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The Public Administration of the Socio-Economic Development of Territorial Communities under Conditions of Increasing Financial Capacity

Eduard Shchepanskiy  ¹ *

¹ Leonid Yuzkov Khmelnytskyi University of Management and Law (Ukraine). Head of the Department of Public Management and Administration, Doctor of Science in Public Administration, Professor.

* **Corresponding Author**, e-mail: e_shchepanskiy@univer.km.ua

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ABSTRACT

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The article presents a detailed analysis of public governance practices in the socio-economic development of territorial communities under conditions of increasing their financial capacity. The study emphasizes the importance of financial autonomy, institutional capacity, and the professional competencies of local self-government bodies as key strategic factors that determine the effectiveness of management processes, stimulate socio-economic development of communities, and enhance their competitiveness. Particular attention is paid to the role of financial management, budget planning, transparency in resource utilization, and the ability of local self-government bodies to respond promptly to changes in the economic and social environment. A comparative analysis of contemporary approaches shows that effective governance of socio-economic development is achieved through the comprehensive integration of strategic planning, transparent financial management, the use of digital platforms for monitoring and control, as well as the development of inter-municipal cooperation and resource sharing. The experience of Ukrainian amalgamated territorial communities demonstrates that optimizing budget processes, attracting grant and investment resources, implementing modern digital management tools, and stimulating local economic activity contribute to more efficient use of financial resources and improved management performance. The results allow us to summarize those successful practices of public governance of territorial communities are based on a combination of stable financing, digital transformation, development of institutional capacity, and managerial competencies, including leadership skills of community leaders and professional development of local government personnel. The proposed approach can ensure increased efficiency in resource utilization, support sustainable socio-economic development of territories, optimize the implementation of strategic local development programs, and enhance citizens' trust in authorities. Such a comprehensive approach is a prerequisite for the formation of a resilient, competitive, and self-sufficient local governance system in Ukraine, aligned with modern European standards of territorial management and ensuring balanced development of all communities at the national level.

KEYWORDS

public administration, regional administration, region, development, regional development, sustainable development, local self-government, territorial community, decentralization, martial law, security, state environmental policy, state authorities.



Публічне управління соціально-економічним розвитком територіальних громад в умовах підвищення фінансової спроможності

Едуард В. Щепанський  1 *

¹ Хмельницький університет управління та права імені Леоніда Юзькова (Україна). Завідувач кафедри публічного управління та адміністрування, д-р держ. упр., професор.

* Автор-кореспондент, e-mail: e_shchepanskiy@univer.km.ua

СТАТТЯ

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У статті проведено детальний аналіз практик публічного управління соціально-економічним розвитком територіальних громад в умовах підвищення їх фінансової спроможності. Дослідження акцентує увагу на значенні фінансової автономії, інституційної спроможності та професійних компетенцій органів місцевого самоврядування як ключових стратегічних чинників, що визначають ефективність управлінських процесів, стимулюють соціально-економічний розвиток громад та сприяють підвищенню їх конкурентоспроможності. Особлива увага приділяється оцінці ролі фінансового менеджменту, бюджетного планування, прозорості використання ресурсів, а також здатності органів місцевого самоврядування швидко реагувати на зміни в економічному й соціальному середовищі. Порівняльний аналіз сучасних підходів показує, що ефективне управління соціально-економічним розвитком громад досягається через комплексну інтеграцію стратегічного планування, прозорого фінансового менеджменту, застосування цифрових платформ для моніторингу та контролю, а також розвитку міжмуніципальної співпраці та обміну ресурсами. Практика українських об'єднаних територіальних громад демонструє, що оптимізація бюджетних процесів, залучення грантових та інвестиційних ресурсів, впровадження сучасних цифрових інструментів управління і стимулювання економічної активності на локальному рівні сприяють більш ефективному використанню фінансових ресурсів і підвищенню результативності управління. Отримані результати дозволяють узагальнити, що успішні практики публічного управління територіальними громадами базуються на поєднанні стабільного фінансування, цифрової трансформації, розвитку інституційної спроможності та управлінських компетенцій, включаючи лідерські навички керівників і професійний розвиток персоналу органів місцевого самоврядування. Використання запропонованого підходу здатне забезпечити підвищення ефективності використання ресурсів, сприяти сталому соціально-економічному розвитку територій, оптимізувати реалізацію стратегічних програм місцевого розвитку та підвищити рівень довіри громадян до органів влади. Такий комплексний підхід є передумовою формування стійкої, конкурентоспроможної та самодостатньої системи місцевого самоврядування в Україні, що відповідає сучасним європейським стандартам управління територіями та забезпечує збалансований розвиток усіх громад на національному рівні.

