

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

TERRITORIAL ADMINISTRATION

Guidelines

to practical tasks

for Master's (second) degree students of speciality

281 "Public Management and Administration"

Kharkiv

S. Kuznets KhNUE

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Practical tasks in accordance with the topics of the syllabus of the academic discipline and guidelines to them are given to help students acquire professional competences in territorial administration.

For Master's (second) degree students of speciality 281 "Public Management and Administration".

UDC 353(072)

Introduction

Modern processes of transformational changes in Ukraine, characterized by the impact of the global crisis, globalization and integration, lead to the necessary reforms to ensure the socioeconomic development of the country. An urgent problem is the formation of effective cooperation between the executive and other economic entities, including local governments, and the search for new ways to ensure effective management of socioeconomic processes at the local level.

Territorial administration in Ukraine in the context of reforms is an area of activity that deserves careful study due to its importance for the general education of students, as well as one of the normative disciplines for a Master's degree in public administration.

The purpose of the academic discipline "Territorial Administration" is the formation of students' professional competences in the distribution of power between different levels and increasing of effectiveness of territorial administration in Ukraine in the context of reforms.

The subject of the academic discipline is the mastery of the fundamental and applied principles of territorial administration of economic processes and mechanisms for implementation of socioeconomic policy of the state in terms of reforms.

The study of theoretical principles in any academic discipline requires consolidation of this knowledge, which occurs during practical and seminar classes.

A seminar is a form of study aiming to consolidate the students' theoretical knowledge obtained during lectures and independent study. During seminars, the teacher organizes a discussion on pre-defined topics for which students prepare abstracts, as well as problem questions, the answer to which should be found during the discussion.

Practical training is a form of study aimed at the development of skills and abilities to perform certain types of economic work, namely – the calculation of economic indicators and substantiation of conclusions.

During practical training, students independently or in small groups (with the prior explanation of the teacher) carry out the proposed tasks of different levels of complexity, solve practical situations or participate in business games. At the end of the training, in order to assess the degree of

assimilation of the material, the teacher checks the work performed by students and summarizes with an appropriate assessment depending on the results of the performed work. Within the framework of the academic discipline, to help students master all types of economic calculations, conducting practical training on individual topics or, in some cases, issues, is recommended.

Content module 1. Distribution of power between different levels

Topic 1. Territorial organization of power in Ukraine and territorial administration

The purpose of studying the topic is the acquisition of theoretical knowledge and formation of professional competences in the use of scientific methods to study the mechanism of territorial management of socioeconomic processes in the country.

As a result of mastering the topic, students should form *professional competences* in the development of proposals for improvement of the system of territorial organization of power based on the domestic and foreign experience of the use of appropriate methods and tools.

The seminar plan

Question 1. Territorial foundations of public power in Ukraine.

Guidelines for highlighting question 1

One of the students is proposed to prepare a report according to the following plan:

1) the approaches of domestic and foreign authors to the interpretation of the concept of public authority, the main levels of public authority in Ukraine and other countries;

2) presentation and analysis of the main legal framework for the implementation of public power at its various levels in Ukraine and other countries.

Question 2. The organizational and legal mechanism of public administration at the territorial level.

Guidelines for highlighting question 2

One of the students is proposed to prepare a report according to the following plan:

1) definition of the concept of the organizational and legal mechanism of public administration, and characteristics of the main components of this mechanism (methods, tools, etc.);

2) specific methods and tools by which the organizational and legal mechanism of public administration is put into effect based on the example of a separate territory (region).

Question 3. Models of territorial organization of power.

Guidelines for highlighting question 3

One of the students is proposed to prepare a report based on the use of literary sources of domestic and foreign authors on theoretical models of territorial organization of power in Ukraine and some other countries.

For this purpose, the use of Table 1.1 is recommended, in which it is possible to carry out a comparative analysis of these models of territorial organization of power.

Table 1.1

Comparative characteristics of models of territorial organization of power in Ukraine and other countries

Countries	Basic models of territorial organization of power	Features of the model of territorial organization of power	Positive aspects of the existence of the model of territorial organization of power	Negative aspects of the existence of the model of territorial organization of power
1	2	3	4	5
Ukraine				
United Kingdom				

Table 1.1 (the end)

1	2	3	4	5
Germany				
Poland				
USA				
France				
Sweden				

Question 4. Actual problems of organization of territorial administration in Ukraine and other countries.

Guidelines for highlighting question 4

One of the students is proposed to prepare a report based on the use of literary sources of domestic and foreign authors on the main problems of territorial administration in Ukraine and some other countries, as well as possible ways for their solution.

For this purpose, the use of Table 1.2 is recommended to carry out a comparative analysis of the main problems in Ukraine and some other countries, and to suggest possible solutions to these problems.

Table 1.2

The main problems of the organization of territorial administration and possible solutions to them in Ukraine and some other countries

Countries	The main problems of the organization of territorial administration	Possible ways for solving the main problems of the organization of territorial administration
Ukraine		
United Kingdom		
Germany		
Poland		
USA		
France		
Sweden		

Topic 2. State regional policy in Ukraine

The purpose of studying the topic is the acquisition of theoretical knowledge and formation of professional competences to justify the criteria for assessing the consequences of management decisions on the implementation of the state regional policy in the country.

As a result of mastering the topic, students are expected to form *the professional competences* in the analysis of implementation of the state regional economic policy to equalize the levels of socioeconomic development of the regions of Ukraine.

The seminar plan

Question 1. Forms and methods of implementation of public administration of socioeconomic processes in the region.

Guidelines for highlighting question 1

One of the students is proposed to prepare a report according to the following plan:

1) information on the main forms of implementation of state management of socioeconomic processes in the regions of Ukraine;

2) classification, a brief description of the main methods for implementing public management of socioeconomic processes in the regions of Ukraine; examples of the use of these methods in practice;

3) building a "tree of objectives" (Fig. 2.1) involving all students, based on the theoretical knowledge about the basics of public administration of socioeconomic processes in the regions.

