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Strategic Management of the Development of a Border Territorial Community in the Regional-Administrative Management System

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ABSTRACT

The article examines the theoretical, methodological and applied foundations of strategic management of territorial community development in contemporary Ukrainian conditions, where local self-government simultaneously operates under decentralization reform, borderland interaction, demographic instability, infrastructure pressure and wartime uncertainty. The Rava-Ruska territorial community is selected as an analytical case because it combines several development advantages and vulnerabilities at the same time. On the one hand, it has a favorable location near the state border, access to an international transport corridor, agricultural and forestry potential, opportunities for logistics, cross-border cooperation and tourism. On the other hand, it faces labor migration, demographic decline, unequal access to services, infrastructure gaps and insufficient investment dynamics. The relevance of the study stems from the fact that strategic management at the community level can no longer be limited to the drafting of a one-time strategy document. It must become a permanent management system that connects the priorities of national regional policy, local resources, budgetary instruments, partnerships with residents, business and donors, as well as digital control of results. The legal framework, the updated state regional development policy and new transparency requirements for local self-government create the institutional basis for such a transition. However, actual effectiveness depends on the community's ability to link strategic priorities with concrete projects, funding sources, measurable indicators and continuous feedback mechanisms. The purpose of the article is to substantiate a model for improving strategic management of the Rava-Ruska territorial community through the integration of strategic planning, SWOT-analysis, KPI-based monitoring, digital instruments and participatory governance. To achieve this purpose, the article applies a systemic, institutional, structural-functional, comparative, analytical and statistical approach. The empirical basis includes official community documents, the official community profile attached to the strategy, the 2024 strategy monitoring report, the official website of the city council, current legal acts, recent scholarly publications and the analytical manuscript provided by the author. The study demonstrates that the most productive model for the community is a strategic management system combining five interrelated blocks: a deep diagnosis of internal and external conditions; project and budget support for strategic priorities; digital monitoring of outcomes; institutionalized participation of residents and stakeholders; and alignment of local goals with national, regional and European development frameworks. It is proved that for a border community the most important components are logistics and spatial integration, development of an investment portfolio, support for local entrepreneurship, infrastructure modernization, expansion of coverage by basic municipal services and the creation of an open KPI system based on annual public reporting. The practical significance of the article lies in the possibility of using the proposed approaches by local self-government bodies for the updating of strategic documents, elaboration of new implementation plans, strengthening the link between strategy and budget, creating a public digital dashboard, broadening e-democracy tools and increasing institutional capacity under wartime conditions and during post-war recovery. The proposed model can also be adopted by other border communities facing a similar combination of resource advantages and governance risks.

KEYWORDS

strategic management, territorial community, local self-government, development strategy, KPI monitoring, participatory governance, digitalization, budget capacity, borderland development, sustainable development.

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СОЦІАЛЬНИЙ РОЗВИТОК:
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Стратегічне управління розвитком прикордонної територіальної громади в системі регіонально-адміністративного менеджменту

