

REVIEW PAPER

Modern Approaches to Strategic Management of Sustainable Development in Territorial Communities in Ukraine: Innovations and Decentralization Challenges

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ABSTRACT

Researching innovative approaches to the strategic management of sustainable development of territorial communities under decentralisation conditions is relevant because management practices must be adapted to new challenges, including the consequences of the pandemic and military actions, low institutional capacity, financial constraints, and the need to address sustainable development issues at the local level. Decentralisation requires local governments to have effective management strategies that will enhance public participation and stimulate the socio-economic development of regions. The research aims to determine innovative approaches to the strategic management of sustainable development of territorial communities in Ukraine and to study the effectiveness of the community management system under decentralisation conditions. An integral approach was applied during the research, within which the method of expert evaluations determined the level of effectiveness of the territorial community management system, and a correlation analysis was carried out with subsequent interpretation of the results using a correlation analysis matrix. To verify the objectivity of the obtained expert evaluations, a Bayesian paired t-test was conducted, and Inferential Plots were presented for indicators that had the most significant discrepancies between the evaluations of the two groups. Therefore, based on the research results, it was determined that the expert evaluations are objective, and the effectiveness of the strategic approach to implementing functions within the territorial communities and their overall management system under decentralisation in Ukraine is sufficient to ensure sustainable development. According to the analysis results, there is a high level of correlation between the evaluations of the two groups of experts regarding institutional capacity and management functions of territorial communities in the indicators of Planning the participation of local authorities in community life ($r = -0.24$ at $p = 0.25$), Control of activities concerning the representation and protection of community interests by authorities ($r = -0.23$ at $p = 0.26$), and Control of the effectiveness of local authority participation in community life and increasing the degree of residents' participation in public life of the territory ($r = -0.21$ at $p = 0.32$), indicating a high level of management effectiveness in these indicators and pointing to a general agreement on the effectiveness of the specified management functions and institutional capacity. During the stability check of the obtained results, sufficient stability of the mean values for the considered factors was determined.

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Thus, the evaluations of the two groups of experts are objective, and the determined indicators of the effectiveness of the strategic approach to implementing functions within territorial communities under decentralisation are considered reliable.

HIGHLIGHTS

- ① Developing of administrative and territorial reform in Ukraine is shifting from a traditional centralized system to a new decentralized one.
- ② This system has a high level of effectiveness in planning the participation of local authorities and monitoring the effectiveness of these measures, and demonstrates weak correlations with other management functions, which indicates the need to continue the decentralization reform in Ukraine.

Keywords: Strategic management, management system, board functions, territorial community, sustainable development, decentralisation reform, institutional capacity, project-based management approach

In Ukraine, the current decentralisation process opens new opportunities for developing territorial communities, shifting their management paradigm and encouraging innovative approaches to strategic management. As a result of the administrative-territorial reform in Ukraine and the transfer of powers to the local level, the focus is shifting from the traditional centralised system to a new one that considers the needs and capabilities of each community to implement its sustainable development strategies. This process not only changes management approaches but also creates demands for innovative approaches in developing and implementing strategies that meet each community's unique needs. In particular, integrating new management tools requires local self-government bodies to have high competence, readiness to adapt to new challenges, and the ability to cooperate with all stakeholders effectively. Therefore, analysing innovative approaches to strategic management of sustainable development is an essential step in developing local self-government in the context of the modern transformations of Ukrainian society.

This scientific article aims to identify critical, innovative approaches to the strategic management of sustainable development of territorial communities in Ukraine, as well as a comprehensive study of the effectiveness of the existing management system of these communities under decentralisation conditions. The research seeks to analyse modern practices, assessing their compliance with the criteria of democratic governance, financial security, inclusiveness, and integration of the modern management system of territorial communities.