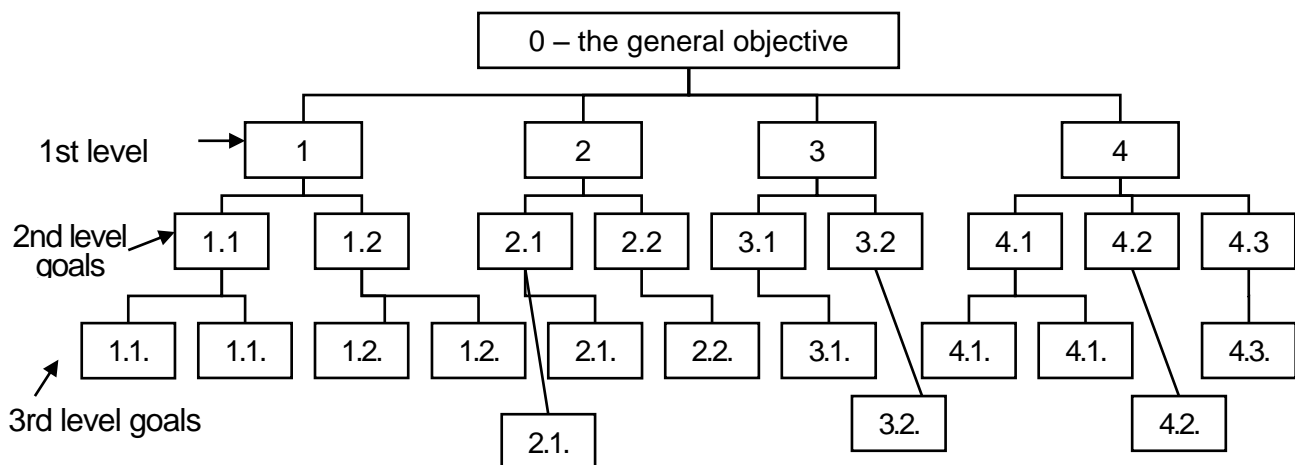


Fig. 2.1. An example of a "tree of objectives"

Question 2. Institutional support for the state regional policies: status, problems and prospects.

Guidelines for highlighting question 2

One of the students is proposed to make a report on the question according to the following plan:

1) theoretical material on the main institutions through which an effective state regional policy can be implemented;

2) identification of the main problems and possible ways to solve these problems in Ukraine and other countries based on the example of a specific institution of state regional policy (for example, the Pension Fund, the Social Insurance Fund, etc.).

Question 3. Practical implementation of the main components of state regional policy in Ukraine.

Guidelines for highlighting question 3

One of the students is proposed to highlight the question according to the following plan:

1) information on the main components of the state regional policy in Ukraine (economic, social, demographic, humanitarian, foreign economic, national policy);

2) considering the consequences of effective and ineffective implementation using statistical materials for the last 2 – 3 years based on the example of a specific component of state regional policy in Ukraine.

Practical task 2.1

Carry out analysis of the regional economic complex of the Kharkiv region on the basis of definition of branches of its specialization, including the profile.

It is known that in Ukraine, the total volume of sold industrial products in Year 1 amounted to 1 111 268.8 million UAH, and the volume of sold food (food products, beverages and tobacco products), machine-building products (except for repair and installation of machines and equipment), products of light industry (textile production, production of clothing, leather, leather

products and other materials) in Year 1 amounted to 217 163.0 million UAH, 109 021.2 million UAH and 8 005.7 million UAH respectively.

The Main Department of Statistics in the Kharkiv region provided the following data for Year 1: the total volume of sold industrial products in the Kharkiv region amounted to 62 814.5 million UAH; the volumes of sold food (food products, beverages and tobacco products), machine-building products (except for repair and installation of machinery and equipment) and light industry products (textile products, clothing, leather, leather goods and other materials) amounted to 16 568.5 million UAH, 11 082.8 million UAH and 661.1 million UAH respectively.

Practical task 2.2

Determine which of the following industries are areas of specialization of regional economic complexes of the Kharkiv and Zakarpattia regions. Analyze the results obtained in the dynamics.

It is known that in Ukraine, the total volume of sold industrial products in Year 1 amounted to 1 400 680.5 million UAH, in Year 2 it was 1 111 268.8 million UAH; in the Kharkiv region in Year 1 it amounted to 60 381.1 million UAH, in Year 2 it was 62 814.5 million UAH; in the Zakarpattia region in Year 1 it amounted to 8 644.5 million UAH, in Year 2 it was 9 224.1 million UAH.

The initial data on the volume of sold industrial products according to the type of activity in Years 1 – 2 are given in Table 2.1.

Table 2.1

The initial data for calculations (million UAH)

Activities	The volume of sold industrial products of enterprises					
	in Ukraine		in the Kharkiv region		in the Zakarpattia region	
	Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
1	2	3	4	5	6	7
Manufacture of food products, beverages and tobacco	254 459.9	217 163.0	15 005.7	16 568.5	942.7	890.8
Metallurgical production	223 832.5	176 464.1	1 998.3	1 992.7	31.9	49.8
Textile production, production of clothing, leather, leather products and other materials	9 867.1	8 005.7	731.6	661.1	313.7	354.1

Table 2.1 (the end)

1	2	3	4	5	6	7
Mechanical engineering, except repair and installation of machines and equipment	143 533.1	109 021.2	11 882.0	11 082.8	4 191.1	4 455.4
Production of chemicals and chemical products	60 011.1	49 319.0	3 265.2	2 359.3	581.2	695.6

Compare the indices of the level of regional specialization of the branches of the Kharkiv and Zakarpattia regions on a yearly basis. Draw conclusions.

Guidelines for highlighting tasks 2.1 – 2.2

The index of the level of regional specialization of the industry is the ratio of the share of the industry in a particular region to the share of the same industry in the country. It is determined by the formula:

$$S_i^j = \frac{P_i^j}{P^j} / \frac{P_i}{P}, \quad (2.1)$$

where P_i^j is the volume of production of the i -th industry in the j -th region, UAH;

P^j is the volume of production of all industrial products in the j -th region, UAH;

P_i is the volume of production of the i -th industry in the country as a whole, UAH;

P is the volume of production of all industrial (agricultural) products in the country as a whole, UAH.