КЛЮЧОВІ СЛОВА

публічне управління, регіональне управління, регіон, розвиток, регіональний розвиток, сталий розвиток, місцеве самоврядування, територіальна громада, децентралізація, воєнний стан, безпека, державна екологічна політика, органи державної влади.

1. Introduction

In the current conditions of transformation of public administration, one of the key determinants of the effectiveness of the development of territorial communities is the ability of local self-government bodies to effectively manage socio-economic development in the context of increasing their financial capacity. The formation of effective mechanisms of public management of the socio-economic development of territorial communities determines the ability of the state to ensure the sustainability of local development, its adaptability to the challenges of the socio-economic environment and compliance with the principles of good governance. Financial potential, institutional capacity and professional competence of local self-government bodies are the basic factors in ensuring the competitiveness of territorial communities, especially in the context of the formation of a single digital space and integration into European structures.

The issue of effective public management of socio-economic development of communities is of particular importance in view of the reform of local self-government and decentralization, which provides not only for the rational use of financial resources, but also for rethinking approaches to resource management and innovative development. In this context, public administration mechanisms should include strategic planning for community development, optimization of the processes of attracting and using financial resources, as well as increasing the level of digital and financial literacy of local government managers and employees.

The development of the system of public management of the socio-economic development of local communities is closely related to the introduction of strategic, technological and psychological mechanisms that provide for the formation of a favorable organizational climate, the development of leadership competencies of community leaders, and the provision of conditions for continuous professional development of employees of local self-government bodies. Effective management also requires improving the system of digital financial management, monitoring the use of resources, as well as creating tools for motivation and responsibility at the local level [1].

At the same time, a significant challenge for the modern model of public management of local development remains the unevenness in the financial capacity of territorial communities. For example, according to the data, in 2025, the resources of local budgets of Ukraine will increase by about 15% – from 285.1 billion UAH in 2024 to 327.7 billion UAH in 2025 [1]. At the same time, the indicator of local budgets' own revenues (excluding subventions) decreased from 7.7% of GDP in 2022 to 6.8% in 2023, and their share in the consolidated state budget amounted to 17.8% in 2023 [2]. Therefore, an important task of public administration is to create a holistic system of community development that would combine increased financial resources, digital transformation, institutional capacity, and accountability mechanisms.

Particular attention needs to be paid to the formation of an appropriate level of digital culture of local self-government bodies, which directly affects the quality of implementation of socio-economic development programs, citizen satisfaction and the overall efficiency of management processes. Respect for ethical norms, the quality of communication between the authorities and the community, as well as the creation of open digital platforms for citizen participation, contribute to strengthening trust in local self-government and increasing the motivation of communities to actively participate.

Therefore, the effectiveness of the activities of territorial communities directly depends on the level of managerial competencies, the effectiveness of financial planning, and the ability of the management to provide an optimal combination of material resources, digital tools and non-material incentives. In this context, the formation of modern mechanisms of public management of the socio-economic development of territorial communities during the period of increasing their financial capacity is a necessary prerequisite for the successful implementation of reforms, strengthening local potential and increasing the competitiveness of the national model of local development.

2. Literature Review

The issue of public management of the socio-economic development of territorial communities belongs to interdisciplinary problems that integrate administrative, legal, organizational and economic aspects. Modern research shows that increasing the financial capacity of communities is a key factor in the effectiveness of public administration and the development of local economies, which necessitates

the analysis of foreign and domestic experience for the formation of adapted management mechanisms [3–21].

In the works of H. V. Dzhehur and A. A. Semenovskiy [3], it is shown that under martial law, local self-government bodies must be able to quickly adapt to changes in the financial and legal environment. This approach to management ensures the stability of socio-economic processes and creates preconditions for the implementation of strategic community development programs. Thus, ensuring stability and transparency of management decisions is the basis for further development of territories.

