

# VIRTUAL REALITY INNOVATIVE MODEL OF SUSTAINABLE DEVELOPMENT ADMINISTRATION IN BUSINESS AND TERRITORIAL COMMUNITIES

<sup>a</sup>VALENTYNA YAKOBCHUK, <sup>b</sup>TETYANA SHVETS,  
<sup>c</sup>MARIIA PLOTNIKOVA, <sup>d</sup>OKSANA PRYSIAZHNIUK,  
<sup>e</sup>OLEKSIY BULUY

<sup>a-e</sup>Polissia National University, 7, Old Boulevard, 10002,  
 Zhytomyr, Ukraine

email: <sup>a</sup>valentyna.iakobchuk@gmail.com, <sup>b</sup>shvets\_tv@gmail.com,  
<sup>c</sup>mfplotnikova@gmail.com, <sup>d</sup>oksana\_himichh@ukr.net,  
<sup>e</sup>obuluy1@ukr.net

**Abstract:** An experimental and descriptive study of the life and economy of rural residents based on statistical and monographic analysis is presented. The aim of the article was to find a model of sustainable development and substantiation of socio-cultural, organizational-economic, and information-project approaches to the modernization of society in accordance with evolutionary processes. The objectives of the study were the following: assessment of the current state of development of territories; identification of promising models of business and community development. The research methodology is based on a combination of general scientific methods (analysis, comparison, synthesis, generalization, monographic) with interdisciplinary (structural-system method, sociological method). The main methods during the preparation of the publication were historical-comparative, synchronization, economic-statistical. The application of these methods helped to clarify the whole set of aspects related to the scientific problem. Unstructured interviews with 200 residents of rural areas and, in particular, tribal and ecological settlements, eco-towns, ecopolises allowed drawing conclusions about the factors of resource formation and management decisions that determine the prospects for development. The study period covers 2013–2020. The information and worldview component of the formation of affluent territorial communities in rural areas has been established. Key aspects of business development and local communities include the identification and mobilization of internal potential through project management; expansion of local systems; formation of local institutions; wide involvement of stakeholders.

**Keywords:** Business development, Development of territories, Entrepreneurship, Innovative factors, Project management, Rural development, Social-economic and investment factors.

## 1 Introduction

The invariant culture of society forms a set of ideals, subconscious images that are relatively stable over time, contains stereotypes and permeates all (or a significant part) of life, tending to evolve. Their reflection in the speech environment, psychology, sociology, art, as well as economics and public administration, are based on existing patterns and the existing system of motives for human behavior. At the same time, the transfer of behavioral patterns of the past occurs through the introduction of subjective meanings of imitation and the creation of images (gestalts) under the influence of both exogenous and endogenous factors. The patterns of future reality formed in the imagination are a mechanism for modeling the process of development of social communities and their relationships, especially in rural areas, taking into account the modernization of social archetypes, schemes, and models and anticipating the possibility of individual imaginary experience.

This problem has an interdisciplinary and intersubjective nature and in turn is revealed in scientific works on philosophy, psychology, sociology, theory of public administration. The study of cultural-informational, investment-innovative and project approaches to the development of socio-economic systems is reflected in many publications in various areas of modern society in Ukraine and the world. Thus, the works consider the problems of institutionalization of society under the influence of gestalts of culture and mentality [28, 37, 44, 55]. Of particular note are publications that reveal the factors of integration and consolidation of society in today's globalization, European and world integration [10, 14, 29, 63]. Psychological features of the revealing of causes and motivational components of determinants of activity are found in the works of K. Jung and J. Durand as a result of choosing people's involvement in a particular psychological group, which allows irrationality in behavior based on thinking and ideas about the formation of a certain world picture through recognition of its integrity [11, 34, 45, 48, 49]. In continuation of their research, modern authors reveal an original methodological approach to explaining external and internal factors regulating the processes of life and

management through the natural desire of human communities for transformation, which has both theoretical and applied significance for the development of state rural development policy [8, 37, 57].

Also noteworthy is the significant interest of scientists in solving problems of territorial development through the use of a project approach in management. We consider projects as a tool for the implementation of existing strategies for the development of united territorial communities. In this case, Sohi, Bosch-Rekveltd, Marian Hertogh, Marcel emphasize the need to take into account the conditions of environmental variability and take advantage of flexible project management. This practice can also be applied within individual subjects of public relations [51]. It should be noted that there are advantages and disadvantages of traditional and flexible methods of project management. Thus, Ciric et al. believe that traditional approaches to project management have advantages over its initiation and initial stage, and in the future it is advisable to use the benefits of adaptation to changing circumstances, offered by Agile project management [5]. Successful project implementation depends primarily on the right approach, because the results and achievements of the project goal are determined by available information, methods of collection, systematization and selection of individual information technologies, which can be considered as an independent project [33, 39].

The aim of the article was to find a model of sustainable development and substantiation of socio-cultural, organizational-economic and information-project approaches to the modernization of society in accordance with evolutionary processes. The objectives of the study were as follows: 1) assessment of the current state of development of territories; 2) identification of promising models of business and community development.

## 2 Materials and Methods

The research methodology is based on a combination of general scientific methods (analysis, comparison, synthesis, generalization, logical and graphical methods of analysis, monographic) with interdisciplinary (structural-system method, method of expert assessments, sociological method) and socio-economic (SWOT-analysis) ones. The main methods during the preparation of the publication were historical-comparative, synchronization, economic-statistical. The application of these methods helped to clarify the whole set of aspects related to the scientific problem. The research methodology is based on the results of sociological research (unstructured interviews of 200 residents of rural areas and, in particular, tribal and ecological settlements, eco-towns, ecopolises), analysis of publications on research topics, open sources of the State Statistics Service, Ministry of Community Development and Territories of Ukraine, Global network of ecological settlements (Global Ecovillage Network), official pages of ecological communities of Ukraine. The fact is taken into account that the management of the business environment and social groups is associated with the dynamics of interactions, the emergence of their new models, the main characteristics of which are heredity, variability, innovative nature of change.

The model of sustainable development administration defines an ecosystem with a real center, direct, cross-cutting and multidimensional nature of activity, constant readiness for improvement and inter-municipal cooperation. It consists of open and interconnected elements, which are characterized by ethics, morality, and the predominance of long-term values. Criteria for selection of projects implemented in the ecosystem determine the local relevance; influence on the emergence of new initiatives; possibility of intersectoral cooperation; level of satisfaction of interested participants; degree of regional innovation; network improvement; sustainability of natural and

human systems today and in the future; possibility of introduction under other conditions and in other region. An indirect indicator of the efficiency of the ecosystem is the level of public health [2-5]. After all, the processes of socio-economic dimension are interdependent and depend on culture, policy, and organization, including employment growth, welfare, the central role in the organization of which is played by local authorities, while the general economic, social, political situation in the country depends on government.

A qualitative research project was used to study the phenomenon of joint creativity as a tool to involve stakeholders in developing the value of project results. Focus group discussions were also held to collect data. The study period covers 2018-2020.

