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2. ECONOMICS AND **ADMINISTRATION**

DEVELOPMENT OF HUMAN POTENTIAL OF SHABO UNITED TERRITORIAL COMMUNITY

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Abstract. *The issue of human potential development of Shabivskoy united territorial community is considered in the work. The essence of human potential formation as a category of public administration is determined and the conditions of its development are characterized, the socio-economic analysis and prioritization of UTC problems is carried out, as well as the analysis of the environment and human potential development of Shabivskoy UTC. Measures to increase the efficiency of use and development of UTC human potential have been developed and tools for their implementation have been identified. Contains recommendations for the development and implementation of a long-term human development program, as well as a system of indicators for assessing the effectiveness of human resources and its development program in general.*

Keywords: *community, community development, human potential, human potential development, human potential assessment.*

I. INTRODUCTION

The urgency and social significance of the study of the managing development problem of the territorial community human potential in society is due to: contradictory and complex nature of the transformation period of Ukraine, determined by the demographic reproduction crisis, labor market disparities and falling living standards; a characteristic trend of modern democratic processes, in which the role of territorial communities is growing, the transfer of responsibility for improving the quality of human life to the level of villages, settlements, cities; global trends in the transition to a new type of society based on the use of knowledge and innovation and significantly changing the role of man - the human person becomes one of the most important components of human potential and national wealth.

II. LITERATURE ANALYSIS

The problem of human potential has been the focus of scientists since antiquity. In the middle of the 19th century it was approached by K. Marx, W. Pareto, F. Quesnay, W. Petty, A. Smith and others. Analysis of the works of both the founders of the concept of human development (A. Sen, K. Griffin, J. Knight, Mahbub ul Haq) and the classics of the concept of human capital (T. Schultz, G. Becker, E. Denison, J. Kendrick, J. Coleman), as well as modern Ukrainian and Russian scientists studying various aspects of human development (V. Antonyuk, E. Grishnov, A. Dobrynin, S.

Dyatlov, R. Kapelyushnikov, E. Libanova, V. Novikov) testifies, that human development is a complex complex category.

Issues of improving the efficiency of united territorial community's human resources are considered in the works of M. Lepsky and I. Dudareva, N. Baldych, N. Hrynychuk and N. Khodko, S. Kuzmuk (Zhilko), O. Vinnychuk and I. Vinnychuk, I. Melnyk, S. Chernyavska and others.

At the same time, the modern directions of the socio-economic state, in which the crucial role is played by human potential, have not yet been systematically studied, which determines the relevance of this study.

III. OBJECT, SUBJECT, AND METHODS OF RESEARCH

The aim of the work is to theoretically substantiate the aspects of managing the development of human potential of the territorial community to expand the rights and opportunities that can ensure the free participation of citizens in society.

The object of research is the processes of managing the development of human potential of the territorial community.

The subject of research is theoretical, methodological and practical aspects of the development of human potential of the territorial community.

The theoretical and methodological basis of the work are the latest theories of socio-economic systems development, human potential, the theory of public administration, macroeconomics, institutional theory, legislative and regulatory framework of Ukraine.

Achieving this goal necessitated the solution of the following tasks:

- to generalize aspects of communities human potential formation and use;
- to carry out socio-economic analysis and prioritization of united territorial communities problems;
- to analyze the environment and the effectiveness of the use of the Shabivskoy united territorial community human potential;
- to develop measures for the development of the Shabivskoy united territorial community human potential.

IV. RESULTS

The decentralization reform [1], launched in 2014 in Ukraine, has completed the first phase of implementation and moved on to the second phase. The new administrative-territorial structure of the basic level has been officially approved, according to which 1469 territorial communities will operate in Ukraine, which will cover the entire territory of the country. Given the existing experience in the formation and operation of united territorial communities (UTG) in Ukraine, the most acute issues are their development and socio-economic growth. Human resources and their potential are the most important area for every community.

Numerous studies have convincingly shown that the classification of countries by their level of economic development is crucially determined by the quality of human potential. Ultimately, such parameters as the pace of scientific and technological

progress, the organization and culture of labor, and its productivity also depend on it. In the post-industrial economy, investments in human development are the most effective in comparison with all other areas and areas of their use [14-16].