If $S_i^j \geq 1$, the branch of industry belongs to the production specialization of this region.

Practical task 2.3

Based on the data of the Civil Service of Ukraine (Tables 2.2 – 2.4), determine the indicators that characterize the state of implementation of the state regional demographic policy of Ukraine:

natural population growth, birth rate, mortality rate (including infant mortality rate – the ratio of the number of dead children under 1 year of age and the number of births, in ppm), natural growth rate;

migration balance, the coefficient of intensity of migration on arrival, the coefficient of intensity of migration on departure and the coefficient of migratory growth.

The average population for calculation is given in Table 2.2. The number of births and deaths in Ukraine is given in Table 2.3.

Table 2.2

Average population in Ukraine (thousand people)

Ukraine and regions	The average population in Year 1	The average population in Year 2
Ukraine	45 706.1	45 593.3
Autonomous Republic of Crimea (ARC)	1 963.3	1 964.1
Vinnitsia	1 637.7	1 630.6
Volyn	1 037.9	1 039.3
Dnipro	3 328.4	3 314.0
Donetsk	4 418.1	4 389.3
Zhytomyr	1 276.1	1 271.0
Zakarpattia	1 249.0	1 252.6
Zaporizhzhia	1 796.5	1 788.5
Ivano-Frankivsk	1 380.0	1 381.0
Kyiv	1 718.6	1 720.8
Kropyvnytskyi	1 006.2	998.8
Luhansk	2 282.0	2 264.6
Lviv	2 542.8	2 540.8
Mykolaiv	1 180.8	1 175.8
Odesa	2 388.5	2 391.7
Poltava	1 482.5	1 472.5
Rivne	1 153.4	1 155.6
Sumy	1 156.9	1 147.8
Ternopil	1 082.3	1 078.9
Kharkiv	2 748.6	2 743.3
Kherson	1 085.8	1 080.8
Khmelnitskyi	1 323.5	1 317.1
Cherkasy	1 281.3	1 273.1
Chernivtsi	904.8	906.2
Chernihiv	1 093.4	1 083.2
Kyiv city	2 806.7	2 829.6
Sevastopol city	381.0	382.3

Table 2.3

The number of births and deaths in Ukraine (people)

Ukraine and regions	Year 1				Year 2			
	Number of births	Number of deaths	Natural increase / reduction (to be calculated)	Number of dead children under 1 year of age	Number of births	Number of deaths	Natural increase / reduction (to be calculated)	Number of dead children under 1 year of age
Ukraine	502 595	664 588		4 511	520 704	663 139		4 371
Autonomous Republic of Crimea (ARC)	23 394	27 539		213	24 702	26 945		215
Vinnitsia	17 894	25 376		186	18 339	25 158		166
Volyn	14 620	13 842		116	15 346	13 710		106
Dnipro	36 116	52 106		343	37 087	51 486		370
Donetsk	41 720	71 042		473	42 839	70 496		540
Zhytomyr	15 154	20 417		134	15 486	20 685		124
Zakarpattia	18 460	14 588		195	18 968	14 813		168
Zaporizhzhia	18 198	27 033		169	18 882	26 406		154
Ivano-Frankivsk	16 497	16 657		145	17 101	16 801		109
Kyiv	20 083	26 847		143	20 966	27 161		119
Kropyvnytskyi	10 578	16 697		139	11 029	16 521		103
Luhansk	21 320	37 256		188	21 743	36 316		165
Lviv	28 904	31 162		272	30 220	31 667		233
Mykolaiv	13 029	17 441		97	13 515	17 277		97
Odesa	29 225	33 688		268	30 384	33 648		267
Poltava	14 167	24 384		86	14 635	24 223		85
Rivne	17 697	14 168		156	18 316	14 302		147
Sumy	10 473	18 833		78	11 093	19 002		76
Ternopil	11 964	14 829		96	12 202	14 838		97
Kharkiv	26 317	40 079		234	27 244	40 130		203
Kherson	12 085	15 828		120	12 643	15 904		100
Khmelnyskyi	14 492	20 116		89	14 881	20 362		134
Cherkasy	12 473	20 848		101	12 798	20 667		122
Chernivtsi	11 281	11 192		96	11 592	11 321		92
Chernihiv	10 134	20 179		80	10 222	20 208		94
Kyiv city	32 068	27 050		255	33 887	27 840		262
Sevastopol city	4 252	5 391		39	4 584	5 252		23

The migration movement of the population of Ukraine is presented in Table 2.4.

Table 2.4

The migration movement of the population of Ukraine (people)

Ukraine and regions	External migration in Year 1			External migration in Year 2		
	the number of arrivals (N _{ar})	the number of departures (N _{dep.})	migration balance (MB) (to be calculated)	the number of arrivals (N _{ar})	the number of departures (N _{dep.})	migration balance (MB) (to be calculated)
Ukraine	31 684	14 588		76 361	14 517	
Autonomous Republic of Crimea (ARC)	2 941	765		5 096	768	
Vinnytsia	1 252	447		1 961	543	
Volyn	485	289		598	261	
Dnipro	2 218	1 087		4 506	1 047	
Donetsk	3 032	1 454		5 696	1 326	
Zhytomyr	524	356		741	264	
Zakarpattia	290	360		324	475	
Zaporizhzhia	1 247	672		3 017	557	
Ivano-Frankivsk	664	396		1 784	384	
Kyiv	1 473	276		2 106	489	
Kropyvnytskyi	361	224		617	214	
Luhansk	1 357	955		3 261	779	
Lviv	601	563		2 478	473	
Mykolaiv	607	293		990	311	
Odesa	3 293	726		8 016	671	
Poltava	689	274		1 687	270	
Rivne	221	246		295	206	
Sumy	515	240		505	257	
Ternopil	374	361		415	318	
Kharkiv	1 293	825		13 889	748	
Kherson	423	249		519	236	
Khmelnyskyi	724	301		575	295	
Cherkasy	726	275		879	223	
Chernivtsi	644	258		1 542	230	
Chernihiv	799	263		819	219	
Kyiv city	4 080	2 202		12 734	2 719	
Sevastopol city	851	231		1 311	234	