LITERATURE REVIEW

At the beginning of 2024, the Law of Ukraine "On the Procedure for Resolving Certain Issues of the Administrative-Territorial Structure of Ukraine" came into force, which defines new principles for the creation, liquidation, establishment, and change of boundaries of administrative-territorial units (VRU, 2023). To determine further measures for the implementation of local self-government reform and territorial organisation of power in Ukraine, the Cabinet of Ministers of Ukraine also adopted the Order "On the Approval of the Plan of Measures for Reforming Local Self-Government and Territorial Organization of Power in Ukraine for 2024-2027," which aims to regulate current issues of the administrative-territorial structure, as well as strengthen the institutional capacity of local self-government bodies (VRU, 2024). Similar reforms are also being implemented in European countries, for example, in Lithuania (LRS, 2010) and Latvia (Saeima, 2024), where administrative-territorial reforms envisaged a reduction in the number of municipalities and changes in the structure of the administrative-territorial division of the territory. Thus, the feasibility of implementing the corresponding reform in the Ukrainian context is determined, provided that changes are introduced not only in the territorial organisation of power but also in the ideological aspects of development in local self-government (Martyshchenko, 2024; Palaniappan, 2024). Therefore, improving existing management methods by considering the need for a strategic approach is necessary to ensure the sustainable development of territorial communities. In this context, Pavlikha defines sustainable

development of territorial communities as ensuring effective hierarchical interaction and redistribution of functions in the social, economic, environmental, informational, and innovative components of the region's population life (Pavlikha, 2006). Tkachyk and Sishchuk note that local authorities should ensure the development of territorial entities by stimulating the formation of a favourable environment that will provide a sufficient level of autonomy for local authorities through decentralisation reforms (Tkachyk and Sishchuk, 2024).

Today, innovative approaches to the sustainable development of territorial communities in Ukraine under decentralisation conditions include the implementation of e-governance (Zhovnirchik & Kvasiuk, 2020), Smart approaches to territorial development (Andriienko, 2018; Mushi, 2024), and the Smart-city concept to reduce pressure on large and medium-sized cities (Chukut & Dmytrenko, 2016). These approaches contribute to increasing the efficiency of management processes, improving access to services for citizens, optimising resource use, and enhancing the transparency of local government activities (Storozhenko & Vlasenko, 2024).

In this context, Pavlikha and Voichuk (2018) note that institutional, social, economic, and environmental regional conditions significantly impact the sustainable development of territorial communities. However, it should be noted that Herchanivska (2024) identifies local authorities' low institutional and financial capacity as one of the main obstacles to ensuring the sustainable development of territorial communities. A similar view on territorial development issues is expressed by Nedbaliuk (2015), noting that sustainable development is impossible without forming development tools, mainly institutional and methodological. In addition, Seryohin *et al.* (2016) focus on the importance of forming the institutional basis for the activities of territorial communities under decentralisation based on established strategic goals, objectives, and target priorities aimed at socio-economic growth, ensuring democracy and community involvement, and improving the quality of life of the population. Therefore, it is essential to investigate how effectively decentralisation policy has impacted the critical functions of government structures in territorial communities and the effect

of changes on the overall system of strategic management of territorial communities in the context of their sustainable development.

METHODS

In determining the key aspects and summarising the best innovative approaches to the strategic management of sustainable development of territorial communities in Ukraine under decentralisation, general scientific research methods were used: analysis of literary sources, generalisation, and systematisation. To conduct the study on the effectiveness of the modern system of territorial community management under decentralisation, an integral approach was used to assess compliance with the provisions of regulatory documents by management functions (planning, organisation, motivation, control) based on the criteria of democratic governance, advocacy, community financial security, inclusiveness, and integration. To obtain an objective assessment, a two-level evaluation was conducted by surveying civil servants (Group 1 = 25 individuals) based on specified evaluation criteria and financial-economic service experts (Group 2 = 25 individuals) regarding the fulfilment of management functions of territorial communities. The evaluation was conducted on a scale from 0 to 5 points, where 0 is the lowest and five is the highest, to obtain an integral score for the defined indicators. Within the framework of the study, a correlation analysis of the effectiveness of the territorial community management system was carried out using the JASP program (Classical Correlation tool), and a correlation matrix was compiled according to Horban's methodology (2020).

