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IMPLEMENTATION OF THE REGION DEVELOPMENT STRATEGY: PROGRAM-TARGETING APPROACH AND INNOVATION ASPECT

Keywords: region strategy, program-targeting approach, innovative elements, plan of activities, strategic goals, programs.

The article describes the vision of development strategy implementation of region with the help of program-target approach and taking into account the innovative aspect. It is established that the strategic goals, defined in the Development Strategy of any region, should be realized through a system of operational goals, which are aimed at solving the problems both for the region as a whole and for the individual territories – districts, territorial communities, cities, towns, villages. To achieve the strategic goals, the Action Plan is loosened, the formation of which uses technical projects that are important for the development of region, are in line with the strategy and must be implemented based on the powers of the regional executive bodies, local governments and the resources that may be involved. It is established that for implementation of Development Strategy of Luhansk region until 2027, four programs have been developed, within which projects of regional development are implemented. Plan for the implementation of the Luhansk Regional Development Strategy and the Luhansk Regional Development Strategy itself contain innovative elements: operational goals, objectives, indicators, technical projects, technologies, etc. The article provides a visualization of the implementation of program-based approach and innovative aspect in the implementation of the regional development strategy.

Topicality. The implementation of the region's development strategy is influenced by many factors, both external and internal but most of them contribute to destabilization, violate the established plan, the dynamics of economic processes, and contribute to the emergence of downturns. The use of a program-based method for implementing a regional development strategy is appropriate because of complex strategic tasks that require the use of an interdisciplinary approach and involvement of public administ-

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ration experts. It is the formation and use of program-based approach that will allow to give a thorough and targeted guidance to the decisions of regional authorities and local self-government on solving the territorial problems taking into account the innovative aspect.

Analysis of recent research. Many scientific papers are devoted to the problems of the region's development strategy implementation [1–5]. However, the problems of justification and the feasibility of implementing the program-targeted method remain relevant for both scholars and practitioners, due to the constant change in economic trends. The creative teams of scientists from the National Academy of Sciences of Ukraine are solving such complex problems because of the presence of highly qualified specialists.

The purpose of the article is to highlight the results of the development implementation strategy of region by means of program-targeted approach and taking into account the innovative aspect.

Research results. The strategic goals defined in the Development Strategy of any Region will be realized through a system of operational goals, which are aimed at solving problems both for the region as a whole and for individual territories — districts, territorial communities, cities, towns, villages. To achieve this, the Action Plan is used to develop technical criteria such as the importance of the problem for development of region, the relevance of strategy and the realism of implementation, based on the powers of regional executive bodies, local governments and resources that can be used for this purpose are involved.

The plan of measures for the implementation of the Lugansk Region Development Strategy until 2027 is developed under four programs, within which the projects of regional development during 2021–2023 are implemented [6].

Program 1. Economic growth of the region: competitiveness, smart specialization, favorable business environment. Program 1 is the economic basis for the development of region and the provision of quality and safe living conditions for its inhabitants. The objective of the program is to focus on promoting the development of high value-added industries and supporting the development of innovations, using the relevant potential of the Luhansk region, in particular in such fields as: chemical, biochemical, pharmaceutical, renewable energy. Taking into account the tendencies of dynamic development of agriculture, is necessary

to promote the maximum development of enterprises of procurement, sale, supply of logistical and other resources, to organize support of institutional network for the development of agro-industrial complex and to promote the efficiency of agricultural products processing. The key to the regional strategy should be to support the development of small and medium-sized businesses and promote self-employment, the development of tourism and recreational infrastructure and tourism products for inland tourism. The basic task of regional strategy should be the issue of quality labor resources — provision of timely and quality vocational education, training and retraining of unemployed.

The purpose of program is to support the development of regional and local economy through effective utilization of the existing potential and competitive advantages of the leading enterprises of region, creation of favorable investment environment, creation of conditions for activation of innovative processes and modernization of the real sector of economy, enhancement of the region competitiveness.

Program 2. Restoration of critical infrastructure of region. The realistic scenario of the Luhansk region development implies that the main socio-economic indicators of the region will be slowed by the development of a balanced innovative economy of the region. An important condition for it is the restoration and gradual development of the region infrastructure, first, the entire logistical and transport network and the energy network. Equally important for the development of the region is the restoration and development of a system of specialized medical care and social services. In addition, an obvious success formula in the restoration of peace in the East of Ukraine and the integration of the region citizens is the implementation of effective measures in the socio-economic sphere in Luhansk region. It will improve the welfare, standard of living and social protection of citizens in areas adjacent to the conflict zone by access to conflict zones services, rehabilitation of housing and communal infrastructure.

The purpose of the program is to ensure the sustainable socio-economic development of the region and the quality of people life by restoring and building critical infrastructure of the region, including in the areas adjacent to the conflict zone.