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СТАТТЯ

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АНОТАЦІЯ

У статті досліджено теоретичні, методологічні та прикладні засади стратегічного управління розвитком територіальної громади в сучасних українських умовах, коли місцеве самоврядування одночасно функціонує в середовищі реформи децентралізації, прикордонної взаємодії, демографічної нестабільності, інфраструктурного тиску та воєнної невизначеності. Актуальність роботи зумовлена тим, що в сучасній Україні стратегічне управління на рівні громади вже не може обмежуватися підготовкою разового стратегічного документа. Воно має перетворюватися на постійно діючу управлінську систему, яка з'єднує нормативні пріоритети державної регіональної політики, локальні ресурси, бюджетні інструменти, партнерство з мешканцями, бізнесом і донорами, а також цифровий контроль результатів. Метою статті є обґрунтування моделі удосконалення стратегічного управління розвитком Рава-Руської територіальної громади на основі інтеграції стратегічного планування, SWOT-аналізу, KPI-моніторингу, цифрових інструментів та партисипативного врядування. Для досягнення цієї мети використано системний, інституційний, структурно-функціональний, порівняльний, аналітичний та статистичний підходи. Емпіричну основу становлять офіційні документи громади, профіль громади як додаток до стратегії, результати моніторингу за 2024 рік, офіційний вебресурс міської ради, чинні нормативно-правові акти, сучасні наукові публікації та наданий автором аналітичний рукопис. У результаті дослідження встановлено, що найбільш продуктивною для громади є модель стратегічного управління, яка поєднує п'ять взаємопов'язаних блоків: глибоку діагностику внутрішнього та зовнішнього середовища; проєктно-бюджетне забезпечення стратегічних пріоритетів; цифровий моніторинг результатів; інституціоналізовану участь мешканців і стейкхолдерів; узгодження місцевих цілей із національними, регіональними та європейськими рамками розвитку. Доведено, що для прикордонної громади особливо важливими є логістична та просторова інтеграція, розвиток інвестиційного портфеля, підтримка місцевого підприємництва, модернізація інфраструктури, розширення покриття базовими комунальними послугами та побудова відкритої системи KPI на основі щорічного публічного звітування. Практичне значення статті полягає у можливості використання запропонованих підходів органами місцевого самоврядування для оновлення стратегічних документів, розроблення нових планів реалізації, посилення зв'язку стратегії з бюджетом, створення цифрової панелі моніторингу, розширення механізмів електронної демократії та підвищення інституційної спроможності громади в умовах воєнного часу й післявоєнного відновлення. Запропоновані рішення можуть бути адаптовані й іншими прикордонними громадами, що мають подібну комбінацію ресурсних переваг та управлінських ризиків.

КЛЮЧОВІ СЛОВА

стратегічне управління, територіальна громада, місцеве самоврядування, стратегія розвитку, KPI, партисипативне врядування, цифровізація, бюджетна спроможність, прикордонний розвиток, сталий розвиток.

1. Introduction

Strategic management in the system of local self-government today should be considered as a basic condition for the viability of the community, and not only as an administrative technology for preparing a long-term document. The current legislation defines the territorial community as the bearer of the right to resolve issues of local importance, and the updated state regional policy directly links the development of territories with recovery, institutional capacity, human capital, investment, and security [1–3; 19]. On a practical level, this means that the community must be able to quickly adapt to shocks, coordinate the budget, spatial decisions, investment activities and communication with residents. The scientific problem is that there is a gap between the normatively defined need for a strategic approach and the actual quality of its implementation in many communities.

For border communities, the problem becomes even more complex. Their development depends not only on internal resources, but also on external logistics, spatial integration, cross-border cooperation, security regime, the state of the road network, customs and transport infrastructure, and migration flows. This shifts strategic management from the plane of "local planning" to the plane of multi-level governance. The Rava-Ruska community is just such a case: proximity to the border and the M-09 highway creates potential for logistics, service economy, and industrial solutions, but at the same time increases dependence on external factors and unbalances the local labor market [14–18].

The connection of the problem with important scientific and practical tasks is direct. In the scientific dimension, it is about adapting the theory of strategic management to the realities of local self-government, borderlines, and post-crisis development. In practical terms, it is about building an effective link between community strategy, budget, public investments, digital services, and public participation. It is this problem that underlies the need to rethink local strategy as a comprehensive management system capable of working during the war and in the recovery horizon [10; 11].

2. Literature Review

Modern scientific discourse proves that strategic planning is the systemic basis for effective public administration. In the work of M. Kovaliv and co-authors, strategic planning is considered as a factor of public administration, which ensures the integrity of decisions, normative certainty and long-term coordination of development [8, p. 1001–1003]. The work of Y. Opanasyuk and co-authors focuses on the peculiarities of developing a territorial community strategy in modern Ukrainian conditions, where resource provision, work with stakeholders and adaptation to instability are key [12].

An equally important area is the study of the digital transformation of local self-government. N. Piskokha substantiates that the digital community is not just a set of electronic services, but a new organizational model of interaction between the authorities and residents, based on data, accessibility and openness [13, p. 39–45]. T. Gogol and L. Melnychuk, analyzing the transformation of territorial communities in the context of decentralization, draw attention to the double effect of the reform: the expansion of powers and the financial base of communities is combined with the preservation of resource, socio-demographic and managerial barriers [7, p. 216–223].