To verify the reliability of the evaluation of the territorial community management system, a Bayesian paired t-test was conducted (Gronau *et al.* 2020; van den Bergh *et al.* 2020; van Doorn *et al.* 2020), summarising the t-test indicators, providing Inferential Plots, and verifying the stability of the Bayes factor in the JASP program (Bayesian Paired Samples T-Test tool). The obtained indicators demonstrate sufficient stability of the mean values for the considered factors, indicating that the experts' evaluations are objective and fully reflect the effectiveness of the strategic approach to implementing functions within territorial

communities and their overall management system under decentralisation in Ukraine.

RESULTS

Today, the transformation of territorial communities and the rethinking of the essence and role of managing their sustainable development is one of the priority areas of reform. Given the worsening problems of sustainable development of territorial communities, the low institutional capacity of public authorities, and insufficient funding for sustainable development measures, it is necessary to clearly define the goals and objectives aimed at ensuring the sustainable development of territorial communities, as well as to create effective mechanisms for managing these processes (Pastukh, 2023). In this context, the Law of Ukraine “On the Procedure for Resolving Certain Issues of the Administrative-Territorial Structure of Ukraine” (VRU, 2023) primarily provides for the transfer of powers to establish (change) the boundaries of villages and settlements from the district council to the respective village and settlement councils, and in the conditions of martial law, to the military administrations of the settlement; as well as the abolition of the status of “urban-type settlement” (Potapenko, 2023). The new operating conditions require local governments to take a strategic approach to managing new administrative-territorial units, which includes defining management strategies for solving problems within the territorial community, ensuring effective communication at all levels of management, cooperation with the public and business, promoting the development of small and medium-sized businesses and stimulating the regional economy (Proskura *et al.* 2024); clarity in planning and budget control; increasing investment in research and community development; improving methods of motivation and training of local government personnel (Vader *et al.* 2024); as well as spreading democratic practices; participation of local authorities in community life; motivation of local government personnel; ensuring the financial efficiency of the community; monitoring compliance with the decentralisation reform; strengthening civil society (Horban, 2020).

In addition, to ensure the sustainable development of new territorial communities, it is essential to consider innovative ways of developing Ukraine’s

administrative-territorial units. One such way is the Smart-city concept, mainly used to reduce pressure on cities and towns. This comprehensive approach aims to ensure sustainable development and improve residents’ quality of life by implementing the latest technologies and high-tech solutions. To this end, the “Diia” portal has already been introduced in Ukraine, providing the public access to government services and personal documents. However, it is necessary to integrate more and more aspects of life into the digital format to implement the Smart approach to community development further (Chukut & Dmytrenko, 2016). It is also essential to thoroughly focus on urban planning, particularly on continuous monitoring of critical infrastructure objects such as roads, bridges, transport hubs, communication systems, and energy supply; improving the e-governance system, and optimising the ways and quantity of services available to the population of territorial communities (Batyr *et al.* 2021).

For the strategic evaluation of the territorial community management system under decentralisation, an integral approach was used. Specifically, the activities of local self-government bodies were analysed according to the methodology described in Horban’s work regarding compliance with the provisions of regulatory documents by management functions (planning, organisation, motivation, control) based on the criteria of democratic governance, advocacy, community financial security, inclusiveness, and integration. Surveys to obtain assessments were conducted among civil servants (Group 1 = 25 individuals) based on specified evaluation criteria and financial-economic service experts (Group 2 = 25 individuals) regarding the fulfilment of management functions of territorial communities (Horban, 2020).

The first stage is to conduct a Pearson correlation analysis between civil servants’ (Fi) institutional capacity assessments of territorial communities and financial-economic service experts’ (Ci) management functions. Table 1 presents the correlation matrix of the territorial community management system’s effectiveness.