The more resilient nature of the development of rural communities due to their conservatism and homogeneity, compared to urban society, is a unifying factor for their residents. Survival in less prosperous living conditions, in particular, in remote settlements, adherence to cultural traditions of celebration and worldview passed down from generation to generation, traditional approaches to agricultural production required a settled cohesive lifestyle [9, 12, 13, 17-19]. This approach, in contrast to urban individualism, multiplies and preserves collectivism and closer interaction between individuals. This is manifested in the desire to get better results with low levels of mobility and the availability of common living space. Formed in Soviet times, the focus on self-sufficiency of households, seasonal cyclical activities, the relevant biological and ethno-religious cycles, geographical and linguistic commitment formed a collective subconscious structure of rural society. Such settlements are characterized by the presence of low fences (or their partial or complete absence) near the farmsteads, the rejection of complex locking systems, vigilance (or non-acceptance) of the new, competition between individual households, in what everyone does (plowing of plots, planting of potatoes, festive decoration, etc.). Currently, there is an increase in openness of rural society, its practical integration with residents of other areas, increasing mobility of people, increasing the influence of like-minded groups on the development of individual communities, including parties, NGOs, social movements, which is especially evident in cities and suburbs [15, 47, 53]. These processes are combined with the lack of cohesion of local governments in the united territorial communities and the significant depopulation of rural areas, in particular, those remote from national and regional centers of administration and production.

### 3 Results

#### 3.1 Experimental and Descriptive Research

Transformation of rural society from a set of managers and specialists of agricultural enterprises, rural intelligentsia (doctors, teachers, cultural workers, librarians, etc.) and workers in low-skilled jobs (with the predominance of the latter this proportion in Ukraine remained almost twelve years after independence) is in favor of the resettlement of wealthy citizens (a clear example is the cottages and towns around Kiev), while urban areas are increasingly occupied by young people looking for work [41]. This process intensified in the context of the lockdown associated with the COVID-19 pandemic (during this period, more than 30% of the creative intelligentsia, able to work remotely, moved outside the cities, illustrating the next division of labor), modernizing rural society in the direction of individualism and innovation. Mostly unwilling or unable to maintain the traditional rural way of life, new residents bring their own system of culture, establishing new types of production, developing the service sector, often based on previous experience in the city. There is a replenishment of rural areas with a variety of young professionals, ready for change and investment (the average age of such residents is 35 years, 80% of them have higher education and permanent income outside the place of residence). This turns rural areas into a platform for multifunctional development [42].

At the same time, due to the greater spread of private property, relations between owners and non-owners are deteriorating. This applies equally to material objects – for example, cattle grazing areas occupied by tenants for crops, built-up and fenced coasts of rivers, wells, etc., and architectural monuments, nature reserves and other objects of national heritage, which were at the disposal of individuals or entities. Conflicts arising from the use of such resources need to be resolved both at the level of local governments and the involvement of public authorities (such as the illegal mining of amber in northern Polissya, Ukraine). At the same time, both in the country as a whole and in rural areas, only 8.5% of households receive income from entrepreneurial activity (for 56.6% of Ukrainian households in 2019, the main income is wages and 34.9% – budget transfers (Figure 1, Table 1) [30, 53].

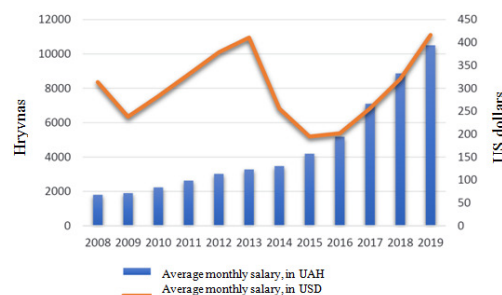


Figure 1 – Dynamics of average monthly wages in Ukraine in 2008–2019, %

Table 1: Structure of total resources of households (on average per household), %

Group of income	2000	2005	2010	2014	2015*	2016*	2017*	2018*	2019*
<b>On average in Ukraine</b>									
Salary	41,9	42,1	40,8	39,9	40,0	43,8	45,6	47,1	47,0
Social benefits and other current transfers received	39,0	39,7	38,5	37,2	37,2	34,1	33,4	32,5	31,8
Profit and mixed income	15,8	15,3	14,5	16,8	18,3	18,4	18,0	17,6	18,1
Property income (received)	3,3	2,9	6,2	6,6	4,5	3,7	3,0	2,8	3,1
<b>In rural households</b>									
Wages, income from entrepreneurship and self-employment	20,1	30,0	36,5	39,6	42,0	36,3	42,9	46,7	50,4
Pensions, scholarships, benefits and subsidies	14,2	28,1	28,9	32,4	25,1	24,2	20,8	20,4	19,7
Income from the sale of agricultural products and the value of consumed products obtained from personal farms	15,4	28,3	23,5	11,5	22,0	11,9	11,9	10,9	10,5
Assistance from relatives, other persons and other income	50,3	13,6	11,1	16,5	10,9	27,6	24,4	22,0	19,4

There is a general tendency to receive lower incomes in rural areas compared to cities, which is indirectly due to the existing social hierarchy and governance structure in the country. Representatives of non-agricultural activities, including trade, catering, consumer services, etc., remain a more active part of rural society, while higher incomes of some agricultural enterprises allow them to remain more mobile (this is also due to the activities of large enterprises and the need to perform production tasks with the movement of equipment sometimes throughout the country). At this time, non-locals (residents of rural areas who have relatively recently moved to the

countryside – years of living there do not exceed 10 years) are prone to non-agricultural activities and modernism in lifestyles.

The most regulated and equally highly socially protected (due to the transparency and legality of payments) is the activity of employees of budgetary institutions (police, local government specialists, teachers, doctors, etc.), who show an active public position and influence on management decisions on the territory). Representatives of this stratum of rural society demonstrate their own elitism and permissiveness. Also decisive one is the role of entrepreneurs (farmers, self-employed, or others), who receive a significant level of income compared to other members of society, both due to budget-making activities at the local level and due to the possession of significant land and property resources. Such individuals are often the subjects of public-private partnerships and actively implement the function of communication between business and government. In particular, in the Zhytomyr region, tenants support many social projects the purchase of equipment for local schools, the provision of equipment for clearing roads from snow in the winter, the purchase of New Year's gifts for children and more. It is also advisable to focus on global trends in economic development, declared at the World Economic Forum in Davos, which emphasizes the social responsibility of business, the need to intensify its cooperation with communities to implement socio-economic development projects [56]. Somewhat different is the position of some young people who cease to maintain traditional values (official family relations) and relatively easily sever ties with the territory and are characterized by a desire to increase income, personal and career growth in line with Western stereotypes.

The tendency to labor migration has intensified, when part of the population, continuing to live in rural areas, receives the main income outside them, in particular in urban agglomerations. A specific category of the population are property owners living outside it. By virtually severing ties with the territory, such persons at the same time remain its passive participants, sometimes paying land tax or engaging in little activity, often in anticipation of a favorable situation for the sale of their own property. The rural population is currently based on a social group such as those who receive social transfers [20-25]. To this group of people we include retirees, students, people with disabilities. The biggest threat now is the pessimistic perception of life by this category of the population (sometimes inability, reluctance or lack of vision for the future development of the community). Existence in rural areas due to the difficult situation, age, or other limitations of such persons is accompanied by a difficult economic situation [26, 42, 53]. Another category of rural residents are internally displaced persons, many of whom share the image of the tragedy of their own destiny. However, there are also people with an active lifestyle among the migrants, although their share is not significant.

### 3.2 Settlements as a Society-Oriented Environment

Polarization of the rural population, the presence of confrontation and the destructive nature of social processes due to the dominant influence of one of the parties can be overcome through a worldview, public administration practices, participation of all stakeholders in community organizations, living in one area, and the desire to rationalize human unity [15, 47]. At present, the availability of appropriate infrastructure plays a significant role in the development of territories. Its development is a mechanism for educational and extracurricular activities, uniting of the inhabitants of the territory with a common goal (children, their development and successful future is the goal of almost all adults, their worldview is the basis and guarantee of a capable community).