Guidelines for carrying out task 2.3

The implementation of the state regional demographic policy of a country is determined based on

a) the indicators that characterize the intensity and results of natural population movement:

1) natural increase (decrease) of the population (N_i) is defined as the difference between the number of births during the analyzed period and the number of deaths. The obtained results of natural growth of regions on a yearly basis must be entered in the 4th and 8th columns of Table 2.3;

2) the birth rate (B_{rate}) is calculated in ppm (‰) according to the following formula:

$$B_{rate} = \frac{B}{P_{av}} \times 1000, \quad (2.2)$$

where B is the number of births during the analyzed period, people;

P_{av} is the average annual population, people;

3) the mortality rate (M_r) is calculated in ppm (‰) according to the following formula:

$$M_r = \frac{N_d}{P_{av}} \times 1000, \quad (2.3)$$

where N_d is the number of deaths during the analyzed period, people;

4) the natural growth rate (N_{gr}) is calculated in ppm (‰) by the following formula:

$$N_{gr} = \frac{N_b - N_d}{P_{av}} \times 1000 \text{ or } N_{gr} = B_{rate} - M_r. \quad (2.4)$$

The average annual population (P_{av}) is calculated by the formula:

$$P_{av} = \frac{P_b + P_e}{2}, \quad (2.5)$$

where P_b , P_e is the population at the beginning and end of the analyzed period respectively, people;

b) the indicators that characterize the intensity and results of migration (mechanical movement) of the population (indicators for assessing migration processes):

1) the coefficient of migration intensity on arrival ($C_{\text{migr int arr}}$) is calculated in ppm (‰) by the following formula:

$$C_{\text{migr int ar}} = \frac{P_{\text{ar}}}{P_{\text{av}}} \times 1000, \quad (2.6)$$

where P_{ar} is the number of arrivals during the analyzed period, people;

2) the coefficient of migration intensity on departure ($C_{\text{migr int dep}}$) is calculated in ppm (‰) by the following formula:

$$C_{\text{migr int dep}} = \frac{P_{\text{dep}}}{P_{\text{av}}} \times 1000, \quad (2.7)$$

where P_{dep} is the number of departures during the analyzed period, people;

3) migration balance (MB) is defined as the difference between the number of arrivals and the number of departures in the analyzed period (the value can be positive and negative) using the following formula:

$$MB = P_{\text{gr}} - P_{\text{n}}, \quad (2.8)$$

where P_{gr} is the total population growth of the territory during the year (the difference between the population at the end of the year and the population at the beginning of the year);

P_{n} is the natural population growth.

The obtained results of the migration balance of the regions on a yearly basis must be put in the 4th and 7th columns of Table 2.4;

4) the coefficient of migration growth / reduction ($C_{\text{migr int}}$) is calculated in ppm (‰) according to the following formula:

$$C_{\text{migr int}} = \frac{P_{\text{ar}} - P_{\text{dep}}}{P_{\text{av}}} \times 1000 \quad \text{or} \quad C_{\text{migr int}} = C_{\text{migr int ar}} - C_{\text{migr int dep}}. \quad (2.9)$$

Based on the results of analysis of implementation of the state regional demographic policy, make a rating of the regions of Ukraine for each group of indicators, build graphs and draw sound conclusions.

Practical task 2.4

The population of the Kharkiv region at the beginning of the year amounted to 2 744.4 thousand people, and at the end of the year it was 2 737.2 thousand people. Determine the natural population growth and the natural population growth rate of the region if it is known that the coefficient of migration intensity on departure of the population to the region during the year was 15.02 ‰, and the migration intensity coefficient on arrival was 20.54 ‰.

Guidelines for carrying out task 2.4

The solution to the problem is based on the use of formulas (2.5 – 2.8).

Practical task 2.5

Based on the data of the State Statistics Service of Ukraine on the volume of gross regional product (GRP) and the average population (Table 2.5), determine the implementation of state regional economic policy:

- 1) justify the role of each region in the formation of the country's GRP;
- 2) make a rating of regions depending on the role of each region in the formation of GRP;
- 3) determine the state of economic development of the regions of Ukraine (GRP per 1 person);
- 4) divide the regions into groups based on the size of GRP per 1 person (high, medium, low level of development).

Table 2.5

Volumes of GRP and average population

Ukraine and regions	GRP, million UAH		Average population, thousand people	
	Year 1	Year 2	Year 1	Year 2
1	2	3	4	5
Ukraine	1 302 079	1 459 096	45 706.1	45 593.3
Autonomous Republic of Crimea (ARC)	38 220	44 536	1 963.3	1 964.1
Vinnytsia	29 099	33 024	1 637.7	1 630.6
Volyn	17 637	20 005	1 037.9	1 039.3
Dnipro	140 020	147 970	3 328.4	3 314.0

Table 2.5 (the end)

1	2	3	4	5
Donetsk	161 021	170 775	4 418.1	4 389.3
Zhytomyr	21 928	24 849	1 276.1	1 271.0
Zakarpattia	18 054	21 404	1 249.0	1 252.6
Zaporizhzhia	49 525	54 828	1 796.5	1 788.5
Ivano-Frankivsk	26 752	32 286	1 380.0	1 381.0
Kyiv	59 154	69 663	1 718.6	1 720.8
Kropyvnytskyi	20 041	22 056	1 006.2	998.8
Luhansk	57 202	58 767	2 282.0	2 264.6
Lviv	52 103	61 962	2 542.8	2 540.8
Mykolaiv	27 633	29 205	1 180.8	1 175.8
Odesa	61 499	64 743	2 388.5	2 391.7
Poltava	52 252	56 580	1 482.5	1 472.5
Rivne	19 302	21 795	1 153.4	1 155.6
Sumy	22 907	24 933	1 156.9	1 147.8
Ternopil	16 294	17 957	1 082.3	1 078.9
Kharkiv	76 866	82 223	2 748.6	2 743.3
Kherson	18 448	19 357	1 085.8	1 080.8
Khmelnyskyi	22 843	26 237	1 323.5	1 317.1
Cherkasy	27 012	31 265	1 281.3	1 273.1
Chernivtsi	11 969	13 166	904.8	906.2
Chernihiv	21 165	23 934	1 093.4	1 083.2
Kyiv city	223 774	275 685	2 806.7	2 829.6
Sevastopol city	9 359	9 891	381.0	382.3

Guidelines for carrying out task 2.5

The generalizing indicator at the regional level, which characterizes the level of economic development of the region, is GRP.