According to the results of the correlation analysis between the experts’ evaluations of institutional capacity and management functions of territorial communities, there is a high level of correlation

Table 1: Correlation Matrix of the Territorial Community Management System Efficiency

Criteria	Management functions					
	Planning	Organisation	Motivation	Control	Pearson's r	P-value
Democratic governance	Planning activities to promote democratic practices necessary to accelerate sustainable human development, strengthen civil society, and foster decentralisation and local governance (F1/C1)	Organising activities to promote democratic practices necessary to accelerate sustainable human development, strengthen civil society, and foster decentralisation and local governance (F5/C2)	Motivating staff to promote democratic practices necessary to accelerate sustainable human development, strengthen civil society, and foster decentralisation and local governance (F9/C3)	Monitoring compliance with the planning of activities to promote democratic practices necessary to accelerate sustainable human development, strengthen civil society, and foster decentralisation and local governance (F13/C4)	0.112	0.595
	Planning of activities to represent and protect the interests of the community by the authorities in order to gain access to the benefits to which they are entitled but cannot realise (F2/C5)	The organisation of activities to represent and protect the interests of the community by the authorities in order to gain access to the benefits to which they are entitled but cannot realise (F6/C6)	Motivating staff to adequately represent and protect the interests of the community by the authorities in order to gain access to the benefits to which they are entitled but cannot realise (F10/C7)	Monitoring of activities related to the representation and protection of community interests by the authorities in order to gain access to the benefits to which they are entitled but cannot realise (F14/C8)	-0.235	0.257
Financial sustainability	Community budget planning as a prerequisite for independence and future territorial development (F3/C9)	Organisation of the budget process (F7/C10)	Motivation system for the budget process, "participatory budget" (F11/C11)	Budget control as a prerequisite to the community's financial efficiency (F15/C9)	0.130	0.537
	Planning for local government participation in community life (F4/C13)	The organisation of events for the participation of local authorities in community life (F8/C14)	Staff motivation for local government participation in community life (F12/C15)	Monitoring the effectiveness of local authorities participation in community life and, as a natural response, strengthening the degree of participation of all residents in the public life of the territory (F16/C16)	-0.206	0.324

Source: Compiled by the author.

between the experts' evaluations of the indicators of Planning the participation of local authorities in community life ($r = -0.24$ at $p = 0.25$), Control of activities regarding the representation and protection of community interests by authorities ($r = -0.23$ at $p = 0.26$), and Control of the effectiveness of local authority participation in community life and enhancing the degree of residents' participation in the public life of the territory ($r = -0.21$ at $p = 0.32$). This indicates a high level of management effectiveness for these indicators and a general agreement on the effectiveness of the specified management functions and institutional capacity.

A moderate degree of correlation is observed for the following indicators: Planning activities regarding the representation and protection of community interests by authorities to provide them access to benefits they are entitled to but cannot realise ($r = 0.14$ at $p = 0.51$), Budget planning in the community as a prerequisite for independence and future territorial development ($r = 0.12$ at $p = 0.56$), Control of adherence to planning activities regarding the spread of democratic practices ($r = 0.11$ at $p = 0.59$), and Budget control ($r = 0.13$ at $p = 0.54$). This degree of correlation indicates some correlation between the experts' evaluations of institutional capacity and management functions of territorial communities. However, the p -values > 0.05 confirm that the correlations found are insufficient to establish a strong connection between the experts' evaluations of these indicators.

However, there is a lack of significant correlation between the criteria and Organisation and Motivation within the territorial communities. Thus, these management functions are not fully effective. This is due to the significant difference in the initial evaluations of the experts, as civil servants generally rate their work higher, while economists give lower ratings on the indicators.

Given that the evaluations by civil servants of their work are more elevated, there is a question regarding the reliability of the results of the correlation analysis. Therefore, it is essential to analyse the level of agreement between the evaluations by the two groups. For this reason, further analysis of the criteria and management functions of territorial communities was conducted using the Bayesian paired t-test (Cleophas et al. 2018) in the JASP program, which allows for the evaluation of the

difference between the evaluations of the two groups of experts for the specified indicators. In addition, it assesses the probability of supporting the initial hypothesis regarding the predominance of civil servants' evaluations of their work over the evaluations of economic experts, providing a deeper understanding of the consistency and discrepancies in experts' views on the overall effectiveness of territorial community management in Ukraine. The results of the Bayesian paired t-test are presented in Table 2.