Participatory approaches in administration determine the precondition for involving a wide range of participants in cooperation and partnership based on local resources and the principles of a green cyclical economy. It is important to carry

out vertical and horizontal coordination of actions through joint planning of development goals and objectives in the development of strategy, as well as its individual areas, identifying the needs of community residents (an example of the structure of rural society is shown in Figure 2) and monitoring their providing, applying logical management models through long-term forecast of available prospects, and in order to create favorable living conditions for local residents.

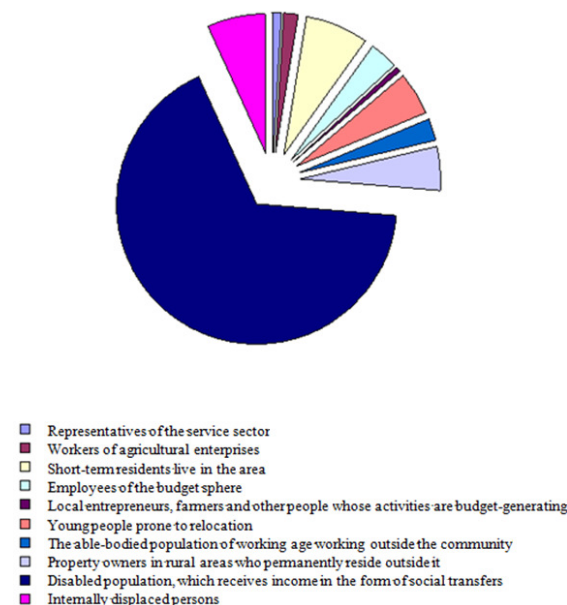


Figure 2 – The structure of rural society on the example of Bronykyvska OTG, %

Such alternatives to technocratic approaches to a market economy are, for example, “green solutions” in the principles of infrastructure formation: 1) adding new functions (for example, “rain garden”, which works as an office and water treatment site; 2) saturating the space with greenery resources, environmental protection, strengthening the role of employees in the management of enterprises, ensuring inclusion and participation in matters of responsibility and the formation and increase of social infrastructure; 3) hierarchy (“landscape levels”) – “green” infrastructure should be implemented at both local and regional levels (for example, an effective solution in this area is the experience of Lithuania, which has chosen the direction of socialization of the economic system, including due to the incentives of the population to preserve healthy ecosystems, create organic products, preserve the national culture and heritage of each region. Similar trends have emerged in Ukraine [8, 41, 42, 47].

In contrast to Lithuania, where activities in this area are mostly implemented centrally and with funding from the national budget (“top-down”), in Ukraine the practice of regional development, in particular, rural areas, is mainly implemented by the population and local governments (“bottom-up initiative”) [7]. At the same time, both at the level of Governments and in the field in both countries, there is a similar tendency not to accept the new, inertia to innovate, fear of making a mistake due to unwillingness to provide the necessary range and quality of administrative services. Obsolete or destroyed social infrastructure in rural areas is often unable to contribute to the rapid creation of added value [27, 31, 32, 35].

We believe that the synergy of activists, representatives of local governments, and public authorities can positively change political, economic, social values and institutions. In accordance with the socio-economic development strategy of the EU, the European Charter of Local Self-Government and world standards of public relations, the interests of residents are

recognized as paramount from the standpoint of development of territorial communities (Table 2).

Table 2: Rural restoration and development programs

Groups of programs	Target vectors of development
Production and technical	<ul style="list-style-type: none"> <li>- Training of agricultural producers in new technologies and business activity;</li> <li>- Investing in agricultural production;</li> <li>- Renewal of fixed assets;</li> <li>- Assistance in observance of environmental protection standards by agricultural producers.</li> </ul>
Ecological	<ul style="list-style-type: none"> <li>- Environmental protection measures in agriculture;</li> <li>- Planting of new forest areas;</li> <li>- Improving the forest management system.</li> </ul>
Social	<ul style="list-style-type: none"> <li>- Assistance to young people in starting a farm;</li> <li>- Assisting farmers in earlier retirement.</li> </ul>
Territorial	<ul style="list-style-type: none"> <li>- Support for farmers in mountainous areas and other problem areas;</li> <li>- Restoration of agro-ecological potential of the affected territories.</li> </ul>
Diversification	<ul style="list-style-type: none"> <li>- Promoting the marketing of agricultural products;</li> <li>- Promoting the creation of processing facilities;</li> <li>- Promoting the development of agro-tourism.</li> </ul>
Infrastructural	<ul style="list-style-type: none"> <li>- Development of a network of advisory services, renewal of rural infrastructure;</li> <li>- Improving the provision of basic services to rural residents.</li> </ul>

In fact, we are talking about intensifying the processes of sustainable development as a social process of achieving the common good of present and future generations through the joint efforts of all civic institutions, including the population and government, in achieving environmental, economic, and social goals of social development and not exceeding the allowable impact on the environment. These processes are taken into account in the defining guidelines and principles of the national economic strategy for the period up to 2030 approved by the Government of Ukraine, in particular, decarbonization of the economy, which involves the introduction of renewable energy and support for the European Green Course [1, 7, 37].

Currently, the administrative-territorial unit (settlement, community, district, region, country, supranational entity) is a multifunctional structure with appropriate indicators of population density, the degree of development of functional infrastructure, level of business activity, degrees of social, economic, political, cultural significance and influence for the development of other territories [36, 38, 40, 43]. Unevenness and heterogeneity in socio-economic and spatial development characterizes the territory as a whole and its individual parts, which complicates the process of managing its development. Such a structure acts as a complex socio-economic organism that develops rapidly around certain centers (for example, centers of business activity, transport communications, which determine the density of other objects; at the same time, these processes are reversed) [46, 50, 54].

Achieving a qualitatively new state of the territory is directly dependent on the level of development of the organizational and economic mechanism of its management and the tasks of the subject of management. The analysis of the organizational and economic mechanism of management of development of the territory of Ukraine testifies to the predominance of the functional approach in spatial administration. Its application involves the consideration of the territory as a set of separate functional zones [58-60]. This approach to management contradicts changes in the social structure and needs of the community. Also insufficiently taken into account in the planning process are the laws of use of natural and other resources. Functional management makes little use of the principle of biomimicry, able to ensure the harmonious spatial self-development of communities as systems with their own institutional environment while coordinating the interests of all partners. Currently, vector-controlled management scenarios are most often implemented in accordance with the priority zones ("development centers") and communications, due to the availability of private and public investments. Its product is based on the practice of obtaining a rapid response to investment and concentration of opportunities for economic and social growth. At the same time, territories and businesses with lower

investment attractiveness remain depressed due to its application (even despite their social significance). The process of looking for mechanisms to ensure the emergence of projects with a high multiplier effect is focused on evolutionary governance mechanisms, increasing the efficiency, innovation, capacity and sustainability of the region contributes to improving the level and quality of life of society.

The introduction of digital economy and electronic services will also contribute to strengthening the participatory nature of territorial management and the communicative component. Their dissemination allows improving communication between local governments, NGOs and residents of a particular area. We see the practical implementation of the digital economy as possible through the use of project management tools in the conditions of separate united territorial communities (OTG) of Ukraine is realized through the attraction and absorption of grant funds. In general, namely the search for sources of funding is 90% of the interest of local government leaders. The survey of rural and urban households (on average per household) confirms the need to provide systematic support to rural residents in solving problems of improving the livelihood system using a set of tools and methods (Figure 3) [52].