Improving the efficiency of financial management as a component of public administration is highlighted by B. I. Panchyshyn [4], M. D. Pasichnyi and R. O. Obukhov [5]. They prove that transparent budget planning, control over expenditures, as well as optimization of tax revenues and inter-budget transfers allow communities to implement infrastructure and social programs. At the same time, N. P. Struk [6] examines the relationship between local taxation and the economic activity of communities, emphasizing that effective income management contributes to increasing investment attractiveness and creating conditions for sustainable development.

The peculiarities of community management in crises are considered by V. Borshchevskiy et al. [7], emphasizing the need for rapid and adaptive use of financial and administrative resources. This aspect is complemented by the topic of inter-municipal cooperation, highlighted in the discussion of the Council of Europe [8], where it is proven that coordination and exchange of resources between communities increase the effectiveness of management decisions and ensure the sustainability of socio-economic development of territories.

Modern approaches to improving management effectiveness include digital tools, which was investigated by O. Chorna et al. [9]. The use of digital platforms allows optimizing the processes of planning, monitoring and control, which, in combination with the mechanisms of control and evaluation of effectiveness described by Y. I. Chmyr and co-authors [10], creates a systematic approach to the management of community development.

To assess the effectiveness of public administration, it is important to use clear indicators, which were studied by O. Yu. Bobrovska [11], and the impact of financial decentralization on the development of rural settlements was revealed by O. V. Diakonenko [12]. Their conclusions logically complement the analysis of T. A. Kravchenko [13] and I. V. Ksyonzyk et al. [14], who emphasize the role of decentralization in ensuring community autonomy and stimulating socio-economic development at the local level.

The assessment of the financial capacity of amalgamated territorial communities conducted by I. O. Liutyi and N. Ya. Spasiv [15] demonstrates that the resource base of communities directly affects the possibilities of implementing strategic projects, and the research of S. V. Sluhai and V. E. Derevianchuk [16] confirms that decentralization increases economic activity at the regional level. The methodological approaches of I. Z. Storonyanska [17] and the analysis of the relationship between the development of communities and the development of the region by V. I. Chyzh [18] show that system management requires a comprehensive consideration of financial, organizational and strategic factors.

International experience researched by A. Klyuchnik et al. [19], demonstrates that the development of infrastructure and the creation of competitive advantages of territories increase the efficiency of local governance, and the analysis of decentralization policies by G. Wright and S. Slukhai [20] confirms the role of inter-municipal cooperation and financial incentives in increasing the capacity of communities.

Thus, the generalization of scientific sources shows that effective public management of the socio-economic development of territorial communities is ensured through the integration of administrative, financial, organizational and digital mechanisms, as well as through the development of intermunicipal cooperation and optimization of the use of resources for the implementation of strategic socio-economic programs.

3. Problem Statement

The purpose of this study is to analyze the practices of public management of socio-economic development of territorial communities in the context of increasing their financial capacity, identifying effective mechanisms for the distribution and use of resources that ensure sustainable development of territories.

The article provides for the study of modern approaches to the organization of public administration at the local level in Ukraine and abroad, the analysis of financial and managerial tools, strategies for the development of communities and methods of increasing their financial capacity, which contribute to the effective management of resources, stimulate economic growth and social security of the population.

4. Methods and Materials

In the process of studying the public management of the socio-economic development of territorial communities in Ukraine under the conditions of increasing their financial capacity, a set of methods was applied, which made it possible to comprehensively analyze the regulatory frameworks, mechanisms of financial management and practical models of development of local communities. The methodological basis is a systematic approach, which made it possible to consider public administration as an integral social and management system that combines strategic planning, financial management, stimulation of economic activity and control of the efficiency of resource use.

The paper uses the analysis and synthesis of scientific sources, which provided the identification of key concepts for the development of territorial communities, in particular the role of decentralization, financial autonomy and strategic management.

The application of the comparative method made it possible to analyze the practice of forming self-sufficient communities in different regions of Ukraine, identifying structural and functional differences between amalgamated territorial communities (ATCs) and communities that did not go through the amalgamation process. The comparison was based on official statistics of the State Tax Service of Ukraine, the Decentralization Portal, open sources on the relocation of enterprises and socio-economic indicators of local budgets.

Structural and functional analysis was also used, which made it possible to reveal the relationship between the financial resources of communities, management mechanisms and economic activity at the local level. This method made it possible to determine the role of institutional, economic and social factors in ensuring the effectiveness of management and sustainable development of territories.