Table 2: Effectiveness of Assessing the System of Territorial Community Management Using the Bayesian Paired T-Test

Bayesian Paired Samples T-Test			
Measure 1	Measure 2	BF ₋₀	Error %
F1	C1	1.743	$\sim 3.056 \times 10^{-5}$
F2	C5	2.130	$\sim 6.643 \times 10^{-5}$
F3	C9	605.794	$\sim 7.923 \times 10^{-7}$
F4	C13	0.583	$\sim 2.087 \times 10^{-5}$
F5	C2	0.318	$\sim 7.118 \times 10^{-6}$
F6	C6	1.913	$\sim 4.502 \times 10^{-5}$
F7	C10	4504.197	$\sim 1.887 \times 10^{-6}$
F8	C14	0.105	$\sim 6.244 \times 10^{-4}$
F9	C3	0.228	~ 0.024
F10	C7	1.946	$\sim 4.814 \times 10^{-5}$
F11	C11	3.253	$\sim 9.290 \times 10^{-5}$
F12	C15	0.115	~ 0.001
F13	C4	0.384	$\sim 2.411 \times 10^{-6}$
F14	C8	0.546	$\sim 1.544 \times 10^{-5}$
F15	C12	26578.647	$\sim 5.125 \times 10^{-7}$
F16	C16	0.648	~ 0.011

Note: The alternative hypothesis specifies that Measure 1 is less than Measure 2 for all tests. For example, F1 is less than C1.

Source: Compiled by the author.

Based on the conducted analysis of strategic management of territorial communities, it has been determined that the evaluations of the two groups of experts are pretty consistent regarding the following indicators: Planning activities regarding the spread of democratic practices (for F1/C1, BF₋₀ = 605.794, with an error $\sim 7.923 \times 10^{-7}$); Organisation of the budget process (for F7/C10, BF₋₀ = 4504.197, with an error $\sim 1.887 \times 10^{-6}$); and Budget control (for F15/C12, BF₋₀ = 26578.647, with an error $\sim 5.125 \times 10^{-7}$), indicating a significant level of agreement between

expert evaluations. Furthermore, substantial data were obtained regarding Staff motivation concerning proper representation and protection of community interests by authorities (for F10/C7, $BF_{-0} = 1.946$, with an error $\sim 4.814 \times 10^{-5}$); Motivation system of the budget process (for F11/C11, $BF_{-0} = 3.253$, with an error $\sim 9.290 \times 10^{-5}$); Planning activities regarding the spread of democratic practices (for F1/C1, $BF_{-0} = 1.743$, with an error $\sim 3.056 \times 10^{-5}$); Planning activities regarding representation and protection of community interests by authorities (for F2/C5, $BF_{-0} = 2.130$, with an error $\sim 6.643 \times 10^{-5}$); Organisation of activities regarding representation and protection of community interests by authorities (for F6/C6, $BF_{-0} = 1.913$, with an error $\sim 4.502 \times 10^{-5}$), indicating that these indicators are effectively implemented within territorial communities from the perspective of both groups of experts.