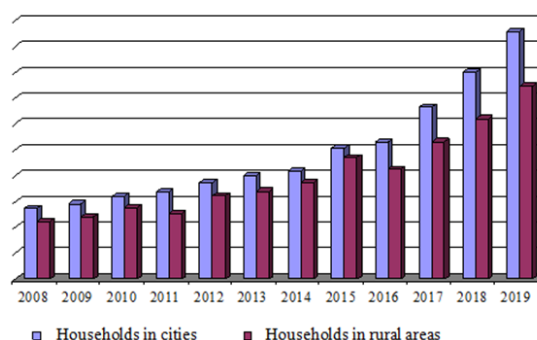


Figure 3 – Overall total expenditures of Ukrainian households on average per month per household, UAH

At the same time, under the adjustment of processes during the global pandemic against the background of a general reduction in the area put into operation, the real estate market in rural areas begins to develop faster than in urban areas (Figure 4) [52].

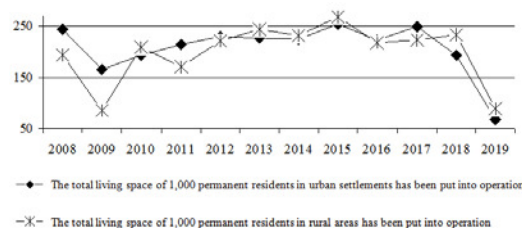


Figure 4 – Commissioning of the total living space in Ukraine per 1000 permanent population, m2 of total area

Traditionally, the principles of formation of rural social infrastructure provide for the formation of conditions of interest of development actors in compliance with the norms of social behavior, and the basic mechanisms of such activities are the control influences "top down" and "bottom up". In this regard, it is very important to strengthen the role of local communities and initiatives. SWOT-analysis of rural development of Ukraine is presented in Table. 3.

Table 3: SWOT-analysis of the development of rural areas of Ukraine

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Increasing the pace of providing rural residents with mobile and Internet services</li> <li>2. Presence of a significant number of ecological objects, favorable and safe</li> </ol>	<ol style="list-style-type: none"> <li>1. Gradual growth of the urban population, most of the rural population are of retirement age.</li> <li>2. Low degree of involvement of rural residents in the management and</li> </ol>

<p>environment, variety of landscapes, park, recreational and nature protection zones, significant prospects for development.</p> <p>3. Insignificant or absent queues at preschool and school educational institutions, availability of a wide range of forms of education</p> <p>4. Availability of natural resources and property complexes of housing is safer compared to catering cities</p> <p>5. High degree of communication and cooperation between residents, favorable conditions for the development of the public sector and the functioning of public organizations</p> <p>6. Active development of sports and children's playgrounds through local activists, public organizations and through funding from local governments</p>	<p>decision-making process.</p> <p>3. Insufficiently developed mobile network, often low quality mail and Internet services.</p> <p>4. Low level of development of digital technologies of all spheres of activity and services.</p> <p>5. The remoteness of rural areas from social and industrial infrastructure, which is not always convenient for maintenance.</p> <p>6. Insufficiently developed transport infrastructure and logistics.</p> <p>7. Underdeveloped trade, catering, household services.</p> <p>8. Insufficient number of teachers, cultural institutions and out-of-school education of youth.</p>
<p><b>Opportunities</b></p> <p>1. Existence of national and regional programs for the development of educational institutions, the "School Bus" system, etc.</p> <p>2. The development of technology makes it possible to reduce costs and the negative impact of communications and telecommunications means on the environment.</p> <p>3. The emergence of new opportunities for individual spiritual development of the population.</p> <p>4. Assistance from the Government to increase the area of public territories, their arrangement and development.</p> <p>5. Activation of new technologies, in particular, IT, improving the quality of service and accessibility for the population.</p>	<p><b>Threats</b></p> <p>1. The pandemic and the effects of globalization reduce the quality of life, administrative services, public safety, culture and social behavior.</p> <p>2. Migration of highly qualified workers and youth outside the country reduces the intellectual and demographic potential of the territory.</p> <p>3. Non-optimal system of budget support, in particular, in issues of education, culture, health care, which affects the quality of relevant processes.</p> <p>4. Due to the small number of business facilities, the employment prospect decreases</p>

At the same time, meeting the needs of consumers and the development of local initiatives should be implemented through partnership, division of responsibilities, participation and decentralization of management decisions. Continuous training and professional development, the introduction of creative technologies and innovations, openness to change contribute to the restoration of greening as the basis for the formation of a harmonious community of strong, viable actors. Assistance in creating social networks offline provides communication and dialogue between residents and institutions, strengthens local communities through collective perception and personal development [61, 62]. The biggest problems of our time include demographic (reduction of the rural population) and migration (the most active and highly qualified youth go to big cities and outside the country). Low population density, insufficient level of funding and staffing determine the decline in the quality of administrative services provided, as well as the satisfaction of educational needs, cultural needs of the population in matters of culture, health care, household services, etc.

The global environmental crisis and the COVID-19 pandemic have exacerbated these processes. The scenario analysis of the solution of the revealed problems testified to perspective prospect of public-private partnership as the mechanism of cooperation and the decision of social and economic situations. The current strategy of Ukraine's integration into the world community requires strengthening the centers of concentration of economic activity of administrative centers, which increases competition for resources, which in the first place raises the problem of sustainable development. Thus, administrative centers, becoming centers of business activity, investment concentration and catalysts for regional development, are simultaneously experiencing the negative effects of globalization in the format of growing socio-economic problems associated with the natural territorial boundaries of development. In this sense, the territory as a living space of the community is an independent factor in its development. It becomes a human habitat and is the place of its economic activity. Negative changes in the material and technical environment of the territory are manifested in the expansion of the natural environment build-up, disorder of the general planning structure, inefficient development of its morphology (transport,

engineering systems, natural landscape and economic zones) due to long-term predominance of functional approach in management, functional zones separated from each other, which contradicts the changes in the social structure and needs of the territorial community, promising evolutionary methods of modern zoning. The latter take into account the internal laws of interaction of objects. The opposite approach does not fully use the resource potential and opportunities of economic methods of land use management. Insufficient quality of administration aims to improve the organizational and economic mechanism of development of the territory through the practice of environmentally friendly activities and consideration of the residence of the territorial community as an ecosystem. Let us consider it on the example of education.

A component of the ecosystem approach to quality management of the education system is the constant monitoring of resources, restoration and reconstruction of existing unused buildings, playgrounds, which helps children acquire the necessary competencies, and the community – social and ecosystem cohesion, environmental values, regeneration and cultural potential of people, living conditions. Sources of funding for social projects can be voluntary donations, local, regional and national budgets, as well as EU structural funds, international and non-governmental organizations that contribute to the goals of a prosperous developed community, protection of vulnerable groups, security issues, orientation on public and cultural values. The principles of territorial community management are given in Table 4.

Table 4: Principles of territorial community management

Principle of management	Signs
1. The principle of "top down" and "bottom up"	Participatory approach Decision making by locals Negotiations and communication among decision makers
2. Satisfaction of consumer needs and implementation of local initiatives	Analysis and assessment of population needs Continuous monitoring and evaluation of satisfaction with the quality of services provided Consideration and recommendation of ways to address existing needs and take private initiatives
3. Partnership and division of responsibilities	Providing communication and cooperation with stakeholders for project implementation Functions and division of responsibilities between stakeholders
4. Decentralized decision-making by local residents	Residents are involved in the management and decision-making process Procedures take into account the interests of the population and needs Locals offer the use and provision of services Organization of service provision in rural communities
5. Continuing education, training and encouragement of organizations	Agency services and search for new ideas (innovations) Services of the organization of innovative decisions Cooperation in communities is encouraged Safe Neighborhood Initiatives
6. Level of integration and cooperation	Making decisions that take into account the needs of local residents Services in the process of inter-municipal communication Formation of regional clusters and networks
7. Innovation, openness to change and efficiency	Introduction of innovations on the territory Efficient use of space and resources in the territory, including renewables (e.g., water, wind, sun)
8. Ecology	A rich landscape is created Safe nature Green infrastructure Multifunctional nature of activity