The role of each region in the formation of the country's GRP can be determined based on the calculation of the share (Sh) of the GRP of each region (a_i) (2nd column of Table 2.5) in the total GRP of the country (A_i) (1st row of 2nd column of Table 2.5) as a percentage based on the formula:

$$Sh = \frac{a_i}{A_i} \times 100. \quad (2.10)$$

One of the criteria for assessing the implementation of state regional economic policy is the indicator "GRP per capita" (GRP per 1 person), which is calculated as the ratio of GRP of each region and the average population of the region.

Practical task 2.6

Analyze the implementation of the state regional social policy of Ukraine based on the assessment of the dynamics of expenditures on the social sphere, as well as the share of these expenditures in the general expenditures of the state budget of Ukraine (Table 2.6) and general expenditures. It is known that the volume of gross domestic product (GDP) in Year 1 amounted to 1 408 889 million UAH, and in Year 2 it was 1 454 900 million UAH.

Table 2.6

Expenditures of the state budget of Ukraine (million UAH)

Expenditures according to functional classification	Year 0	Year 1	Year 2
National functions, that include	39 991.1	44 010.7	18 400.0
debt service	23 134.4	24 196.6	31 700.0
Defense	13 240.9	14 485.7	14 800.0
Public order, security and the judiciary	32 414.2	36 469.8	39 200.0
Environmental protection	3 008.2	4 135.4	4 600.0
Utilities	324.2	379.6	100.0
Healthcare	10 193.7	11 358.5	12 900.0
Spiritual and physical development	3 830.2	5 488.5	5 100.0
Education	27 231.9	30 243.2	30 900.0
Social protection and social security	63 533.4	75 254.4	88 500.0
Economic activity	44 771.5	49 396.0	41 300.0
Intergovernmental transfers	94 875.0	124 459.6	115 800.0

Table 2.7

Expenditures of the local budget of the Kharkiv region (thousand UAH)

The name of the code of temporary classification of expenditures and crediting of local budgets	Year 0	Year 1	Year 2
1	2	3	4
Governance	5 264.6	4 496.1	4 772.8
Education	586 182.6	691 827.6	711 465.6
Health care	647 100.2	792 750.9	1 055 606.1
Social protection and social security	122 523.1	141 593.1	171 994.3
Culture and art	75 671.5	89 872.9	101 817.1
Mass media	838.4	2 178.8	1 2010.0

Table 2.7 (the end)

1	2	3	4
Physical culture and sports	27 823.1	35 191.4	37 206.7
Transport, roads, communications, telecommunications and computer science	12 394.5	16 576.2	14 093.5
Other services related to economic activity	750.0	700.0	2 047.7
Prevention and elimination of emergencies and consequences of natural disasters	400.0	200.0	300.0
Trust funds	83 708	-	-
Reserve fund of the regional budget	10 000.0	7 000.0	500.0
Conducting elections of people's deputies of local councils and village, settlement, city mayors	-	-	163.4
Other expenses	-	96.7	25.5
Unallocated funds of the general fund of the regional budget	90 200.1	8 339.4	67 526.8
Unallocated funds of the special fund of the regional budget	19 403.4	25 289.7	35 664.8

Build graphs and draw conclusions.

Guidelines for carrying out task 2.6

One of the criteria for assessing the implementation of the country's state regional social policy is the *share of expenditures in the social sphere* (in %) in the total budget expenditures, as well as in GDP. Expenditures on the social sphere include expenditures on health care, spiritual and physical development, education, social protection and social security.

The share of expenditures in the social sphere (in %) in the total budget expenditures (in the volume of the country's GDP) is calculated using formula (2.10).

Assessment of the dynamics of the indicator is determined by a number of indicators: relative growth rates (GR) and increase rates (IR), absolute deviation (AD) indicators.

Growth rates (GR) and increase rates (IR) of indicators are determined by the following formulas:

$$GR = \frac{V_i}{V_{i-1}} \times 100, \quad (2.11)$$

$$IR = \frac{V_i - V_{i-1}}{V_{i-1}} \times 100, \quad (2.12)$$

where V_i , V_{i-1} are the values of the analyzed indicators, respectively, in the current and previous years.

The calculation of the absolute deviation in the current year compared to the previous one is carried out according to the following formula:

$$AD = V_i - V_{i-1}. \quad (2.13)$$

Based on the indicators of dynamics, conclusions can be drawn about the changes (increase, decrease or the same level) of the indicator in this year compared to the previous one.

It is recommended that graphs be build (in percent and absolute values) on the main items of expenditure on the social sphere on a yearly basis.

Practical task 2.7

Analyze the implementation of the state regional foreign economic policy of Ukraine based on the analysis of the foreign trade balance, as well as the structure of Ukraine's foreign trade according to regions. The initial data for the calculations are given in Table 2.8.

Construct pie charts in the regional context. Draw conclusions about the export (import) orientation of the regions of Ukraine.

Table 2.8

Volumes of export and import of goods in the regions of Ukraine

Regions	Export volume, million US dollars	Volume of imports, million US dollars
Ukraine	63 312.0	76 963.9
Crimea	904.9	1 044.5
Dnipro	9 795.3	5 346.4
Donetsk	12 408.2	4 053.8
Poltava	2 654.6	1 111.6
Kharkiv	1 986.8	2 278.9

Guidelines for carrying out task 2.7

One of the criteria for assessing the implementation of the state regional foreign economic policy of a country is the indicator *foreign trade balance* – the difference between exports and imports (which may be positive or negative). The calculation of this indicator makes it possible to identify export-oriented and import-oriented territories of the country, and on this basis to develop strategies for regional development.