Program 3. Effective human-centered management. Program 3 is mainly aimed at improving

the quality of people life, the main goal of the completely state policy and the most important part of the regional strategy. The main emphasis is placed on effective governance, which implies not only the improvement of the regional development management system but also the development of democratic instruments in the governance system and the interregional partnership system. During solving the issues of improving, the people life quality through the development of infrastructure to provide a quality and accessible public services, the new strategy of Luhansk region actively uses the process of decentralization in Ukraine. According to which the majority of needs are met at the local level, and the life population quality is gradually becoming the main criterion for evaluating the effectiveness of local self-government. In this situation, the regional authorities are responsible for the infrastructure of regional subordinate institutions — providers of relevant services, and local governments — for basic services within the limits of delegated powers and resources.

With this approach, the role of collaboration and cooperation between the governments at various levels, including the central, private sector and civil society organizations, in the development of infrastructure and community-based provision of community-based services is dramatically increased. Considerable attention is paid to environmental issues through the renewal of utility and utility networks, protective structures, and the development of a solid waste management system. The key in the field of ecology is the creation of permanent monitoring systems of technologically vulnerable and ecologically dangerous objects, including those located in the territories not controlled by Ukraine, development of economic incentives for the introduction of environmentally safe technologies, projects and industries. The purpose of the program is to improve the quality of people life by providing quality and accessible public services to residents, reducing environmental pollution and effectively managing regional development through the use of democratic governance tools and cooperative principles.

Program 4. Security, national identity and a coherent information space. The main focus of strategic program 4 is on human security, which includes not only protection for the life and health of the people (humanitarian demining in the areas adjacent to the military operations of the region), security for living and moving within the territory

of region, protection against natural and emergency disasters circumstances. In addition "public safety and order" — the protection of vital for society and the individual interests, rights and freedoms of man and citizen. At the same time, an important role is played by the formation of an active civil society. Particular attention is paid to the formation of an effective information field, both at the technical level — by covering the territory of the region with TV and radio channels, and the activation of Ukrainian content in the information space, as well as in the Internet space, social networks, which requires the promotion of broadband Internet access, especially in rural areas. An important task here is to put in place effective mechanisms of access for Ukrainian citizens living in the conflict zone to the Ukrainian information space, primarily through the expansion of the Ukrainian broadcasting area into the temporarily occupied territories and surrounding areas.

The purpose of the program is to ensure the security of people and the formation of all-Ukrainian unity and social cohesion through the provision of safe living conditions and movement of residents throughout the region, the development of the information space of the region and active civil society.

Regarding the innovation aspect, the Action Plan for 2021-2023 for the implementation of the Luhansk Region Development Strategy until 2027 contains the following innovative elements:

- operational goal — 1.1. Development of innovative industries with high benefit. Task: 1.1.2. Support the development of a regional innovation ecosystem;

- the first program is the economic basis for the development of the region and the provision of quality and safe living conditions for its inhabitants. The objective of the program is to focus actions on promoting the development of high value-added industries and supporting the development of innovation, using the relevant potential of Luhansk region;

- the purpose of the first program is to support the development of the regional and local economy through effective use of the existing potential and competitive advantages of the leading enterprises of region, creation of favorable investment environment, creation of conditions for activation of innovative processes and modernization of the real sector of economy, increase of the region competitiveness;

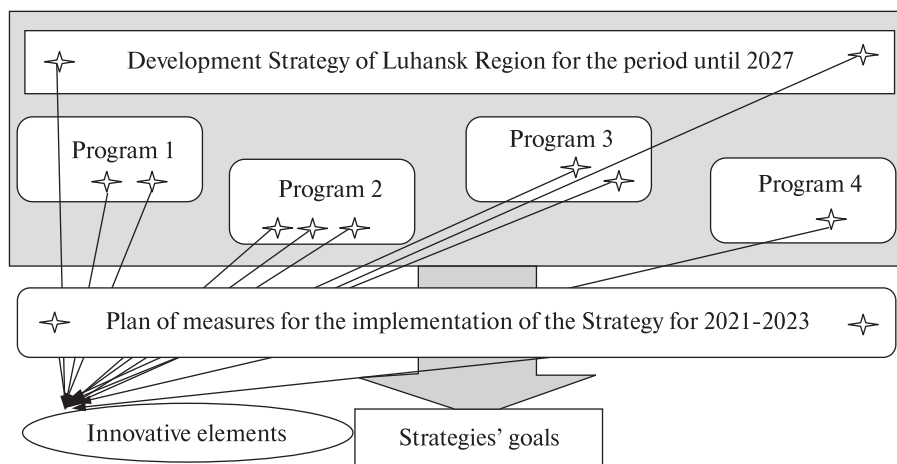


Figure. Implementation of the program-targeted approach and the innovative aspects in implementing the Regional Development Strategy

- the first program envisages increasing the innovation potential of the universities of Luhansk region and supporting start-ups, and direction 1.1. — is the development of innovative industries with high added value;

Program 2. Restoration of critical infrastructure of region. The realistic scenario of Luhansk region development implies a slowdown of the gradual growth of the main socio-economic indicators of region due to the development of a balanced innovative economy of region.