In addition, the method of analysis of documents and management practices has been applied, which includes the study of legislative acts (the Constitution of Ukraine, the Law of Ukraine "On Voluntary Amalgamation of Territorial Communities", orders of the Cabinet of Ministers of Ukraine), official statistical collections, materials of local development programs, as well as data on revenues to local budgets and relocation of enterprises.

To summarize the results, a logical generalizing method was used, which contributed to the formulation of analytical conclusions on the relationship between the financial capacity of communities and socio-economic development at the local level. Due to this, key elements relevant for the adaptation of management practices in various territorial communities have been identified, in particular regarding the effective use of budget funds, attracting investments, supporting entrepreneurship and implementing socio-economic programs.

Thus, the selected methodological toolkit provided a comprehensive study of the problem, allowing for to combination of theoretical analysis, normative assessment and practical assessment of the financial capacity of communities, which creates the basis for the development of effective management decisions in the field of socio-economic development of territorial communities of Ukraine.

5. Results and Discussion

The modern development of territorial communities in Ukraine directly depends on the effectiveness of public administration and the level of their financial capacity. The conditions of decentralization, the transfer of powers and resources to the local level, create preconditions for the intensification of socio-economic development of territories [7]. In this context, public administration is not only a tool for coordination and control, but also a mechanism for stimulating economic activity, providing quality public services and forming competitive advantages of communities.

M. D. Pasichnyi and R. O. Obukhov emphasize that due to the increase of financial autonomy, local authorities get the opportunity to use available resources more efficiently, plan infrastructure development and attract investments, which is an important prerequisite for the sustainable development of communities [5, p. 222]. At the same time, changes in the socio-economic environment,

transformations of management processes and the integration of modern financial management tools create new challenges and require a scientific analysis of the mechanisms of territorial management, taking into account their resource capacity.

In the Ukrainian context, the term "territorial community" appeared with the adoption of the Constitution of Ukraine in 1996. It denotes a group of residents permanently residing within a village, township or city, which are administrative-territorial units, or a voluntary association of several settlements with a common center [6]. I. V. Ksionzyk emphasizes that the territorial community is the main subject of the local self-government system. The study of its activities is relevant due to the need to intensify the direct participation of citizens in the processes of local governance and taking into account the political, socio-cultural and technological transformations of recent years [14].

T. A. Kravchenko notes that the territorial community, being part of civil society, is a complex self-organized system with various institutions and associations. Community development is ensured both by strategic planning of local self-government bodies and by initiatives of formal and informal associations [13, p. 70]. The creation of self-sufficient communities with material, financial and land resources, social infrastructure is the main goal of decentralization in Ukraine [15, p. 93–94].

The transfer of powers and resources from central authorities to local authorities stimulates the effectiveness of governance. The Concept of Reforming Local Self-Government and Territorial Organization of Power, approved by the Cabinet of Ministers of Ukraine of 01.04.2014, No 333, creates a legal framework for the activities of self-government bodies on a new territorial basis and determines their resources and powers [25]. The Law of Ukraine "On Voluntary Amalgamation of Territorial Communities" [24] became the basis for the formation of amalgamated territorial communities (ATCs), the process of amalgamation of which began in 2015.

In the current conditions of transformation of the administrative-territorial structure of Ukraine, effective public management of territorial communities is of leading importance for ensuring socio-economic development, improving the quality of life of the population and stimulating the local economy. Decentralization, which has been implemented in Ukraine since 2015, provides for the transfer of significant financial, administrative and organizational powers to the level of territorial communities, which allows for flexibility of management decisions and more efficient use of resources [12, p 162].

The financial potential of communities is one of the key indicators of the effectiveness of public administration. According to the State Tax Service of Ukraine, in 2023, revenues to local budgets amounted to about 430 billion UAH, which is 9.5% more compared to 2022 [21]. In January-October 2025, local budgets received more than 403.2 billion UAH, which is 14.5% more than in the same period last year [21]. In January-September 2025, the general fund of local budgets received 374.1 billion UAH, which is 50.3 billion UAH more compared to the corresponding period of 2024 [22].

The socio-economic development of communities is closely related to local economic activity and business involvement. In particular, in 2024, the number of enterprises that changed their legal address (relocation) exceeded 11000, which indicates business mobility and adaptation to new conditions. In the first quarter of 2025, revenues to local budgets increased by 18.2% compared to the same period in 2024 and amounted to 115.6 billion UAH [23].

The number of business relocations in Ukraine increased during 2023–2025, which is reflected in Fig. 1.