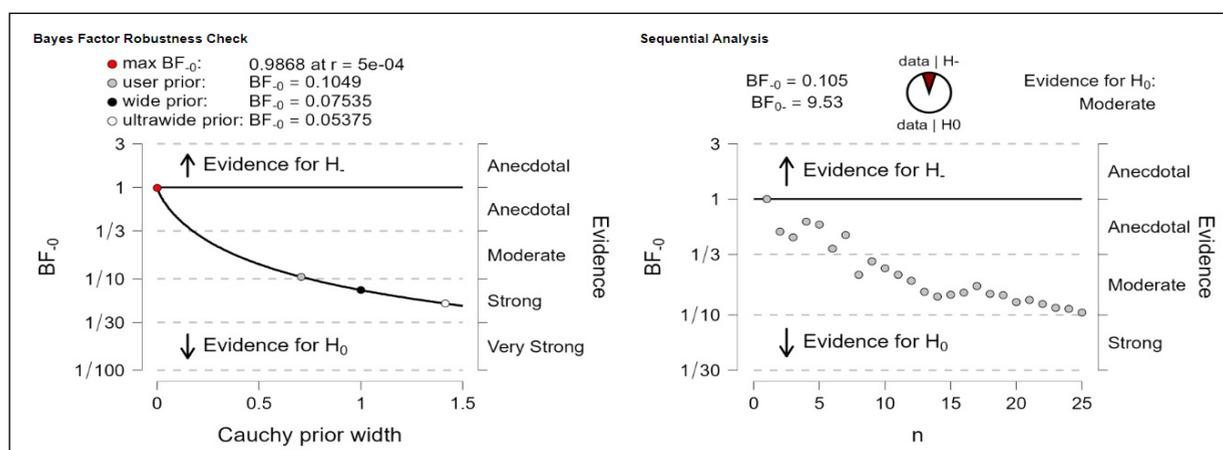
At the same time, the evaluations regarding Control of the effectiveness of local authority participation in community life (for F16/C16, $BF_{-0} = 0.648$, with an error ~ 0.011), Planning the participation of local authorities in community life (for F4/C13, $BF_{-0} = 0.583$, with an error $\sim 2.087 \times 10^{-5}$), and Control of activities regarding representation and protection of community interests by authorities (for F14/C8, $BF_{-0} = 0.546$, with an error $\sim 1.544 \times 10^{-5}$) showed some discrepancies between the groups of experts, indicating a difference in the evaluation of the effectiveness of these management functions between civil servants and economic experts. Minor discrepancies were observed between the Organisation of activities regarding the spread of

democratic practices (for F5/C2, $BF_{-0} = 0.318$, with an error $\sim 7.118 \times 10^{-6}$), Control of adherence to planning activities regarding the spread of democratic practices (for F13/C4, $BF_{-0} = 0.384$, with an error $\sim 2.411 \times 10^{-6}$), and Staff motivation regarding the spread of democratic practices (for F9/C3, $BF_{-0} = 0.228$, with an error ~ 0.024), highlighting the importance of this aspect for both groups of experts.

However, it is essential to thoroughly analyse the indicators that had the most significant discrepancies between the evaluations of civil servants and financial-economic service experts concerning the criteria Organisation of activities regarding local authority participation in community life (Fig. 1), as well as Staff motivation regarding local authority participation in community life (Fig. 2) using Inferential Plots in the JASP program (van den Bergh *et al.* 2020).

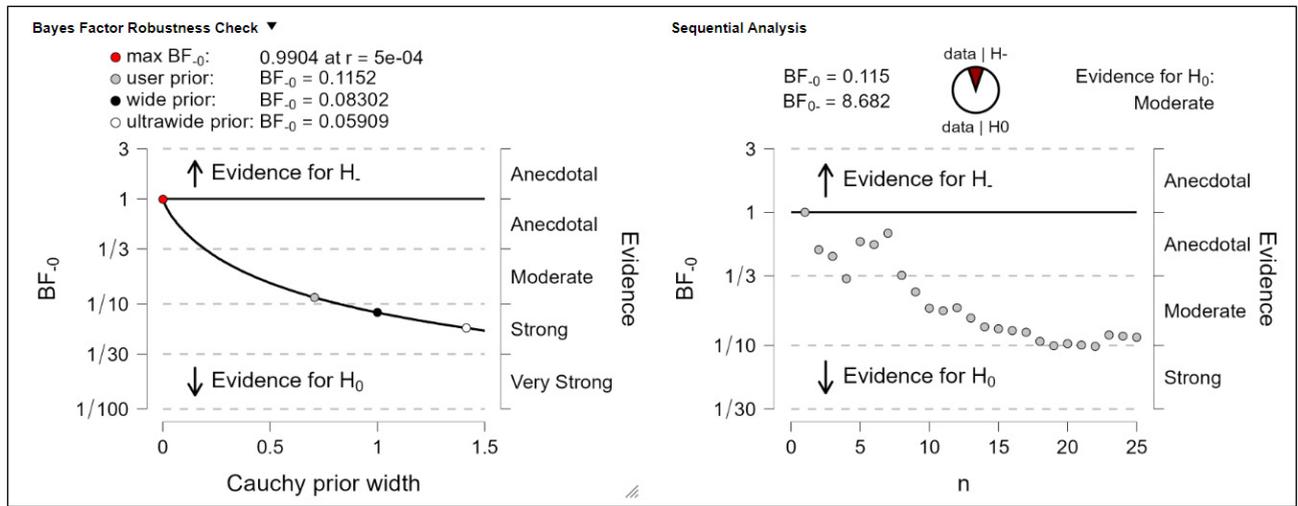
According to the analysis results, it was determined that with an indicator value of Organisation of activities regarding local authority participation in community life at $BF_{-0} = 0.115$, with an error ~ 0.001 , the hypothesis that civil servants' evaluations of their work are higher than those of economic experts is not statistically significant. Therefore, the experts' evaluations should be considered objective.