- among the indicators of development are the number of innovatively active enterprises of industry and the volume of innovative costs in industry, the volume of financing of innovative activity in industry by sources;

- among the technical projects for the implementation of the Luhansk Region Development Strategy until 2027, the innovative aspect provides:

- supporting the development of a regional innovation ecosystem;

- creation on the basis of Volodymyr Dahl East Ukrainian National University, a modern IT school based on an innovative learning model;

- supporting the development of a regional innovation ecosystem;

- enhancing the innovation capacity of universities in Luhansk region and supporting startups

- development of innovative projects based on the universities of the region;

- facilitating the launch and activation of Innovation Centers at two universities in the region;

- development of startup projects in Luhansk region on the basis of innovation centers through a series of trainings, webinars with successful inno-

vative entrepreneurs, providing mentoring support;

- conducting the trainings on the topics: "Innovative Systems of Ukraine", "Legal Aspects of Becoming Innovative Hubs", trainings on strategic issues, team management, PR, product management, business development, marketing;

- creation of new production facilities based on innovative technologies;

- developing the innovative solutions to the problems and challenges of the agricultural sector, drawing on best practices and experience;

- enhancing SMEs' competitiveness by developing business skills, understanding new markets and applying innovation;

- creation of transparent social Centers in Luhansk local self-government bodies with innovative infrastructure solution of open reception of citizens, automation of social provision and administrative services, introduction of customer service standards, training of personnel standards of corporate ethics and culture of behavior, provision of service and customer orientation and others to the premises of social centers;
- increasing the level of innovation in the management system.

Implementation of the program-targeted approach and the innovative aspects in implementing the Regional Development Strategy (Figure).

Conclusions. Therefore, for the implementation for the Luhansk Region Development Strategy, it is appropriate to use a program-oriented approach and an innovative aspect. In terms of measures, four programs have been used to implement the Luhansk Region Development Strategy by 2027,

which are implementing the regional development projects. The innovation aspect of the Action Plan for 2021-2023 for the implementation of the Luhansk Region Development Strategy until 2027 is reflected in the innovative elements: ope-

rational goals, objectives, indicators, technical projects, technologies, etc. Further research should be conducted in the context of developing a separate program for innovative development of the regional economy.

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РЕАЛІЗАЦІЯ СТРАТЕГІЇ РОЗВИТКУ РЕГІОНУ: ПРОГРАМНО-ЦІЛЬОВИЙ ПІДХІД ТА ІННОВАЦІЙНИЙ АСПЕКТ

Висвітлено бачення реалізації стратегії розвитку регіону за допомогою програмно-цільового підходу та з урахуванням інноваційного аспекту. Встановлено, що стратегічні цілі, визначені у Стратегії розвитку будь-якого регіону, мають бути реалізовані через систему операційних цілей, спрямованих на вирішення завдань соціально-економічного розвитку територій: районів, територіальних громад, міст, селищ, сіл. Для досягнення стратегічних цілей розробляється План заходів, для формування якого використовуються технічні проекти,

важливі для розвитку області, відповідають стратегії та мають бути здійснені, виходячи із повноважень обласних органів виконавчої влади, органів місцевого самоврядування та ресурсів, які мають бути залучені. Встановлено, що для реалізації Стратегії розвитку Луганської області до 2027 року розроблено чотири програми в рамках яких реалізуються проєкти регіонального розвитку. *Програма 1.* Економічне зростання регіону: конкурентоспроможність, смарт спеціалізація, сприятливе бізнес-середовище. Метою першої програми є підтримка розвитку регіональної й місцевої економіки шляхом ефективного використання наявного потенціалу та конкурентних переваг провідних підприємств області, формування сприятливого інвестиційного середовища, створення умов для активізації інноваційних процесів і модернізації реального сектору економіки, підвищення конкурентоспроможності регіону. *Програма 2.* Відновлення критичної інфраструктури регіону. Мета цієї програми — забезпечення сталого соціально-економічного розвитку регіону та якісного життя людей шляхом відновлення та розбудови критичної інфраструктури регіону, у т. ч. на прилеглих до зони конфлікту територіях. *Програма 3.* Ефективне управління, орієнтоване на людину. Метою цієї програми є підвищення якості життя людей шляхом забезпечення надання якісних і доступних публічних послуг мешканцям, зменшення забруднення природного середовища та ефективного управління регіональним розвитком із застосуванням демократичних інструментів управління та принципів кооперації. *Програма 4.* Безпека, національна ідентичність та цілісний інформаційний простір. Мета цієї програми — безпека людей і формування загальноукраїнської єдності та соціальної згуртованості шляхом забезпечення безпечних умов проживання та пересування мешканців територією області, розбудови інформаційного простору регіону та активного громадянського суспільства. Визначено, що План заходів із реалізації Стратегії розвитку Луганської області та сама Стратегія розвитку Луганської області містять інноваційні елементи: операційні цілі, завдання, індикатори, технічні проєкти, технології тощо. У статті надано візуалізацію процесу впровадження програмно-цільового підходу та інноваційного аспекту під час реалізації стратегії розвитку регіону.

Ключові слова: стратегія регіону, програмно-цільовий підхід, інноваційний елементи, план заходів, стратегічні цілі, програми.