It should be noted that decentralization processes contribute to increasing the financial independence of communities, stimulate the development of infrastructure, healthcare, education and social services. In addition, effective public administration involves the use of modern tools for strategic planning, analysis of revenues and expenditures, and monitoring and evaluation of the effectiveness of development programs. An important aspect is the integration of the internal resources of the community with investment and grant revenues, which allows the implementation of infrastructure modernization and entrepreneurship support projects.

In 2023–2025, there is an increase in the role of communities in decision-making on socio-economic programs and management initiatives. In particular, the increase in revenues to local budgets allows financing the repair and construction of roads, the modernization of educational and health care institutions, social programs to support vulnerable segments of the population, as well as the implementation of environmental projects. In turn, public management of territorial communities is aimed at increasing the efficiency of the use of resources, transparency of the budget process and involvement of the community in decision-making (Fig. 2).

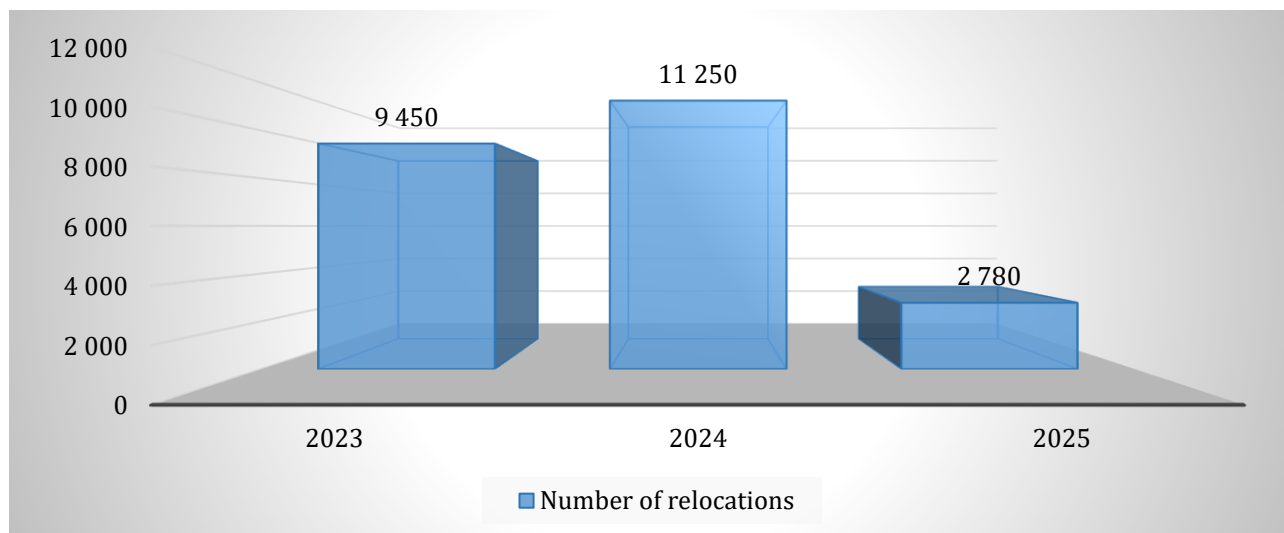


Figure 1. Relocation of business in Ukraine, number of enterprises in 2023–2025

Source: Compiled by the author based on [23].