Given the indicator value for Staff motivation regarding local authority participation in community life at $BF_{-0} = 0.105$, with an error $\sim 6.244 \times 10^{-4}$, it is considered that while variability in the evaluations of civil servants and financial-economic service specialists is present, there is no reason to deem the



Source: Compiled by the author.

Fig. 1: Inferential Plots for the Indicator “Criterion Organisation of Events for Local Authorities’ Participation in Community Life”



Source: Compiled by the author.

Fig. 2: Inferential Plots for the Indicator of Staff Motivation for Local Government Participation in Community Life

experts' evaluations as non-objective, considering the low error value of the study. Therefore, the obtained results of the intervention analysis indicate low statistical significance of the initial hypothesis regarding the predominance of civil servants' evaluations of their work over those of economic experts.

Table 3: Checking the Bayesian Factor's stability

№	N	Descriptives				95% Credible Interval	
		Mean	SD	SE	Coefficient of variation	Lower	Upper
		F1	25	3.480	1.475	0.295	0.424
F2	25	3.360	1.381	0.276	0.411	2.790	3.930
F3	25	2.680	1.108	0.222	0.413	2.223	3.137
F4	25	3.640	1.469	0.294	0.403	3.034	4.246
F5	25	3.800	1.190	0.238	0.313	3.309	4.291
F6	25	3.360	1.350	0.270	0.402	2.803	3.917
F7	25	2.560	1.158	0.232	0.452	2.082	3.038
F8	25	4.160	1.068	0.214	0.257	3.719	4.601
F9	25	4.000	1.118	0.224	0.280	3.538	4.462
F10	25	3.760	1.052	0.210	0.280	3.326	4.194
F11	25	3.480	1.194	0.239	0.343	2.987	3.973
F12	25	4.280	0.891	0.178	0.208	3.912	4.648
F13	25	4.000	1.291	0.258	0.323	3.467	4.533
F14	25	3.600	1.118	0.224	0.311	3.138	4.062
F15	25	2.520	1.046	0.209	0.415	2.088	2.952
F16	25	3.320	1.749	0.350	0.527	2.598	4.042
C1	25	4.160	1.028	0.206	0.247	3.736	4.584
C2	25	3.960	1.207	0.241	0.305	3.462	4.458

C3	25	4.040	1.369	0.274	0.339	3.475	4.605
C4	25	4.200	0.866	0.173	0.206	3.843	4.557
C5	25	4.040	1.241	0.248	0.307	3.528	4.552
C6	25	4.000	1.041	0.208	0.260	3.570	4.430
C7	25	4.280	1.021	0.204	0.239	3.858	4.702
C8	25	3.960	1.172	0.234	0.296	3.476	4.444
C9	25	4.120	1.201	0.240	0.292	3.624	4.616
C10	25	4.200	1.000	0.200	0.238	3.787	4.613
C11	25	4.200	1.080	0.216	0.257	3.754	4.646
C12	25	4.160	0.898	0.180	0.216	3.789	4.531
C13	25	4.120	1.424	0.285	0.346	3.532	4.708
C14	25	3.760	1.363	0.273	0.362	3.198	4.322
C15	25	3.960	1.338	0.268	0.338	3.408	4.512
C16	25	3.880	1.394	0.279	0.359	3.305	4.455

Source: Compiled by the author.