Despite these developments, at least four aspects of the problem remain insufficiently developed. Firstly, the strategic management of border communities continues to be often described in the general logic of local development without sufficient consideration of transport, logistics and security specifics. Second, strategy, budget, public investment, spatial planning, and digital monitoring remain poorly integrated. Thirdly, KPIs in many communities are used as a formal appendix to the strategy, and not as a management tool. Fourth, public participation tools often exist institutionally, but are not sufficiently related to the real cycle of strategic decision-making. It is these gaps that determine the research niche of this article [7; 11–13; 22–24].

3. Problem Statement

The article is aimed at theoretical and applied substantiation of the model for improving the strategic management of the development of the Rava-Ruska territorial community in the context of decentralization, borderliness and military challenges.

To achieve this goal, the following tasks have been set:

a) to clarify the theoretical foundations of strategic management in the system of local self-government;

b) to analyze strategic documents, institutional architecture and the main socio-economic parameters of community development;

c) conduct a SWOT analysis of the community and justify a system for monitoring the implementation of the strategy based on KPIs;

d) to determine the directions of adaptation of European practices and develop management solutions to increase the sustainability and effectiveness of the strategic development of the community.

4. Methods and Materials

The methodological basis of the article is a systematic approach, which allows us to consider the community as an open socio-economic system, integrated into wider regional and state development circuits. The institutional approach for the analysis of local self-government mechanisms, the structural and functional approach for assessing the managerial elements of the strategy, the comparative approach for comparing Ukrainian and European practices, as well as statistical analysis and elements of SWOT analysis are also used.

The empirical base is formed by: the decision of the Rava-Ruska City Council on the approval of the community development strategy until 2027; the official profile of the community as an appendix to the strategy; decision on approval of monitoring the implementation of the strategy for 2024; official sections of the community website regarding the community card, e-democracy, investment passport, public budget and local investment board; state and government acts on local self-government and regional development; modern scientific articles; as well as the submitted manuscript of the qualification work, which contains the author's summary of financial and KPI indicators for 2023–2025 [1–3; 14–21].

5. Results and Discussion

In the conceptual dimension, it is advisable to understand the strategic management of the community as a continuous process of forming development goals, choosing tools for achieving them, resource provision, implementation, monitoring and adjustment of decisions. Unlike traditional administrative planning, the strategic approach focuses not only on the list of measures, but primarily on the logic of changing the state of the community. That is why it requires not just a strategy, but a holistic cycle – from analytics to KPIs and feedback [8, p. 1001–1009; 6].

Officially, the development strategy of the Rava-Ruska community until 2027 was approved by the decision of the city council on December 16, 2022. The community's website also contains strategic materials, project ideas, surveys for residents and businesses, and, in 2025, a report on monitoring the implementation of the strategy and action plan for 2024 was approved. This shows that there is a formal strategic framework in the community, and therefore the task is not to create it "from scratch", but to institutionally strengthen it and transfer it to the mode of a permanent management cycle [15; 16].

The official profile of the community contains the basic parameters of its resource and demographic potential. The total area of the community is 31,959.3 hectares, and the area of agricultural land is 19,957.4 hectares, i.e., 62.4% of the territory; The area of arable land is 13,410.8 hectares. As of 01.01.2022, the population of the community was 25,536 people, of which 8,494 people were urban and 17,042 people were rural [14, p. 9–10, 22]. It is important to distinguish this data from the "community card" on the website of the city council, which separately lists the population of the city of Rava-Ruska as the center of the community – 8,328 people, which is not equal to the population of the entire community [18]. This distinction is essential for the correct interpretation of statistics and managerial decisions.

Such official characteristics allow us to draw several conclusions. Firstly, the community has a clearly expressed agrarian and land basis for development. Secondly, the combination of agricultural areas, forest fund, border location and international transport axis forms the potential not only for agricultural production, but also for logistics, service economy, agro-processing, woodworking and tourism. Thirdly, the demographic dynamics of the community show signs of decreasing and aging, which turns human capital into one of the central strategic resources [14].

Next, we will consider the dynamics of key financial indicators of the community budget in 2023–2025. Particular attention is paid to changes between the base (2023) and reporting (2025) periods, which makes it possible to assess the trends in the development of the revenue and expenditure parts of the budget, the level of financial independence of the community and the effectiveness of budget policy (Table 1).