Analysis of the structure of Ukraine's foreign trade according to regions is based on the calculation of *the share of exports (imports)* of the region in the total volume of exports (imports) of the country (in %). This indicator is calculated by formula (2.10).

The estimated data should be presented in Table 2.9.

Table 2.9

The estimated data for task 2.7

Regions	The share of regional exports in total exports, %	The share of regional imports in the country's total imports, %	Foreign trade balance, million US dollars
Ukraine	100	100	
Crimea	
Dnipro	
Donetsk	
Poltava			
Kharkiv			

Topic 3. Reforming the administrative and territorial system

The purpose of studying the topic is the acquisition of theoretical knowledge and the formation of professional competences for management decisions in the process of substantiating the directions of reforming the administrative and territorial system in Ukraine based on the assessment of its current state.

As a result of mastering the topic, students are expected to form *professional competences* necessary for the development of proposals concerning the reformation of the administrative and territorial system, and making a forecast assessment of the consequences of implementation of these proposals in Ukraine.

The seminar plan

Question 1. The system of administrative and territorial organization of Ukraine and other countries.

Guidelines for highlighting question 1

One of the students is proposed to prepare a report based on the use of literary sources of domestic and foreign authors on the system of administrative and territorial organization of Ukraine and other countries, as well as the positive and negative aspects of its existence.

For this purpose, it is recommended that Table 3.1 be used to carry out a comparative analysis of the system of administrative and territorial organization of Ukraine and in some countries of the world, as well as to identify its features.

Table 3.1

Comparative characteristics of the system of administrative and territorial organization of Ukraine and some other countries

Countries	Features of the system of administrative and territorial organization	Positive aspects of the existence of the system of administrative and territorial organization	Negative aspects of the existence of the system of administrative and territorial organization
Ukraine			
UK			
Germany			
Poland			
USA			
France			
Sweden			

Question 2. Methodological principles of reforming the administrative and territorial structure of the state.

Guidelines for highlight the question 2

One of the students is proposed to prepare a report according to the following plan:

1) definition of the concepts of administrative and territorial division, administrative and territorial unit, and evolution of the formation of the modern administrative and territorial system of Ukraine;

2) analysis of the regulatory framework for the existence of the administrative and territorial structure of Ukraine and the directions of its further reform

(paying special attention to the draft Law of Ukraine "On the Territorial Structure of Ukraine");

3) arguments for the expediency of reforming the administrative and territorial structure of Ukraine based on the example of a separate territory (region, administrative district, etc.).

Question 3. Substantiation of directions of reforming the administrative and territorial system in Ukraine.

Guidelines for highlighting question 3

One of the students is proposed to prepare a report according to the following plan:

1) identification of the most acceptable algorithm for improving the existing administrative and territorial system in Ukraine based on the approaches of domestic scholars to the reformation of the administrative and territorial system;

2) information on the successful experience of reformation of administrative and territorial organization of other countries (for example, Poland), which can be applied in Ukraine;

3) the relationship of the processes of reformation of the administrative and territorial structure of the country and local governments in Ukraine based on specific examples.

Content module 2. Improving the efficiency of territorial management

Topic 4. Formation and development of local government

The purpose of studying the topic is the acquisition of theoretical knowledge and formation of professional competences to justify the best ways to reform the system of regional government and local self-government in the general system of public administration.

As a result of mastering the topic, students have to form *professional competences* for making decisions in the process of solving the main problems of the local government development.

The seminar plan

Question 1. Conceptual bases of the European Charter of Local Self-Government and practical examples of implementation of the Charter in Ukraine.

Guidelines for highlighting question 1

One of the students is proposed to make a report on the question according to the following plan:

1) definition of the essence of the concept of local self-government, investigation of its evolutionary development;

2) analysis of the regulatory framework for the existence and development of the system of local self-government in Ukraine, in particular the Constitution of Ukraine [9], the Law of Ukraine "On Local Self-Government in Ukraine" [14], The European Charter of Local Self-Government [16];

3) specific examples of the implementation of the European Charter of Local Self-Government in the current conditions of Ukraine's development.

Question 2. World models of local self-government development as a form of real democracy.

Guidelines for highlighting question 2

One of the students is proposed to prepare a report based on the use of literary sources by foreign authors on the models of local government development as a form of real democracy in other countries, as well as the positive and negative aspects of its existence.

For this purpose, it is recommended that Table 4.1 be used to carry out a comparative analysis of the models of local self-government development in individual countries of the world and identify their features.

Table 4.1

Comparative characteristics of the models of local self-government development in some countries

Countries	Models of local government development	Features of local government development models	Positive aspects of the model of local self-government development	Negative aspects of the model of local self-government development
UK				
Germany				
Poland				
USA				
France				
Sweden				

Based on the analysis of the features of models of local self-government development listed in Table 4.1, substantiate the expediency of using it in Ukraine. Justify the need for local democracy in Ukraine and other countries (supply examples).

Question 3. Decentralization processes and distribution of powers between local and central authorities in European countries.

Guidelines for highlighting question 3

One of the students is proposed to make a report on the question according to the following plan:

1) definition and analysis of the essence of the concepts "authority", "competence", "centralization", "decentralization", "deconcentration";

2) analysis of the processes of decentralization and distribution of powers between local and central authorities in European countries (it is advisable to take into account several European countries, for example, those listed in Table 4.1);

3) specific examples (consequences) of effective and ineffective interaction between local and central authorities in European countries.

Topic 5. Territorial administration in terms of change

The purpose of studying the topic is the acquisition of theoretical knowledge and formation of professional competences in the selection of appropriate tools and methods of territorial management of territorial resources in the dynamic conditions of the country's development.

As a result of mastering the topic, students have to form *professional competences* in the development of recommendations for regional public authorities and local governments on the use of certain options for managing the resources of the territory.

Practical task 5.1

Analyze the management of labor resources of the Kharkiv region during the given period on the basis of statistical information provided by the Main Department of Statistics in the Kharkiv region [23].