DISCUSSION

Based on the results of the Bayesian factor stability check, three conditional groups were formed for the criteria and management functions of the territorial community according to the degree of deviation within the evaluation:

Low deviations (< 1.0) include factors: Staff motivation regarding local authority participation in community life (F12 = 0.891), Control of adherence to planning activities regarding the spread of democratic practices (C4 = 0.866), and Budget control (C12 = 0.898). This means that the average values of these factors have low variability within the evaluation, indicating the stability of the obtained data and high measurement accuracy.

Medium deviations (1.0 to 1.5) are observed for factors: Control of adherence to planning activities regarding the spread of democratic practices (F13 = 1.291), Staff motivation regarding the spread of democratic practices (C3 = 1.369), Planning activities regarding representation and protection of community interests by authorities (C5 = 1.241), Budget planning in the community (C9 = 1.201), Motivation system of the budget process (C11 = 1.080), Staff motivation regarding local authority participation in community life (C15 = 1.338), Planning local authority participation in community life (C13 = 1.424), Planning activities regarding the spread of democratic practices (C1 = 1.028). These factors have some variability in average values, indicating moderate stability of the obtained data.

High deviations (> 1.5) are noted among factors: Planning activities regarding the spread of democratic practices (F1 = 1.475), Planning local authority participation in community life (F4 = 1.469), Control of the effectiveness of local authority participation in community life (F16 = 1.749). These may indicate an insufficient level of objectivity in the evaluations of individual experts within the group but do not indicate the overall instability of the obtained results.

Thus, the stability check of the obtained results of the Bayesian paired t-test indicates sufficient stability of the average values for the considered factors, meaning that the experts' evaluations are objective and fully reflect the effectiveness of the strategic approach to implementing functions within territorial communities and their overall management system under decentralisation in Ukraine.

CONCLUSION

Based on the analysis of the effectiveness of strategic management of territorial communities under the conditions of decentralisation in Ukraine, a high level of management effectiveness is noted for the indicators of Planning local authority participation in community life ($r = -0.24$ at $p = 0.25$), Control of activities regarding the representation and protection of community interests by authorities ($r = -0.23$ at $p = 0.26$), and Control of the effectiveness of local authority participation in community life and enhancing residents' participation in public life ($r = -0.21$ at $p = 0.32$), indicating

high consistency between expert evaluations on management issues and evaluations of the institutional capacity of territorial communities. However, to determine the level of effectiveness and degree of objectivity of evaluations of the territorial community management system, an additional analysis of the indicators was conducted, showing discrepancies between expert evaluations for the indicators of Planning local authority participation in community life (for F4/C13, $BF_{-0} = 0.583$, with error $\sim 2.087 \times 10^{-5}$), Control of activities regarding the representation and protection of community interests by authorities (for F14/C8, $BF_{-0} = 0.546$, with error $\sim 1.544 \times 10^{-5}$), Control of the effectiveness of local authority participation in community life and enhancing residents' participation in public life (for F16/C16, $BF_{-0} = 0.648$, with error ~ 0.011), as well as Staff motivation regarding local authority participation in community life (for F8/C14, $BF_{-0} = 0.105$, with error $\sim 6.244 \times 10^{-4}$) and Organization of activities regarding local authority participation in community life (for F12/C15, $BF_{-0} = 0.115$, with error ~ 0.001), which were not identified as significant during the Bayes factor stability check and are therefore considered objective. Given the results of the conducted analysis, it should be noted that the current system of territorial community management requires further improvement in the organisation of planning processes for local authority participation in community life and methods of controlling their implementation. Despite this, the system has a sufficiently high level of effectiveness in planning local authority participation and controlling the effectiveness of these measures. In this context, democratic governance shows weak correlations with other management functions, indicating the need to improve modern approaches to its implementation in society. At the same time, advocacy and financial stability proved less sensitive to reforming the administrative-territorial structure, indicating relative stability within the reviewed management system.

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