Table 1. Dynamics of the main budget indicators of the Rava-Ruska territorial community in 2023–2025

Indicator	Aug. 2023	Aug. 2024	2025 year	Difference 2025–2023 (+/-)
Revenues of the general fund, thousand UAH	277,388.3	305,319.0	351,380.1	+73,991.8
Revenues of the special fund, thousand UAH	1,998.1	24,060.0	18,141.8	+16,143.7
Own revenues of the community, thousand tons UAH	147,967.6	193,425.8	232,774.8	+84,807.2
Official transfers, thousand UAH	131,418.8	135,953.2	136,747.1	+5,328.3
Expenditures of the general fund, thousand UAH	258,286.1	306,249.4	344,483.3	+86,197.2
Expenditures of the special fund, thousand UAH	24,081.2	38,736.8	34,670.6	+10,589.4
Capital expenditures, thousand UAH	17,538.7	32,860.0	25,034.7	+7,496.0
Surplus/deficit, thousand UAH	42,639.7	25,957.1	15,164.2	–27,475.5
Expenses per 1 inhabitant, UAH	10.6	13.0	14.3	+3.7
Share of own income in total income, %	52.96	58.72	64.70	+11.74%

Source: Systematized by the authors according to the data given in [14; 16–18].

The analysis of the dynamics of the main budget indicators of the Rava-Ruska territorial community in 2023–2025 gives grounds to state the presence of a steady trend towards strengthening the financial capacity of the community. In particular, a significant increase in general fund revenues and own revenues indicates an expansion of the revenue base and an increase in the efficiency of the mobilization of financial resources at the local level. A positive sign is also an increase in the share of own revenues in the structure of total revenues, which indicates a gradual decrease in dependence on interbudgetary transfers and strengthening of the financial autonomy of the community.

At the same time, it has been established that the growth rate of expenditures exceeds the corresponding indicators of revenues, which leads to a reduction in the budget surplus. This trend indicates an increase in the level of budget burden and requires a more balanced approach to planning and allocation of financial resources. The increase in expenditures per capita confirms the increase in the level of budget provision of the population, but at the same time actualizes the issue of the efficiency of the use of funds.

Thus, in the period under study, the community budget is characterized by positive changes in the direction of financial self-sufficiency and resource capacity building. At the same time, the reduction of the surplus and the outstripping growth of expenditures compared to revenues necessitate the improvement of budget policy, in particular in terms of ensuring the balance of the budget, increasing the effectiveness of expenditures and strengthening the investment orientation of the development of the territorial community.

Structure of community budget revenues by main sources of formation in 2023–2025. Adding a column of differences between 2023 and 2025 allows you to assess the dynamics of changes, identify key drivers of revenue-based growth, and determine the stability and role of individual tax and non-tax revenues in the formation of the budget (Table 2).

The analysis of the structure of community budget revenues in 2023–2025 indicates positive changes in the formation of the revenue base and an increase in its diversification. The total volume of revenues increased by UAH 80.4 million, which is primarily due to an increase in tax revenues.

The key role in the formation of revenues is played by the personal income tax, the increase of which amounted to UAH 17.3 million, which confirms its stability as a budget-forming source. Excise tax (+UAH 20.7 million), single tax (+UAH 18.8 million) and land fee (+UAH 11.3 million) also demonstrate significant growth, which indicates the intensification of economic activity and the expansion of the tax base in the community.

Table 2. Structure of budget revenues of Rava-Ruska territorial community in 2023–2025 (with calculation of the difference)

Source of income	Aug. 2023	Aug. 2024	2025 year	Difference 2025–2023 (+/-)
Personal income tax	76,417.8	77,473.1	93,742.6	+17,324.8
Income tax	22.7	50.3	13.5	–9.2
Rent	1,327.3	1,291.3	1,160.7	–166.6
Excise tax	27,579.9	30,621.8	48,295.4	+20,715.5
Real estate tax	2,758.4	4,172.6	3,791.0	+1,032.6
Land Fees	9,153.3	16,915.2	20,429.0	+11,275.7
Transport tax	35.4	2.1	97.0	+61.6
Tourist tax	9.5	11.4	18.3	+8.8
Single tax	26,734.3	43,359.6	45,565.2	+18,830.9
Environmental tax	181.5	257.8	145.6	–35.9
Administrative fees and payments	1,779.5	1,905.9	1,945.8	+166.3
Non-tax revenues	1,498.8	399.4	9,264.1	+7,765.3
Income from capital transactions	469.2	5,052.9	8,306.5	+7,837.3
Educational subvention	84,229.0	101,020.1	92,010.8	+7,781.8
Medical/other subventions	263.7	63.4	233.3	–30.4
Other transfers	46,926.0	34,869.7	44,503.0	–2,423.0
Total	279,386.4	329,379.0	359,780.2	+80,393.8

Source: Systematized by the authors according to the data given in [14; 16–18].