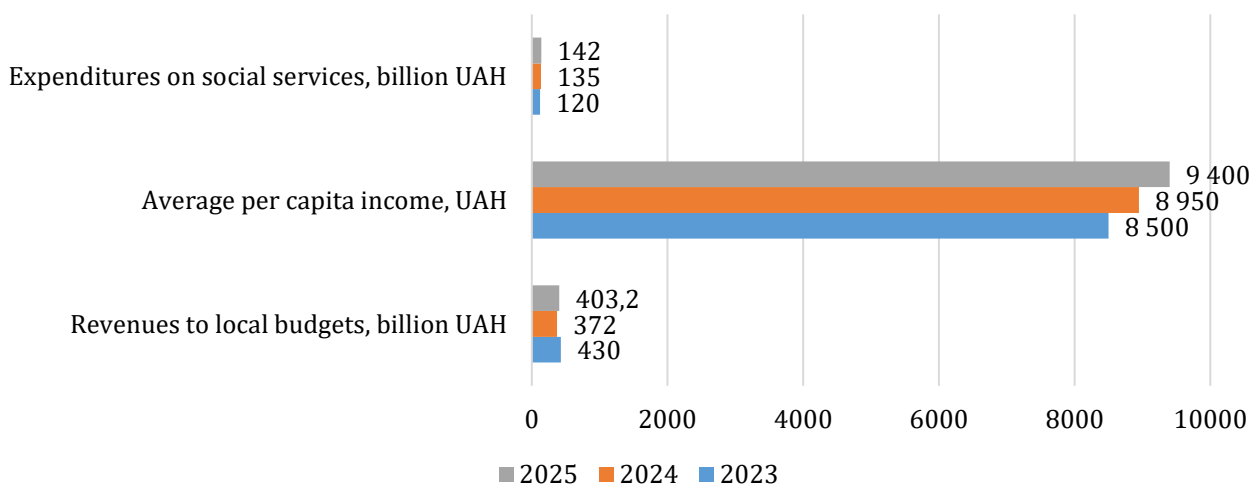


Figure 2. Indicators of socio-economic development of territorial communities for 2023–2025

Source: Compiled by the author based on [22].

The analysis of indicators of socio-economic development of territorial communities for 2023–2025 indicates a positive trend in financial capacity and economic activity at the local level. Thus, revenues to local budgets show stable growth: in 2023, they amounted to 430.0 billion UAH, and in 2024, a temporary decrease to UAH 372.0 billion was recorded. UAH, while in January-October 2025, revenues increased again to UAH 403.2 billion UAH. Such a fluctuating trend can be explained by the influence of macroeconomic and socio-political factors, in particular the conditions of permanent decentralization, changes in inter-budgetary transfers and the adaptation of local authorities to new financial mechanisms.

The indicator of relocation of enterprises reflects the activity of businesses and its readiness to adapt in the face of economic changes. The number of businesses that changed their registered office increased from 9,450 in 2023 to 11,250 in 2024 and to 12,000 in the first quarter of 2025. Based on this, it is obvious that the investment attractiveness of certain regions is strengthened, which in turn increases employment and contributes to the formation of new jobs. The dynamics of enterprise relocation also indicate that communities with more efficient management and a favorable business environment are becoming centers of economic activity.

The average level of income per capita for three years demonstrates stable growth: from UAH 8,500. in 2023 to UAH 9,400. in 2025. Here, we can trace the increase in the economic potential of communities and the improvement of the well-being of residents. The positive trend of revenues is

associated with a more efficient use of local resources, increased tax discipline and intensification of economic activity of enterprises in communities.

Spending on social services also has a steady upward trend, increasing from 120.0 billion UAH in 2023 to 142.0 billion UAH in 2025. In this case, there is a strengthening of the role of local self-government in meeting the socio-economic needs of the population, including education, healthcare, social protection and infrastructure projects. Increasing spending on social programs is an important indicator of the effectiveness of public administration, as it demonstrates the ability of communities to adapt financial resources to the needs of residents and implement priority state and regional development strategies.

Thus, public management of territorial communities is a complex process that combines financial, social and economic components. Effective use of budget funds, stimulation of business activity and implementation of decentralization reforms contribute to the development of communities, improve the standard of living of the population and ensure the transparency of management decisions. The scientific approach to public resource management involves the use of modern methods of analytics, monitoring and performance evaluation, which ensures sustainable development and adaptation to the socio-economic challenges of our time.

6. Conclusions

The study showed that the effectiveness of public management of the socio-economic development of territorial communities of Ukraine is largely determined by the complexity of approaches that combine financial autonomy, strategic planning, stimulation of local economic activity and social support of the population. The conditions of decentralization, the transfer of powers and resources to the local level, create preconditions for intensifying community development, improving the quality of public services and forming competitive advantages of territories.

The analysis of financial capacity indicators indicates a positive trend in revenues to local budgets in 2023–2025 and an increase in economic activity, in particular, the number of relocated enterprises and the average level of incomes of the population. The data obtained show that increasing the financial independence of communities contributes to the efficient use of resources, infrastructure development, support for entrepreneurship and the implementation of social programs.

Thus, the generalization of the results of the study gives grounds to assert that to increase the efficiency of public administration of territorial communities in Ukraine, it is necessary to implement a holistic community development policy focused on a combination of strategic planning, financial independence, transparency of the budget process, stimulation of economic activity and social support of the population.

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