Given the widespread practice of defining the category of development of the territorial community as a process of improving its current state through management creates the preconditions for its sustainable development. This allows strengthening the relationship between the subsystem and the elements of a large socio-economic system – the territorial community. Further greening of socio-economic life is associated with the development of ecological and tribal settlements as integral socio-natural complexes with additional commitments by their residents to create communities with a new philosophy of life, ensuring sustainability and orderliness of human needs in harmony with nature. These trends characterize the emergence of a new type of settlement on all continents. The main idea of the new type of communities is to achieve self-



sufficiency and self-organization, active recreation as a guarantee of a healthy lifestyle. It is the gestalt (image) of living in harmony with nature, the philosophy of unity of communities and the surrounding space that forms new stereotypes which provide development and “tools of relationships” (so they are evident even in cities in the European cohabitation system or Jewish kibbutzim). The desire to unite is often accompanied by a shortage of manpower, a shortage of time, a de facto lack of family pedagogy, and a narrow specialization with concern for the individual [41]. Such is the altruistic selfishness through the unification of all resources and groups of people who want to live happily and sustainably, provided an understanding of the value of communication and mastering the art of internal relationships. Given the need to respond quickly to changes in the internal and external environment, we propose a model of application of the project approach in the management of territories (Figure 5).

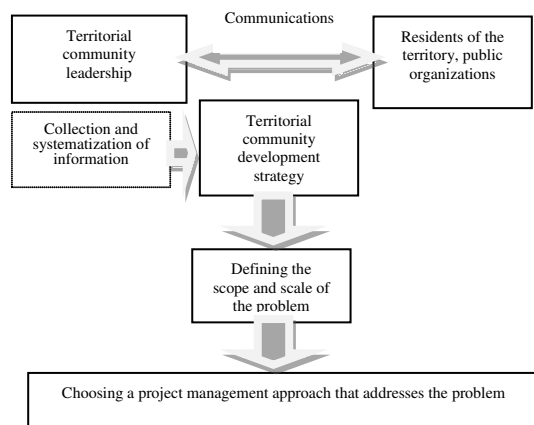


Figure 5 – Model of application of the project approach to management of rural areas

We consider the basis of its formation to be interaction and taking into account the interests of the inhabitants of the territory and its leadership. The rapid exchange of information on the problems of the management of the united territorial community can be improved through the gradual transition to activities based on the digital economy. This will help speed up the flow and systematization of information and management decisions. In addition, this model should be aimed at implementing the development strategy of the united territorial community, taking into account the resources and risks that may arise in the implementation of the project. Given the view of the project as a tool for implementing the strategy, the basic element of achieving its effect is to create improved living conditions and other positive effects for residents of a given area. The basis of modern project management is to encourage change based on problem analysis and ultimately creating value for the consumer. In this context, it should be noted as a relevant methodology of flexible management (Agile management) [6]. From the standpoint of achieving strategic guidelines for the development of rural areas through the intensification of the project approach, we consider it appropriate to introduce project management specialists into the management structure of the united territorial communities. Their functions should include such activities as development of project proposals, formation of project groups, substantiation of the project budget, study of strategic guidelines for the development of the united territorial community, monitoring of changes, etc.

The most common practices of assessing the effectiveness of regional management use such development indicators as optimal spatial organization of processes, favorable human habitat, organic unity of old and new architectural composition in the spatial area, rational use of territory as a strategic resource, investment attractiveness, optimal financial flows, technical development. However, they do not take into account the long-term impact of society on the environment, its ability to recover,

the availability of resources for future generations (including clean water, air, fertile soils). Therefore, the following parameters of the territory development need to be monitored: changes in the state of health of the population, its life expectancy, level of intellectual potential, ability and desire to have children, etc. We propose to implement the solution of this contradiction in the plane of the model of organizational and economic mechanism of development management in the format of functional dependence of socio-economic conditions of the administrative unit, where the determining element of development is management through a system of measures and management functions (1):

$$G(N, n_0, n_f, E, M, EM, EN, R, ER), \quad (1)$$

where  $N$  – set of management situations, each of which corresponds to a management function;

$n_0, n_f$  – initial and final situation respectively,

$E$  – set of control functions, such as  $\forall i, j \in N \cup (n_0, n_f): (i, j) \in E$  if a situation is possible when the function  $i$  will be performed while performing the management function  $j$ ;

$M$  – set of management situations, each of which corresponds to a structural element or management unit ( $M \cap N = \Omega$ , where  $\Omega$  – empty plural);

$EM$  – hierarchical set of managerial influences (subordination), such that  $\forall i, j \in M: (i, j) \in EM$ , if the structural element  $j$  is subordinate to the structural unit  $i$ ;

$EN$  – set of control effects of the administration function is such that  $\forall i \in M, j \in N: (i, j) \in EN$ , if the management function  $j$  can be implemented in the structural unit  $i$ ;

$R$  – set of resources of the management structure of the territorial community;

$ER$  – set of weighted management influences of resource use, such that  $\forall i \in R, j \in N: (i, j) \in ER$ , if the management function  $j$  uses a resource  $i$  during its implementation.

#### 4 Discussion

Finding an answer to the question of the minimum set of factors to ensure the capacity of territories has come to mean a dynamic, interactive interdisciplinary network that promotes innovation. The highest degree of efficiency in the implementation of the management function was found in the conditions of tribal settlements. They provide a motivational component, which is formed from the interests of the main actors of the territory (population, business and government), the laws of spatial organization, factors and resources of the territory; their application through ensuring the harmonization of interests, resources and motivations, sustainable development of the territory as a whole. There is the need for improving the organizational structure of local government through enhancing the role of public organizations of settlements, which are designed to provide organizational relations and connections in the management apparatus based on the design and regulation of activities which rely on streamlining organizational models with objectively selected target subsystems of the territory. This model allows taking into account the principles and methods of the system approach and changes occurring in the external and internal environment of the control system. The activity of public organizations and the implementation of program-target structures in the management of local development (“development zones”) allows creating an institutional environment of spatial development based on the coordination of interests and partnership. Related socio-technical development forms the principles of innovation. The management of these structural changes is ensured through the introduction of

innovations and measures with sustainable development of the ecosystem. Cooperation between universities, research institutes, and other research and educational institutions lays the foundations for value added, research and development. An example of optimizing value chains is the memorandum of cooperation and partnership signed in July 2017 between the National Research Center "Institute of Agrarian Economics", Polissya National University, the Association of Village and Settlement Councils, Nesolon Territorial Community and NGOs "People's Movement" "Granidub", "Research Institute for Management Systems Improvement", "Lagul Association for Sustainable Land Use" with the right of open accession. The Center for Territorial Community Development based on the results of cooperation on the basis of Polissya National University is an intellectual center for responding to the constantly changing environment, preparing community development strategies, projects, and creating innovations. Further research is related to the creation of an environment for public administration and business innovation as a special ecosystem with sufficient funding, skilled labor, defined specialization, guaranteed cooperation with business and access to global networks (currently such priorities include the use of GIS technologies in the regional development, in particular, through participation in the regional program for fire prevention, unauthorized deforestation, distribution of environmentally hazardous substances).

We are talking about the concept of innovation ecosystem as a mechanism for the inclusion of living organisms in the environment. Such an innovative ecosystem has a multi-level structure of interaction of individual elements for the exchange of energy, information and knowledge, and, consequently, the joint development and implementation of agreed solutions by stakeholders. The sustainable innovations formed in this way work as catalysts for clean production and solving socio-environmental problems in the short and long term, integrating a systems approach into local and specialized networks. The innovation ecosystem is in fact a network of connections and relationships (association of subjects and objects, information and knowledge) to ensure the sustainability of the environment by initiating appropriate changes, their creation and testing together with stakeholders. This process may involve government, value chain actors, and the local community. The above processes enhance openness and adaptability, expand the range of partners to gain knowledge. The established interaction is based on a common worldview, based on trust, sharing and a sense of identity, united by common values, which is a natural evolutionary transition from supply chains to ecosystems and a corresponding change in the business model to strengthen social networks with different roles and interests, overcoming common problems and forming sustainable practices to support the ecosystem.