It is known that in Year 2 the average population of the Kharkiv region was 2 740 800 people, those employed in the economy of the region amounted to 1 282 800 people, the number of the unemployed was 87 800 people. In Year 1 in the Kharkiv region, the average population was 2 743 300 people, the total number of people employed in the region's economy was 1 280 600 people and the number of the unemployed was 93 000 people.

Draw conclusions.

Guidelines for carrying out task 5.1

The analysis of management of the territory (region) labor resources is carried out on the basis of calculation and comparison of the following indicators:

1) the number of economically active population (P_{EA}):

$$P_{EA} = P_{empl} + P_{unempl} \quad (5.1)$$

where P_{empl} is the number of people employed in the economy, people;
 P_{unempl} is the number of unemployed, people;

2) the level of economic activity of the population (L_{EA}):

$$L_{EA} = \frac{P_{EA}}{P_{av}} \times 100, \quad (5.2)$$

where P_{av} is the the average population, people;

3) the level of employment (L_{empl}):

$$L_{empl} = \frac{P_{empl}}{P_{EA}} \times 100; \quad (5.3)$$

4) the level of unemployment (L_{unempl}):

$$L_{unempl} = \frac{P_{unempl}}{P_{EA}} \times 100; \quad (5.4)$$

5) labour utilization rate (R_{lu}), that makes it possible to determine how much the use of labour resources meets the needs of regional development:

$$R_{lu} = 1 - \frac{P_{empl.}}{P_{av}}. \quad (5.5)$$

It should be noted that the reserve for improving the efficiency of regional labour resources is in the increase in the number of employees in the regional economic complex.

The calculation of these indicators makes it possible to analyze the possibilities of effective management of labour resources of the territory (region).

Practical task 5.2

Based on the data presented in Table 5.1, analyze the use of water resources of the region in the reporting and previous years and the share of agricultural and production needs in the total use of fresh water in the region.

Table 5.1

The initial data for calculations

Indicators	Previous year	Reporting year
1. Total amount of fresh water used in the region, million m ³	283.0	286.8
including:		
economic and drinking needs	143	143.2
production	101	104.2
agriculture	5	4.7
irrigation	2	2.7
2. The average population of the region, people	2 743 300	2 740 800
3. Volumes of industrial production, million UAH	60 381.1	62 381.9
4. Volumes of agricultural production, million UAH	223 100.0	308 100.0

Draw conclusions based on the calculations.

Guidelines for carrying out task 5.2

Water needs in agriculture are the use of water in irrigated agriculture and land reclamation (agricultural and irrigation needs), water supply of villages, settlements, towns (householding and drinking).

The needs of industrial production (production needs) are the cooling of units and mechanisms, provision of sanitary and hygienic conditions.

The share of agricultural and production needs in the total use of fresh water in the region is determined on the basis of the use of the indicator "share" (in %) according to formula (2.10).

The results of the calculation of the share of agricultural and industrial needs in the total use of fresh water in the region should be presented in Table 5.2.

Table 5.2

Calculation of the share of agricultural and production needs in the total use of fresh water in the region

Water needs	Share, %	
	Previous year	Reporting year
Agricultural needs, m ³		
Production needs, m ³		
Total volume of fresh water used in the region, m ³	100	100

The main indicators for assessing the use of water resources in the region include:

1) the coefficient of the total water content ($C_{w \text{ total}}$), which is calculated by the formula:

$$C_{w \text{ total}} = \frac{Q_w}{P_{av}}, \quad (5.6)$$

where Q_w is the total volume of water used to meet the needs of the territory, m³;
 P_{av} is the average population of the territory, people;

2) the water capacity coefficient in the utility sector ($C_{w \text{ utility}}$), which is calculated by the formula:

$$C_{w \text{ utility}} = \frac{Q_{w \text{ utility}}}{P_{av}}, \quad (5.7)$$

where $Q_{w \text{ utility}}$ is the volume of water for the needs of the communal sphere in the territory, m^3 ;

3) the water capacity coefficient in agricultural production ($C_{w \text{ agr}}$), which is calculated by the formula:

$$C_{w \text{ agr}} = \frac{Q_{w \text{ agr.}}}{Q_{\text{prod}}}, \quad (5.8)$$

where $Q_{w \text{ agr}}$ is the volume of water for agricultural needs of the territory, m^3 ;
 Q_{prod} is the production volume, UAH;

4) the water capacity coefficient in industrial production ($C_{w \text{ industr}}$), which is calculated by the formula:

$$C_{w \text{ industr}} = \frac{Q_{w \text{ industr}}}{Q_{\text{prod}}}, \quad (5.9)$$

where $Q_{w \text{ industr}}$ is the volume of water for industrial needs of the territory, m^3 .

The calculation of these indicators makes it possible to analyze the possibilities of effective water resources management of the territory (region).

Practical task 5.3

Analyze the use of forest resources in the region in the reporting and previous years on the basis of Table 5.3 and the indicator of the regional standard of optimal forest cover of the territory (15 %).

Draw sound conclusions.

Table 5.3

The initial data for calculations

Indexes	Previous year	Reporting year
1. The total territory of the region, thousand hectares	3 141.8	3 141.8
including forestry lands covered with forest vegetation	378.3	374.1
2. Total wood stock in the reporting period, million m^3	68.3	65.4
3. The average population of the region, people	2 743 300	2 740 800

Guidelines for carrying out task 5.3

Analysis of the use of forest resources in the region is carried out using the following indicators:

1) the area of the general forest fund, which characterizes the total area of the territory covered by forest (in thousand hectares);

2) the coefficient of the forest cover of the territory (C_f), which is calculated by the formula:

$$C_f = \frac{S_f}{S_{\text{total}}} \times 100, \quad (5.10)$$

where S_f is the forest area, km^2 (or thousand hectares);

S_{total} is the total area, km^2 (or thousand hectares).

The obtained value of the indicator is compared with the value of the indicator of the regional standard of the optimal forest cover of the territory (15 %);

3) specific stocks of wood per capita (S_{wood}), which are calculated by the formula:

$$S_{\text{wood}} = \frac{Q_{\text{wood}}}{P_{\text{av}}}, \quad (5.11)$$

where Q_{wood} is the volume of wood stocks of the territory, m^3 ;

P_{av} is the average population of the territory, people.