The study shows that there is no single definition of "human potential". I. Myslyayeva emphasizes that the concept of human potential originated from the theory of human capital and was due to the changing role of man in social production. In her opinion, this theory was a kind of continuation of the theories of "human relations, which originated in the 20s of the twentieth century in the United States as an opposition to Taylorism"[9]. According to the Russian researcher Professor Yu. Popov, the reasons for the origin and development of the theory of human potential are concentrated in the plane of visual integration of "social" and "economic", as a result of which along with traditional economic categories there are such socio-economic categories as "human potential" [6].

According to I. Skoblyakova, "today the very model of the structure and movement of human potential is being transformed. And in particular, the current features of the society development necessitate the allocation in the structure of the latter of its social component "[7]. O. Grishnova identifies two main reasons for the emergence of interest in the concept of "human potential". First, it is a general pattern of modern science development in general. Secondly, it is recognition of the fact that the activation of man creative potential, the development of highly skilled labor is the most effective way to achieve economic growth [8].

L. Mikhailov in his work [10] determines that the emergence of the human capital and potential theory was a natural response to the slowdown in the development of the world's leading capitalist countries.

D. Bychenko analyzed different groups of concepts of human potential and came to the conclusion that they can be divided into three groups of paradigms: general theoretical, socio-economic and sociological [17]. For example, in the context of the general theoretical direction is observed on the consideration and justification of the social essence of man. Its potential properties as a factor of social progress are specified. Here human potential is considered within the framework of the general theory of social progress. It is substantiated that social progress, on the one hand, is a movement towards a social result. Social progress is revealed as a transformational modernization of the characteristics of the population's potential. Thus, modernization, improvement of social accumulation of human potential, renewal of abilities of a free subject to go beyond its own limits, to break through restraining difficulties, to "cross the border" [4, p. 55].

Today, the vast majority of territorial communities in Ukraine, despite the existence of the law, cannot address issues of local importance in full [1]. There are relatively few reasons for this (lack of budget funds, lack of necessary infrastructure, qualified personnel, etc.), but their presence often leads to the fact that a large part of rural and urban communities "lion" share of local issues cannot be properly addressed, in particular, maintain premises and buildings of communal property, collect and remove household waste, build and repair roads, ensure the improvement of rural areas, etc. Thus, most of the united territorial communities in Ukraine today remain incapable or have a low capacity to form their own human potential.

The method of forming able-bodied territorial communities, approved by the resolution of the Cabinet of Ministers of Ukraine, gives the following definition of a capable territorial community «territorial communities of villages (settlements, cities), which as a result of voluntary association are able to provide appropriate level of services, in particular in the field of education, culture, health care, social protection, housing and communal services, taking into account human resources, financial support and infrastructure development of the relevant administrative-territorial unit»[11].

In the context of decentralization reform, united territorial communities are becoming active subjects of policy in various spheres. It is expected that the creation of financially viable UTC will become one of the main catalysts for economic growth and, consequently, real social changes in Ukraine. With regard to human development, the capacity of communities is limited by national policies, while they are given specific powers to improve the environment for the use of human resources.

Human potential reflects a set of physiological, socio-psychological, intellectual and labor, socio-stratification, ethnocultural capabilities of society. In fig. 1 shows the content of human potential with an emphasis on its components and defining indicators of the effectiveness of their interactions.

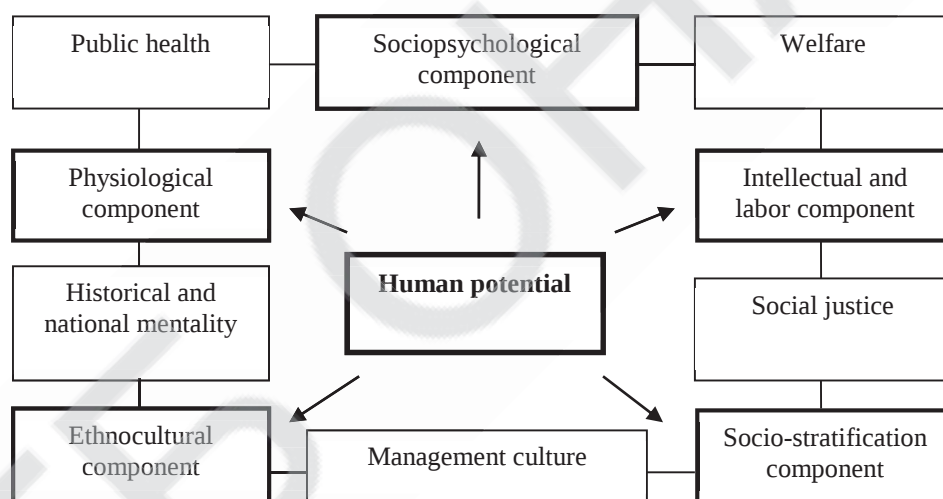


Рис.1. Components of human potential and indicators of the effectiveness of their interactions