The approach is based on key aspects, such as: identification and mobilization of internal potential; popularity and expansion of local systems; formation of local institutions; local responsibility and broad stakeholder involvement. The geographical context takes into account social, cultural, and institutional characteristics, focusing on the following: 1) identifying untapped potential to increase regional competitiveness and address social exclusion; 2) focus on functional economic areas; 3) formation of communication and consulting institutes of territories; 4) development of administrative capacity and joint management; 5) implementation of projects on the terms of co-financing and supporting the needs of local groups, stimulating their growth. The requirements for the functioning of such systems are the presence of a real center; direct, cross-cutting and multidimensional nature of activity; openness and interconnectedness; constant readiness for improvement in the conditions of intrasystem and intermunicipal cooperation; ethics and morality; predominance of long-term values. The criteria for selecting projects and programs are as follows: 1) local relevance (number of beneficiaries who enjoy the benefits, how long the project works; the amount of investment from the state and local budgets, etc.); 2) impact on the emergence of new initiatives and projects; 3) the possibility of inter-municipal and intersectoral cooperation; 4) level of satisfaction of interested beneficiaries /

participants; 5) the degree of regional innovation in different contexts; 6) improvement of networks (regional ecosystem, potential of stakeholders, national and transnational side effects); 7) sustainability of natural and human systems today and in the future (characteristics of decision-making, the level of efficiency of production, consumption, use of resources, waste and ecological systems); 8) the possibility of introduction under other conditions and in another region (Figure 6).

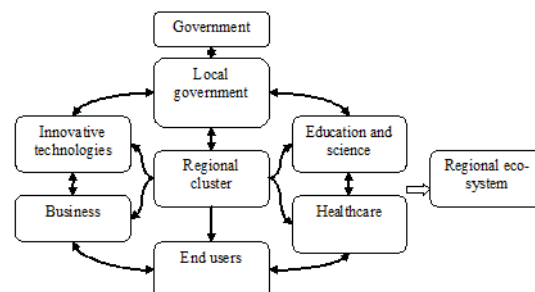


Figure 6 – Conceptual model of transition from regional clusters to ecosystem

An indirect indicator of the effectiveness of the system is the level of health of the population. After all, the processes of socio-economic dimension are interdependent and depend on culture, policy and organization, including employment growth, welfare. As the experience of the EU and Ukraine shows, regional authorities have a direct influence and play a central role in shaping the ecosystem, while the overall economic, social, and political situation in the country depends on the government.

## 5 Conclusion

Modern conditions for the development of socio-economic, investment, innovation and project-cultural sphere as promising defined the organization of sustainable development of business and local communities, based on the principles of management, business and social needs are conditions for management and livelihoods to improve the level and quality, mainly due to the rational functioning of the relevant infrastructure facilities. At the same time, the rapid growth of the world's population, the negative effects of globalization have identified the need for nature of centrism as a defining approach to society, reflected in the implementation of innovative ideas of green cyclical bioeconomy, optimal use of resources, public involvement and local initiatives, reduction of unemployment, solving housing and demographic problems of development, in particular, in rural areas (overcoming the existing asymmetries and disparities, ensuring the greening of life).

One of the ways to reduce the anthropogenic load on the territory is a more balanced distribution of the population throughout the country, in particular, by resettling part of the urban population on a permanent or temporary basis in rural areas while strengthening communication and cooperation between residents, including on a state basis, private partnership and inter-municipal cooperation, ensuring the availability of facilities to meet primary and secondary needs in places of residence (police, cultural, educational, health care, shops, ATMs, post office, administrative services). Ensuring these goals is achieved through finding and implementing local initiatives, involving "catalysts of socio-economic change" from among advisors and "idea generators" and adopting community development plans by the community itself, including on a project management basis and co-financing with local resources.

The application of the project approach in management is a tool to ensure the implementation of strategic guidelines for rural development. Its advantages are the ability to focus on the step-by-step solution of problems that arise in the process of achieving the goals set in the development strategy of the united

territorial community and ultimately creating value for the consumer in the case of flexible project management.

The basis of the model of application of the project approach to the management of rural areas is to take into account the interests of their residents, public organizations and strategic guidelines for the development of the territorial community. The introduction of elements of the digital economy is a factor influencing the improvement of communications and accelerating the process of making managerial decisions. This will allow monitoring of changes, quick response to the “mood” of the community, provide management with effective feedback, and residents – with prompt provision of information on the status of projects and the level of achievement of certain areas of development.