The calculation of the above indicators makes it possible to analyze the possibilities of effective management of forest resources of the territory (region).

Topic 6. Effectiveness and efficiency of public administration and local self-government

The purpose of studying the topic is the acquisition of theoretical knowledge and formation of professional competences for monitoring the effectiveness and efficiency of territorial management in Ukraine by the authorities at the state and regional levels.

As a result of mastering the topic, students have to form *professional competences* in the development of measures aiming to increase the efficiency of government at the state and regional levels based on the results of monitoring their activities.

The seminar plan

Question 1. Quality management of the activity of authorities as a basis of effective territorial administration.

Guidelines for highlighting question 1

One of the students is proposed to highlight the question according to the following plan:

1) definition of the essence of the concepts "quality of government" and "quality management of public authorities"; approaches to the interpretation of these concepts by domestic and foreign scientists;

2) analysis of the regulatory framework of the quality management process of government;

3) information on the foreign experience in the quality management of public authorities, which can be applied in the current conditions of development of Ukraine.

Question 2. A functional survey of the work of government on the basis of functional and cost analysis of their activities.

Guidelines for highlighting question 2

One of the students is proposed to prepare a report based on the use of domestic and foreign literary sources on the analysis of the functions of government.

Based on the example of the Regulations on the Activities of Regional Public Authorities and Local Governments, analyze their functions in order to identify redundant, duplicate functions and those that do not correspond to their profile (based on the method of functional cost analysis).

Recommended reading

Basic

1. Blokdyk G. Territory Management : textbook / G. Blokdyk. – 1st ed. – Brendale, Australia : 5STARCOoks, 2020. – 308 p.
2. DeGroot R. Territory Management : textbook / R. DeGroot. – 1st ed. – Boca Raton, USA : Auerbach Publications, 2007. – 752 p.
3. Karlsen J. Territorial Development and Action Research: Innovation Through Dialogue Hardcover / J. Karlsen, M. Larrea. – Farnham, Great Britain : Gower Pub Co, 2014. – 198 p.
4. Pollitt C. Public Management Reform: A Comparative Analysis / C. Pollitt, G. Bouckaert. – 2nd ed. – Oxford, USA : Oxford University Press, 2004. – 360 p.
5. Socio-economic problems of management [Text] : collective monograph / edited by S. I. Drobyazko. – Melbourne, Australia : Thorpe-Bowker, 2015. – 323 p.

Additional

6. Про засади державної регіональної політики : Закон України № 156-VIII від 05.02.2015 р. // Відомості Верховної Ради України. – 2015. – № 13. – С. 721.
7. Про затвердження Державної стратегії регіонального розвитку на 2021 – 2027 роки : Постанова Кабінету Міністрів України № 695 від 05.08.2020 р. // Офіційний вісник України від 28.08.2020 р. – 2020. – № 67. – С. 315.
8. Про схвалення Концепції реформування місцевого самоврядування та територіальної організації влади в Україні : Розпорядження Кабінету Міністрів України № 333-р від 01.04.2014 р. // Офіційний вісник України від 18.04.2014 р. – 2014. – № 30. – С. 18.
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10. Gruzd M. V. Efficient use of innovation and investment potential for regional development / M. V. Gruzd // Odessa National University Herald. – Odesa : Private Entrepreneur Golovko O. A., 2019. – Vol 24, No. 3(76). – P. 136–144.

11. Massetti E. The Party Politics of Territorial Reforms in Europe (West European Politics) / E. Massetti, S. Toubeau. – 1st ed. – London, Great Britain : Routledge, 2014. – 168 p.
12. McCann P. Modern Urban and Regional Economics / P. McCann. – 2nd ed. – Oxford, USA : Oxford University Press, 2013. – 320 p.
13. Stimson R. J. Regional Economic Development: Analysis and Planning Strategy / R. J. Stimson, R. R. Stough, B. H. Roberts. – 2nd ed. – Berlin, Germany : Springer, 2006. – 452 p.
14. Zolenko A. The impact of public administration on the provision of socio-economic development of the region / A. Zolenko // Innovative Tools for socio-economic systems' development / edited by O. Mandych, A. Ostenda. – Katowice : Katowice School of Technology, 2019. – P. 219–223.

Information resources

15. Офіційний портал Верховної Ради України. – Режим доступу : <https://www.rada.gov.ua>.
16. Офіційний сайт Міністерства розвитку громад та територій України. – Режим доступу : <https://www.minregion.gov.ua>.
17. Офіційний сайт персональних навчальних систем ХНЕУ ім. С. Кузнеця / Дисципліна "Territorial Administration". – Режим доступу : <https://pns.hneu.edu.ua/course/view.php?id=5720>.
18. Урядовий портал: Єдиний веб-портал органів виконавчої влади України. – Режим доступу : <https://www.kmu.gov.ua>.

Content

Introduction.....	3
Content module 1. Distribution of power between different levels	4
Topic 1. Territorial organization of power in Ukraine and territorial administration	4
Topic 2. State regional policy in Ukraine	7
Topic 3. Reforming the administrative and territorial system.....	21
Content module 2. Improving the efficiency of territorial management	23
Topic 4. Formation and development of local government.....	23
Topic 5. Territorial administration in terms of change.....	25
Topic 6. Effectiveness and efficiency of public administration and local self-government.....	30
Recommended reading	32
Basic.....	32
Additional.....	32
Information resources	33

НАВЧАЛЬНЕ ВИДАННЯ

Територіальне управління

Методичні рекомендації до практичних завдань для студентів спеціальності 281 "Публічне управління та адміністрування" другого (магістерського) рівня (англ. мовою)

Самостійне електронне текстове мережеве видання

Укладачі: **Соболев** Вадим Григорович
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Редактор *З. В. Зобова*

Коректор *З. В. Зобова*

Наведено практичні завдання згідно з темами робочої програми навчальної дисципліни та методичні рекомендації до їх виконання, щоб допомогти студентам набути професійних компетентностей у сфері територіального управління.

Рекомендовано для студентів спеціальності 281 "Публічне управління та адміністрування" другого (магістерського) рівня.

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