЕРИТОРІАЛЬНОЇ ГРОМАДИ

**Рибка А. О.**

*аспірант кафедри публічного управління та публічної служби  
Національної академії державного управління  
при Президентові України  
м. Київ, Україна*

Актуальність і важливість наукових досліджень проблем та перспектив формування людського капіталу в Україні зумовлює те, що в сучасному суспільстві саме людський капітал визначає конкурентоспроможність економічної системи, виступає ключовим ресурсом її розвитку, сьогодні людський капітал стає основою національного багатства. В умовах інтенсивних змін в економічному й соціальному