#### Literature:

- Anderson, E. (2018). Functional landscapes in cities: a systems approach. *Landscape and Ecological Engineering*. Special Feature: Report, 14, 193–199.
- Andros, S., Akimova, L., & Butkevich, O. (2020). Innovations in management of banks deposit portfolio: structure of customer deposit. *Marketing and Management of Innovations*, 2, 206–220. doi: 10.21272/MMI.2020.2-15.
- Bashtannyk, A., Akimova, L., Kveliashvili, I., Yevdokymov, V., Kotviakovskiy, Y., & Akimov, O. (2021). Legal bases and features of public administration in the budget sphere in Ukraine and foreign countries. *Ad Alta: Journal of interdisciplinary research*, 11(1), XVIII, 63–68.
- Bobrovska, O.Y., Lysachok, A.V., Kravchenko, T.A., Akimova, L.M., & Akimov O.O. (2021). The current state of investment security in Ukraine in the context of covid-19 and its impact on the financial and economic situation of the state. *Collection of scientific papers Financial and Credit Activity-Problems of Theory and Practice*, 1(36), 233–242. DOI: 10.18371/FCAPTP.V1I36.227770.
- Ciric, D., Delic, M., Lalic, B., et al. (2021). Exploring the link between project management approach and project success dimensions: A structural model approach. *Advances in Production Engineering & Management*, 16(1), 99–111.
- Edward, S., & Cole, R. (Eds.) (2015). *Brilliant Agile Project Management: A Practical Guide to Using Agile, Scrum and Kanban*. Harlow, England: Preason.
- Ekonomikos modelis Lietuvai. (2021). *Lietuvos Socialios Rinkos Plėtros Institutas*. Available at: <https://socrinka.wixsite.com/socialirinka/misija>.
- Goncharenko, M., Buluy, O., Plotnikova, M., Shvets, T., & Arsentieva, O. (2021). Noosphere Education as a System of Environment Personality Development. *The Importance of New Technologies and Entrepreneurship in Business Development: In The Context of Economic Diversity in Developing Countries*, 194, 1999–2010.
- Harafonova, O., Zhosan, G., & Akimova, L. (2017). The substantiation of the strategy of social responsibility of the enterprise with the aim of providing efficiency of its activities. *Marketing and Management of Innovations*, 3, 267 – 279. doi: 10.21272/MMI.2017.3-25.
- Hristov, I., Chirico, A., & Ranalli, F. (2021). Corporate strategies oriented towards sustainable governance: advantages, managerial practices and main challenges. *Journal Of Management & Governance*. Available at: <https://link.springer.com/content/pdf/10.1007/s10997-021-09581-x.pdf>.
- Isaieva, N., Akimova, A.I., & Akimova, A.N. (2020). Categorization of Personality Traumatic Experience in Chinese Women's Diary Narrative: The Frame-Scenario Model. *Psycholinguistics*, 28(2), 56–81. doi: 10.31470/2309-1797-2020-28-2-56-81.
- Kalyayev, A., Efimov, G., Motornyy, V., Dzianyy, R. & Akimova, L. (2019). ‘Global Security Governance: Conceptual Approaches and Practical Imperatives,’ Proceedings of the 33rd International Business Information Management Association Conference, IBIMA 2019: *Education Excellence and Innovation Management through Vision 2020*, 10–11 April 2019, Spain, Granada, 4484–4495.
- Karpa, M., Akimova, L., Akimov, O., Serohina, N., Oleshko, O., & Lipovska, N. (2021). Public administration as a systemic phenomenon in society. *Ad Alta: Journal of interdisciplinary research*, 11(1), XV, 56–62.
- Katsela, K., Palsson, H., & Iverna, J. (2021). Environmental impact and costs of externalities of using urban consolidation centres: a 24-hour observation study with modelling in four scenarios. *International Journal Of Logistics-Research And Applications*. Available at: <https://www.tandfonline.com/doi/pdf/10.1080/13675567.2021.1915261?needAccess=true>.
- Khodakivsky, E.I., Voitenko, A.B., Plotnikova, M.F., & Buluy, O.G. (2021). Psychological Foundations Of Management And Planning Of Innovative Regional Territorial Development. *Investment: practice and experience*, 6 58–64.
- Kostiukevych, R., Mishchuk, H., Zhidebekkyzy, A., Nakonieczny, J., & Akimov, O. (2020). The impact of European integration processes on the investment potential and institutional maturity of rural communities. *Economics and Sociology*, 13(3), 46–63. doi:10.14254/2071-789X.2020/13-3/3.
- Levytska, S., Krynychay, I., Akimova, A., & Kuzmin, O. (2018). Analysis of business entities' financial and operational performance under sustainable development *Financial and credit activity: problems of theory and practice*, 25(2). 122–127. doi: 10.18371/FCAPTP.V2I25.136476.
- Levytska, S.O., Akimova, L.M., Zaiachkivska, O.V., Karpa, M.I., & Gupta, Sandeep Kumar. (2020). Modern analytical instruments for controlling the enterprise financial performance. *Financial and Credit Activity-Problems of Theory and Practice*, 2(33), 314–323. doi: 10.18371/FCAPTP.V2I33.206967.
- Liubkina, O., Murovana, T., Magomedova, A., Siskos, E., & Akimova, L. (2019). Financial instruments of stimulating innovative activities of enterprises and its improvements. *Marketing and Management of Innovations*, 4, 336–352. doi: 10.21272/MMI.2019.4-26.
- Liudmyla Akimova, Oleksandr Akimov, & Olha Liakhovich. (2017). State regulation of foreign economic activity. *Scientific Bulletin of Polissia*, 4(12), 1, 98–103. DOI: 10.25140/2410-9576-2017-1-4(12)-98-103.
- Liudmyla Akimova, Oleksandr Akimov, Iryna Mihus, Yana Koval, & Vasiliy Dmitrenko. (2020). Improvement of the methodological approach to assessing the impact of public governance on ensuring the economic security of the state. *Financial and Credit Activity-Problems of Theory and Practice*, 4(35), 180–190. DOI: <https://doi.org/10.18371/fcaptp.v4i35.221969>.
- Liudmyla Akimova, Olga Osadcha, Vitalii Bashtannyk, Natalia Kondratska, & Catherine Fedyna. (2020). Formation of the system of financial-information support of environmentally-oriented management of the enterprise. *Financial and credit activity: problems of theory and practice*, 32(1), 434–443. DOI: 10.18371/FCAPTP.V1I32.200606.
- Liudmyla Akimova, Olha Osadcha, & Oleksandr Akimov. (2018). Improving accounting management via benchmarking technology. *Financial and Credit Activity-Problems of Theory and Practice*, 1(24), 64–70. DOI: 10.18371/FCAPTP.V1I24.128340.
- Liudmyla Akimova, Svitlana Levytska, Constantine Pavlov, Volodymyr Kupchak, & Marta Karpa. (2019). The role of accounting in providing sustainable development and national safety of Ukraine. *Financial and credit activity: problems of theory and practice*, 30(3), 64–70. DOI: 10.18371/FCAPTP.V3I30.179501.
- Liudmyla Akimova, Victoria Reinska, Oleksandr Akimov, & Marta Karpa. (2018). Tax preferences and their influence on the investment in Ukraine. *Financial and Credit Activity-Problems of Theory and Practice*, 3(26), 91–101. DOI: 10.18371/FCAPTP.V3I26.144117.
- Lozynska, T.M. (2015). Economic basis of rural communities as a factor of decentralization of power. In M.A. Lepsky (Eds.). *Sustainable human development of local communities: scientific works of universities – partners of the Project of the Association of co-owners of houses for the implementation of sustainable energy efficient solutions “Local development, community-oriented”*. Kyiv, 189–197.
- Lyulyov, O., Pimonenko, T., Kwilinski, A., Us, Y., Arefieva, O., Akimov, O., & Pudryk, D. (2020). Government