Source: built by the author on the basis [9]

Public health is a defining indicator of the socio-psychological and physiological components of human potential. Public health is characterized by the physical, spiritual and mental health of people, the spread of such negative phenomena as crime, prostitution, social orphan hood, as well as social diseases: tuberculosis, addiction to psychoactive substances (alcoholism, drug addiction). An important aspect of this indicator is protection against physical violence; crime, in particular that affects the life, health, fundamental rights and dignity of the individual.

The welfare of the population is an indicator of the intellectual, labor and socio-psychological components, which is the material basis that ensures quality development and allows you to choose the direction of this development. Poverty as a

socio-economic category is inextricably linked to various aspects of human development, including life expectancy, education and the ability to effectively realize one's intellectual and work activities.

Social justice as an indicator of intellectual-labor and social-stratification components is a rather complex and complex concept characterized by social well-being, social tension and security.

Increased social instability and tension in society is due to the limited ability of large sections of the population to meet their needs for health care, education, culture, and other social services (especially housing and communal services).

Management culture is an indicator of socio-stratification and ethnocultural components of human potential. The level of management culture formed among the population shows the state and opportunities for human development in general.

Historical and national mentality as an indicator of ethnocultural and physiological components determines the behavior of the population and forms their attitude to the complexities of modern life, as well as influences its intellectual, professional and social choices.

According to the Main Department of Statistics in Odessa region, the population of the community is 14,453 people [13]. As of January 1, 2020, according to the available data of Shabiv Village Council, the population is larger (due to the registration of citizens on the territory of garden societies is 15,517 people). The structure of the population of Shabiv village council, as of January 1, 2020 is shown in Fig.2.

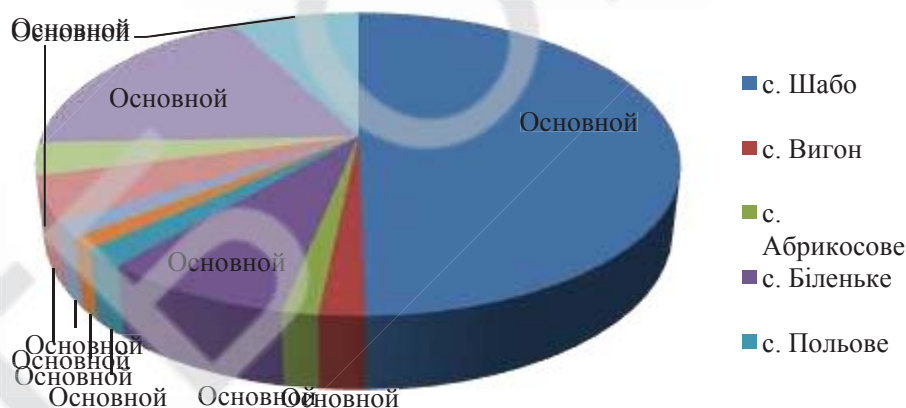


Fig. 2. Population structure of Shabiv village council, as of January 1, 2020

Source: built by the author on the basis [13]

The vast majority of the population is engaged in agricultural production and processing of agricultural products, construction activities. The majority of the working population of the community is employed. However, existing vacancies do not provide an adequate level of job satisfaction. In addition to the territory of the community, its residents work in Belgorod-Dniestrovkiy, small town. Zatoka, Odessa (Table 1).

Table 1

Socio-demographic characteristics and the labor market

The name of the indicator and the unit of measurement	Total
The current population as of January 1, 2020, thousand people	15,517
Average annual population, thousand people	15,517
Area of the territorial community, sq. Km	580,91
Registered unemployment rate, %	1,0
The average monthly salary of an employee as of 01.01.2020, UAH	5199

Source: built by the author on the basis [13]

The community has a developed network of social institutions. However, a significant part of them requires both technical and semantic rehabilitation. There are 8 schools and 8 kindergartens in the community. Cultural services in the community are provided by 9 houses of culture and village clubs, 8 village libraries, 1 children's library, 1 youth leisure center (Salgany village), 1 Shabiv Children's Music School. Medical services are provided by 2 outpatient clinics of general primary family medicine, 3 FAPs, 5 first-aid posts.