At the same time, there is instability of certain revenues, in particular income tax, rent and environmental tax, which is due to the influence of external economic factors and the limited tax base. An important trend is a significant increase in non-tax revenues and income from capital transactions, which may indicate an increase in the efficiency of management of communal assets and community property.

The volume of inter-budgetary transfers remains relatively stable, which, in the context of the growth of own revenues, contributes to increasing the financial autonomy of the community.

Thus, in the period under study, there is a gradual transformation of the income structure in the direction of strengthening the role of own sources, which is a positive prerequisite for ensuring financial stability and sustainable socio-economic development of the territorial community.

The structure of community budget expenditures by main functional areas in 2023–2025. Adding a column of the difference between 2023 and 2025 allows you to assess the dynamics of budget financing, determine priorities in the use of funds, and identify changes in the distribution of resources between the social and economic spheres (Table 3).

Table 3. Structure of community budget expenditures by main functional areas in 2023–2025

Direction of expenditures	Aug. 2023	Aug. 2024	2025 year	Difference 2025–2023 (+/-)
Public administration	33,544.7	43,425.6	55,041.9	+21,497.2
Education	187,210.8	221,924.4	240,968.6	+53,757.8
Health care	9,704.1	10,516.0	11,203.9	+1,499.8
Social protection and social security	5,040.8	7,784.6	7,672.5	+2,631.7
Culture and art	19,314.8	23,435.0	24,856.6	+5,541.8
Physical culture and sports	849.1	1,368.9	2,127.7	+1,278.6
Housing and communal services	13,769.6	13,770.8	16,139.6	+2,370.0
Economic activity	3,366.5	6,851.3	1,257.5	–2,109.0
Road facilities	2,186.6	7,421.5	7,693.0	+5,506.4
Other activities	1,794.7	547.8	3,803.7	+2,009.0
Interbudgetary transfers	5,585.6	7,940.3	8,388.9	+2,803.3
Total	282,367.3	344,986.2	379,153.9	+96,786.6

Source: Systematized by the authors according to the data given in [14; 16–18].

The analysis of the structure of community budget expenditures in 2023–2025 indicates an overall increase in funding volumes in most functional areas, which reflects the expansion of budget opportunities and an increase in the level of meeting public needs. The total volume of expenditures increased by UAH 96.8 million, which corresponds to the trend of increasing the budget revenue base.

The largest share in the structure of expenditures is traditionally occupied by the education sector, the amount of funding for which increased by UAH 53.8 million, which confirms its priority nature in the budget policy of the community. A significant increase is also observed in public administration expenditures (+UAH 21.5 million), which may be associated with the expansion of the functions of local self-government bodies and an increase in administrative costs.

A positive trend is an increase in funding for culture, sports, housing and communal services and road infrastructure, which indicates an integrated approach to the development of social and engineering infrastructure of the community. In particular, a significant increase in expenditures on road facilities (+UAH 5.5 million) indicates an increased attention to the development of transport infrastructure.

At the same time, a reduction in expenditures on economic activity (-UAH 2.1 million) was revealed, which may negatively affect the investment attractiveness and long-term economic development of the community. This trend requires adjustment of budget policy in the direction of strengthening financing of economic programs and supporting entrepreneurship.

Thus, in the period under study, the structure of budget expenditures is characterized by social orientation and growth of financing in most areas, but the preservation of the imbalance between social and economic expenditures actualizes the need to increase the efficiency of the distribution of budget resources and strengthen their investment component.

SWOT generalization shows that the strengths of the community include a favorable border location, the availability of international transport corridors, the functioning of checkpoints, significant land and natural resources, forestry, a diversified economic base, tourism potential and the presence of basic management institutions. The weaknesses include demographic reduction, migration, low investment activity, insufficient community promotion, shadowing of part of the economy, unsatisfactory condition of roads and communal infrastructure, underdevelopment of part of the water supply and sewerage networks, as well as an expensive educational network.