- Policy on Macroeconomic Stability: Case for Low-and Middle-Income Economies. *Proceedings of the 36th International Business Information Management Association (IBIMA)*. ISBN: 978-0-9998551-5-7. Dated on November, 4-5, 2020. Granada, Spain. 8087-8101.
28. Mandagi, D.W., Centeno, D.G., & Indrajit, C. (2021). Brand gestalt scale development and validation: A takeoff from tourism destination branding. *Journal Of Destination Marketing & Management*, 19(100539). Available at: <https://linkinghub.elsevier.com/retrieve/pii/S2212571X2030161X>.
29. Marjanski, A., & Sulkowski, L. (2021). Consolidation strategies of small family firms in Poland during the Covid-19 crisis. *Entrepreneurial Business And Economics Review*, 9(2), 167–182.
30. Ministry of Finance of Ukraine. Official website. (2021). *Unemployment rate in Ukraine*. Available at: <https://index.minfin.com.ua/ua/labour/unemploy>.
31. Mishchuk, H., Bilan, S., Yurchyk, H., Akimova, L., & Navickas, M. (2020). Impact of the shadow economy on social safety: The experience of Ukraine. *Economics and Sociology*, 13(2), 289-303. doi:10.14254/2071-789X.2020/13-2/19.
32. Mordvinov, O., Kravchenko, T., Vahonova, O., Bolduiiev, M., Romaniuk, N., & Akimov, O. (2021). Innovative tools for public management of the development of territorial communities. *Ad Alta: Journal of interdisciplinary research*, 11(1), XVII, 33-37.
33. Moskvicheva, N., Burdina, A., & Melik-Aslanova, N. (2021). Issues of Assessing the Effectiveness of Implementing Modern Information Technologies in Project Management of an Industrial Corporation. *Laplace Em Revista*, 7(2), 428-435.
34. Nataliia Akimova, & Alina Akimova. (2018). Text Understanding as a Special Kind of Understanding. *Psycholinguistics*, 24(1), 27-46. doi: <https://doi.org/10.31470/2309-1797-2018-24-1-27-46>.
35. Oliinyk, O., Bilan, Y., Mishchuk, H., Akimov, O., & Vasa, L. (2021). The Impact of Migration of Highly Skilled Workers on The Country's Competitiveness and Economic Growth. *Montenegrin Journal of Economics*, 17(3), 7-19. DOI: 10.14254/1800-5845/2021.17-3.1.
36. On approval of the National Economic Strategy for the period up to 2030. (2021). *Resolution of the Cabinet of Ministers of Ukraine*, No. 179, March 3, 2021. Available at: <https://zakon.rada.gov.ua/laws/show/179-2021-%D0%BF#Text>.
37. Onyshchuk, S., Filippova, V., Borshch, H., Vasylchysyn, O., & Iakobchuk, V. (2020). Innovative solutions of improving efficiency in public management. *Revista San Gregorio*, 1(42), 194–204.
38. Osadcha, O.O., Akimova, A.O., Hbur, Z.V., & Krylova, I.I. (2018). Implementation of accounting processes as an alternative method for organizing accounting. *Financial and credit activity: problems of theory and practice*, 27(4), 193–200. doi: 10.18371/FCAPTP.V4I27.154194.
39. Petrunenko, I., Plotnikova, M., Nieliepova, A., Bilousko, T., Mazur, A., & Goncharenko, I. (2020). Development and support of small innovative entrepreneurship in Europe and the USA. *Revista San Gregorio*, 1(42), 215–223. Available at: <http://revista.sangregorio.edu.ec/index.php/revistasangregorio/article/view/1556/21-svetlana>.
40. Petrunenko, I., Pohrishchuk, O., Plotnikova, M., et al. (2021). Development of Small Farms in the Agro-Industrial Complex. *International Journal Of Computer Science And Network Security*, 21(3), 287–294.
41. Prisyazhnyuk, O.F., & Plotnikova, M.F. (2018). Mechanisms for managing of territorial communities development. *Scientific horizons*, 11, 56–61.
42. Prisyazhnyuk, O.F., & Plotnikova, M.F. (2018). Multifunctional Rural Development. *Bulletin of the Sumy National Agrarian University. Series "Economy i management"*, 6(76), 34–38.
43. Prisyazhniuk, O., Plotnikova, M., Buluy, O., & Yakobchuk, V. (2020). Reurbanization as a Solution of Socio-Environmental and Economic Problems. *Management Theory and Studies for Rural Business and Infrastructure Development*, 42(1), 41–50. DOI: <https://doi.org/10.15544/mts.2020.05>.
44. Pucci, T., Casprini, E., Galati, A., et al. (2020) The virtuous cycle of stakeholder engagement in developing a sustainability culture: Salcheto winery. *Journal of Business Research*, 119, 364–376.
45. Shamne, A., Dotsevykh, N., & Akimova, Al. (2019). Psychosemantic Peculiarities of Promotional Videos Perception. Psycholinguistic Projection. *Psycholinguistics*, 25(1), 384-408. doi: 10.31470/2309-1797-2019-25-1-384-408.
46. Shpektorenko, I., Vasylevska, T., Bashtannyk, A., Piatkivskyi, R., Palamarchuk, T., & Akimov, O. (2021). Legal bases of public administration in the context of European integration of Ukraine: questions of formation of a personnel reserve. *Ad Alta: Journal of interdisciplinary research*, 11(1), XVIII, 76-81.
47. Shvets, T.V., Ovdiuk, O.M., Plotnikova, M.F., & Kostyuk, L.P. (2021). Entrepreneurship And Multifunctional Rural Development: Public Management, Strategy, Organization And Planning. *Economy And State*, 4, 137–142.
48. Shytk, L., & Akimova, Al. (2020). Ways of Transferring the Internal Speech of Characters: Psycholinguistic Projection. *Psycholinguistics*, 27(2), 361-384. doi: <https://doi.org/10.31470/2309-1797-2020-27-2-361-384>.
49. Skliarenko, O., Akimova, Al., & Svyrydenko, O. (2019). Psycholinguistic Peculiarities of Contextual Realisation of Concept "MACHT" in Linguistic and Cultural Space of German's. *Psycholinguistics*, 26(2), 321-340. doi: 10.31470/2309-1797-2019-26-2-321-340.
50. Smymova, I., Akimov, O., Krasivsky, O., Shykerynets, V., Kurovska, I., Hrusheva, A., & Babych, A. (2021). Analysis of the Application of Information and Innovation Experience in the Training of Public Administration Specialists. *IJCSNS International Journal of Computer Science and Network Security*, 21(3), March 2021, 120-126.
51. Sohi, A.J., Bosch-Rekveltd, M., & Hertogh, M. (2021). Practitioners' Perspectives on Flexible Project Management. *IEEE Transactions on Engineering Management*, 68(4), 911–925.
52. State statistics service of Ukraine. Official website. (2021). *Ukrstat*. Available at: [www.ukrstat.gov.ua](http://www.ukrstat.gov.ua).
53. Tkachuk, V.I., Shvets, T.V., & Plotnikova, M.F. (2020). Strategic Investment Management of the Entrepreneurship Development in Territorial Communities. *Agrosvit*, 24, 12–21.
54. Vorobei, O., Akimova, A., & Akimova, A. (2021). Metaphorical Conceptualization of WAR in Chinese Sports Discourse. *Psycholinguistics*, 29(2), 25-45. <https://doi.org/10.31470/2309-1797-2021-29-2-25-45>.
55. Weiss, M., Barth, M., & von Wehrden, H. (2021). The patterns of curriculum change processes that embed sustainability in higher education institutions. *Sustainability Science*. Available at <https://link.springer.com/content/pdf/10.1007/s11625-021-00984-1.pdf>.
56. World Economic Forum. (2021). *Reports*. Available at: <https://www.weforum.org/reports?year=2021#filter>.
57. Yakobchuk, V., Khodakovsky, Y., Heimerl, O., & Plotnikova, M. (2020). Alternative Imperatives of the Decentralized Societies Activities. *Scientific Horizons*, 04(89), 15–26. DOI: 10.33249/2663-2144-2020-89-4-15-26.
58. Yakymchuk, A.Y., Valyukh, A.M., & Akimova, L.M. (2017). Regional innovation economy: aspects of economic development. *Scientific bulletin of Polissia*, 3(11), 1, 170-178. doi: 10.25140/2410-9576-2017-1-3(11)-170-178.
59. Yakymchuk, A.Y., Akimova, L. M., & Simchuk, T.O. (2017). Applied project approach in the national economy: practical aspects. *Scientific Bulletin of Polissia*, 2(10), 2, 170-177. doi: 10.25140/2410-9576-2017-2-2(10)-170-177.
60. Yakymchuk, A.Y., Akimov, O.O., & Semenova, Y.M. (2017). Investigating key trends of water resources attraction into economic turnover. *Scientific Bulletin of Polissia*, 1(9), 2, 70-75. doi: 10.25140/2410-9576-2017-2-1(9)-70-75.
61. Zahorskyi, V., Lipentsev, A., Mazii, N., Bashtannyk, V., & Akimov, O. (2020). Strategic directions of state assistance to enterprises development in Ukraine: managerial and financial aspects. *Financial and Credit Activity-Problems of Theory and Practice*, 2(33), 452-462. doi: <https://doi.org/10.18371/fcaptop.v2i33.207230>.
62. Zahorskyi, V.S., Lipentsev, A.V., Yurystovska, N.Ya., Mazii, N.H., & Akimov, O.O. (2019). Financial and administrative aspects of small business development in

Ukraine. *Financial and Credit Activity-Problems of Theory and Practice*, 3(30), 351-360. doi: <https://doi.org/10.18371/fcapt.p.v3i30.179717>.

63. Zehra, K., & Usmani, S. (2021). Not without family: refugee family entrepreneurship and economic integration process. *Journal Of Enterprising Communities-People And Places In The Global Economy* Available at: <https://www.emerald.com/insight/content/doi/10.1108/JEC-03-2020-0044/full/pdf?title=not-without-family-refugee-family-entrepreneurship-and-economic-integration-process>.

**Primary Paper Section: A**

**Secondary Paper Section: AH**