Location near the village. The gulf and the city of Belgorod-Dniester have both advantages and reservations for the community. Under favorable conditions, gastronomic tourism can become a lever for community development. However, to turn these industries into a lever for the development of the local economy, significant efforts are needed to develop a culture of hospitality in the community, general improvement, taking into account the needs of community guests.

Socio-economic analysis covers all major aspects of community life and development. Properly designed and used situation analysis allows you to better understand the current state and trends in economic, social, environmental and other areas of community activity. Socio-economic analysis provides a solid and powerful basis for timely identification of possible changes, as well as a basis for making informed and informed decisions about local development. In the conditions of the newly created UTC, the qualitative socio-economic analysis is critical to ensure the quality of planning in the UTC.

The analysis of Shabiv UTC by the main areas of community activity taking into account social and economic indicators is given in Table 1.

Table 1

Socio-economic analysis of Shabiv UTC

Scope of analysis	The main results of the analysis
1. Characteristics of the community region	One of the most developed regions of Odessa region is located on the shores of the Black Sea and the Dniester estuary.
2. Land and natural resources of the community	Lands with a special climate, located between two water elements: the sea and the Dniester. Budzhatsky, Shabolatsky estuaries, suitable for growing grapes.

3. Population and labor resources	The population of the community is 14,453 people. The average monthly salary is UAH 5,199.
4. Economy of the territorial community	The vast majority of the population is engaged in agricultural production and processing of agricultural products, construction activities. The majority of the working population of the community is employed.
5. Budget and financial infrastructure	Business entities. The structure of the economy and the development of major sectors. Development of small and medium business. Foreign economic activity. Investment activity. Business support infrastructure.
6. Transport infrastructure and communication	Availability of the development budget (special fund of the expenditure part of the UTC budget), which for the last two years has reached 10% of the total expenditures of the community budget.
7. Infrastructure of tourism, trade and services	Transport infrastructure is well developed; there is a fast connection between district and regional centers.
8. Housing and communal services	Developed network of trade and catering establishments.
9. Social infrastructure	Communal infrastructure needs to be renewed and improved due to the obsolescence of housing and communal services.
10. The state of the environment	High level of educational services, availability of own mass media, easy access to administrative services.

Source: built by the author

However, the formulation of scenarios is impossible for the newly created UTC, as there is no data to track the previous dynamics of socio-economic processes. Thus, the formulation of development scenarios will be possible during the next periods of strategic planning - not earlier than 3-5 years after the creation of UTC.

The results of the analysis of the use of human potential UTC confirmed the existence of both national problems of socio-demographic nature and regional features of human development with the localization of problems at the level of individual communities. The different scale of the formation of problems determines the need for a comprehensive approach to their solution:

1 - at the state level (with the regulation of national strategic priorities for human development and opportunities for UTC to implement development goals);

2 - at the regional level (with the development of practical measures for the implementation of regional strategies of socio-economic development, based on the coordination of national and local goals);

3 - at the local level (with the creation of a set of opportunities for human development in communities, improving the quality of life through the development of social infrastructure and employment conditions).

During the analysis of human potential of UTC in Ukraine a number of negative tendencies which need the urgent decision and outline priorities of application of mechanisms of reproduction of potential opportunities of the population were revealed (tab. 2):

Table 2

Priorities for improving the efficiency of UTC human resources use in the problem focus

Problem area	Problems that need to be solved		
	at the state level	at the regional level	at the local level
Demographic reproduction	implementation of the national strategy of demographic development; - general census; - introduction of monitoring of spatial mobility of the population with detection of movements by internal and external vector	specification of measures within the implementation of the Strategy of the state migration policy of Ukraine until 2025 in accordance with regional specifics; - implementation of monitoring of spatial mobility of the population with detection of movements in the region (between settlements, districts)	accounting for data on demo reproduction and population migration
Development of intellectual and labor potential	- a set of measures to de-shadow employment and wages; - increase in the minimum wage	potential - stimulating business to official employment; - implementation of youth employment programs with the provision of the first job	development and implementation of local employment programs
Business development and self-employment	- a set of measures for business development and self-employment; - reforming the principles of paying taxes at the place of actual business activity	- implementation of regional programs to stimulate business and self-employment on a competitive basis	- development and implementation of local development programs business and self-employment
Effective management activities	- preservation of financial opportunities in the formation of the revenue side of community budgets; - transparent provision of subventions from the state budget	- transparent provision of subventions from the regional budget; - systematic coordination of cooperation between regional and local authorities	- formation of all necessary profile management bodies; - involvement of young people in the community apparatus

Source: built by the author on the basis [12]

Determining the areas of human development of UTC is based on the study and in-depth understanding of the peculiarities of community development, its starting points and the state of the environment. In Odessa oblast, one of the main directions of development is tourism, the community can count on support in terms of solving infrastructural problems. However, at the same time it is one of the participants in the competition for this resource. The strategic vision of the human potential of the Shabiv united territorial community will be realized through the achievement of such strategic and operational development goals (Table 3).