Development opportunities are related to cross-border cooperation, integration into transport networks, attracting international grants, logistics projects, support for small and medium-sized businesses, agro-processing and manufacturing. The threats are a prolonged war, macroeconomic instability, further outflow of the population, deterioration of business conditions, energy risks and environmental challenges (Table 4).

Table 4. Generalized SWOT profile of the community

Strengths	**Weaknesses**
Border location and M-09 highway	Demographic decline and labor migration
Significant land and forest fund	Low investment activity
Logistics and transit potential	Unsatisfactory condition of some roads and communal infrastructure
Diversified economic structure	Shadowing part of the economy
Tourist potential of Roztochia	Uneven access to services
Availability of ASCs and basic digital institutions	The need for deeper digitalization of management
Features	**Threats**
Cross-border cooperation with the EU	Prolonged war and macroeconomic instability
Attracting grants and investments	Further outflow of human capital
Development of logistics hubs	Deterioration of the business climate
Support for SMEs and agro-processing	Energy risks
Infrastructure Modernization Projects	Infrastructure deterioration and environmental risks

Source: Developed by the authors based on [14; 16–18].

Particular attention should be paid to the institutional infrastructure of participation and openness, which is already presented on the official website of the community. The web resource records the availability of electronic appeals, electronic petitions, electronic consultations, open data section, public budget, investment passport, local investment council and local commission for the distribution of public investments [17–18]. This means that the community already has a “framework” of digital and participatory governance. Instead, the scientific and practical task is to link these tools not with individual episodic procedures, but with the full strategic cycle – from the formation of priorities to the evaluation of results. Additional weight is given to this area by the Law of Ukraine of 2024 on Ensuring Transparency of Local Self-Government [21].

The following model of the strategic cycle of community development is scientifically grounded:

– at the first stage, a systematic diagnosis of the external and internal environment is carried out, covering demographic, infrastructural, financial and tax, investment, spatial and security parameters of development;

– at the second stage, strategic priorities and operational goals of community development are formed and periodically updated;

– at the third stage, strategic provisions are transformed into a project portfolio, budget programs and a system of key performance indicators (KPIs);

– at the fourth stage, digital monitoring of the implementation of the strategy is implemented with the provision of public visualization of the results;

– at the fifth stage, institutional public feedback is organized through participatory management tools, including consultations, e-petitions, participatory budgeting and thematic discussions;

– at the sixth stage, management decisions are adjusted based on the results of monitoring and evaluation of the implementation of strategic goals.

This model is fully consistent with the current Council of Europe framework on local democracy and participation, as well as the OECD's approaches to effective public investment [11; 19; 21] (Figure 1).

Figure 1. Strategic cycle of management of the development of the Rava-Ruska community
Source: developed by the authors based on [14–15].

The key to the effectiveness of the strategy is to translate it into a KPI system. The integrated assessment of community performance until 2027 should include, in particular, the following benchmarks: increasing the number of employed people from 2720 to 3050 people; an increase in the average salary from UAH 10,790 to UAH 13,500; increasing the number of sole proprietorships from 811 to 915; an increase in the number of investment proposals from 3 to 30; road repair up to the level of 50%; transition of street lighting to 100% LED; coverage of contracts for solid waste management up to 100%; expansion of video surveillance up to 50%; updating the material and technical base of education up to 70%. The scientific significance of this block is that it makes the strategy measurable.

Practical significance is the ability to introduce a quarterly and annual strategic dashboard for the city council, executive bodies and the public (Table 5).

Table 5. Matrix of KPIs for the implementation of the community development strategy

Strategic block	Indicator	Base value	Target 2027	Frequency
Economy	Number of employed persons	2720	3050*	every year
Household income	Average salary, UAH	10 790	13 500	every year
Business	Number of sole proprietorships, persons	811	915	every year
Investments	Investment proposals, units.	3	30	every six months
Infrastructure	Share of repaired roads, %	-	50	quarterly
Infrastructure	Share of LED lighting, %	20	100	quarterly
Ecology	Solid waste contracts, % of population	31	100	quarterly
Security	Video surveillance coverage, %	5	50	every year
Education	Updating the material and technical base, %	25	70	every year

Source: Developed by the author based on [16].

The matrix links the strategic goals of the community with basic and target indicators, which makes it possible to translate strategic intentions into the format of operational monitoring.

A comparative analysis of European experience allows us to specify the directions of adaptation. The documents of Poland, which were prepared with the participation of the OECD, emphasize the importance of strengthening the capacity of local governments to design and implement development strategies, as well as the use of self-assessment tools to improve the quality of governance [9]. The German approach to integrated urban development concepts considers integrated development concepts as a vital tool of urban development programs that combine spatial, infrastructural and social planning [6]. The experience of Estonia demonstrates that digital governance works effectively when it is based on trust, identification, inter-register interaction and convenience of services; official e-Estonia materials emphasize that 100% of public services are available online 24/7 in the country, and this provides significant time savings [4–6; 9].

For the Rava-Ruska community, this means that the adaptation of the European experience should not be reduced to symbolic borrowing of individual practices. It should be formed into four practical blocks. The first is integrated planning: a combination of strategy, budget, spatial priorities, logistics and infrastructure investments. The second is participatory governance: the transformation of consultations, petitions and the public budget into a regular mechanism for influencing strategic decisions. The third is digital maturity: public KPI-dashboard, digital consultations, open data, project portfolio analytics. The fourth is intermunicipal and cross-border cooperation: the use of the Law on Cooperation of Territorial Communities, as well as coordination with regional and state priorities [3–6; 9; 10; 20; 21].

On this basis, it is possible to formulate the main directions for improving the strategic management of community development. First, it is necessary to create a dynamic investment portfolio with priorities in logistics, agricultural processing, small industry, roadside service economy, tourism and communal infrastructure. Secondly, an annual public report on the implementation of the strategy with a KPI panel should be institutionalized. Thirdly, it is necessary to introduce a mandatory link between strategic goals and budget programs. Fourth, digital participation tools need to be expanded by moving them from site sections to a priority management mechanism. Fifth, it is necessary to strengthen the human capacity of executive bodies – project management, work with donors, spatial and analytical planning. Sixth, it is advisable to introduce the practice of annual “strategic audit”, where the results are compared not only with the plan, but also with the risks of the environment [4–6; 9–11; 23; 24].

As a result, it can be argued that the scientific result of this article is to substantiate the model of strategic management for the border territorial community, which integrates institutional, spatial and investment, digital and participatory contours. Its practical value lies in the fact that it allows you to transform the local strategy from a declarative document into a management tool that works on a daily basis, is supported by data, is linked to the budget and is open to public scrutiny.

6. Conclusions

The study confirmed that strategic management of the development of a territorial community in modern Ukrainian conditions should be considered as a multi-level management system that combines legal certainty, analytical diagnostics, budget and project support, digital monitoring and public participation. For the Rava-Ruska community, this is of particular importance due to its border nature, logistical potential, resource base, and at the same time high sensitivity to demographic, infrastructure and security risks.

Official documents of the municipality and its website indicate that the basic institutional framework for strategic development has already been created: the municipality has an approved strategy until 2027, an official profile, a monitoring system, elements of e-democracy, a public budget, an investment passport and an investment council. This means that the practical challenge is not to develop a “new declaration”, but to increase the operational capacity of the existing architecture.

It has been proven that the most expedient model for the community is the strategic cycle model, which includes: regular diagnostics, formation of priorities, their transfer to the project and budget portfolio, digital KPI monitoring, public feedback and adjustment of decisions. This model allows you to link the strategy to the budget, and the budget to the result. This is the main condition for the transition from formal “strategy execution” to effective development management [4–13; 22–24].

Based on the results of the analysis, the following practical conclusions are formulated. First, the community should focus on strategically compatible areas: logistics, agro-processing, service economy, municipal modernization, energy efficiency, and tourism. Secondly, a public dashboard for the implementation of the strategy should be institutionalized. Thirdly, it is advisable to introduce a mandatory linking of budget programs to strategic KPIs. Fourth, the use of e-consultations, public budgeting and sectoral strategic sessions needs to be deepened. Fifth, it is worth developing intermunicipal and cross-border cooperation for infrastructure and logistics projects.

Prospects for further research are related to three areas. The first is the methods for calculating the integral index of strategic stability of the border community. The second is the models of linking spatial planning, budget, and public investment at the community level. The third is methods for assessing the real impact of residents’ participation tools on the quality of management decisions. Separately, the creation of a digital twin of the community for scenario risk analysis and decision support is promising.

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