Table 3

Strategic, operational goals and objectives of the long-term development program of Shabiv UTC

Strategic goals	Operational goals	Tasks
1. Development of human potential and security	1.1. Increasing the cohesion, information and activity of the population	1.1.1. Increasing the level of citizen involvement in the decision-making process and cohesion and activation of UTC residents
		1.1.2. Improving the effectiveness of web tools to improve communication in the community
		1.1.3. Development of infrastructure for IT and dissemination of information
	1.2. Creating safe living conditions and improving opportunities for human development	1.2.1. Improving security in the community
		1.2.2. Creating a Security Center
		1.2.3. Educating creative people
2. Improving the infrastructure and environmental situation in the community	2.1. Development of transport infrastructure and improving the quality of social and cultural services	2.1.1. Improving transport accessibility and the state of transport infrastructure
		2.1.2. Optimization and improvement of the infrastructure of educational institutions and cultural and sports institutions, improving the quality of educational services
		2.1.3. Optimization and improvement of the infrastructure of health care facilities, improving the quality of medical services
2. Improving the infrastructure and environmental situation in the community	2.2. Improving infrastructure and the environmental situation	2.2.1. Introduction of energy saving technologies and alternative energy sources
		2.2.2. Organization of separate solid waste collection, development of garbage removal schemes
		2.2.3. Increasing the level of environmental awareness of the population
		2.2.4. Improvement of landscaping of settlements

		2.2.5. Improvement, construction and reconstruction of sewerage and water supply networks in the community
		2.2.6. Improving the quality of housing and communal services

Source: built by the author

Thus, the above-described long-term human resources development program of Shabivskoy UTC is being developed for a three-year perspective. The Program includes project ideas that are planned to be implemented in 2021-2024. Along with the development of a long-term human resources development program of Shabivska UTC, it is necessary to develop a framework for quantitative and qualitative reflection of the effectiveness of the program and evaluation of the effectiveness of community human resources. The development of tools for the development of united territorial communities should be based on the results of assessment and analysis of their current state, efficiency and trends in key indicators of resource efficiency and effectiveness. All these parameters and characteristics directly or indirectly depend on the UTC resource provision.

The promising program has a multilevel structure. Achieving results will be monitored at the levels of: project implementation; achievement of operational goals; achievement of strategic goals; advancement in strategic directions.

To ensure control over the achievement of goals, a list of indicators has been identified. Indicators of achievement of the purposes and tasks of the program are the variant forecast sizes reflecting movement on the chosen strategic directions. Monitoring will be carried out on quantitative and qualitative indicators. The program implementation monitoring system is based on project performance indicators. At the level of directions, strategic goals, a limited number of indicators that are convenient for measurement and control are proposed (Table 4).

Table 4

System of indicators for monitoring the implementation of the long-term human development program of Shabiv UTC

Expected results	Indicators of achieving the expected results	The figure is as of 2024	Responsible for data collection Shabivska UTC
Direction of development 1. Infrastructural development of the community			
1. Comfort and amenities for tourists and residents.	1. The number of complaints about the quality of services per 1000 appeals. 2. Level of satisfaction of citizens (%): condition of roads; life safety; sanitary condition.	not more than 20% not less than 50%	Department of Economics
1.1. Quality and standardized utilities throughout the community.	1. Standards for the provision of public services have been developed and are in force. 2. Restoration of the system of engineering communications.	available and accessible to citizens not less than 30%	Department of Economics
1.1.1. High-quality and energy-efficient water supply 24 hours a day.	1. Volume of drinking water production per capita, m3. 2. The cost of electricity in the cost of 1 m3 of extracted water. 3. The cost of housing and communal services to the average in Ukraine, UAH	not more than 30% at the level of averages in Ukraine	Department of Economics
1.1.2. Environmentally safe waste management in the community.	1. Growth / decrease rate of waste disposed at the landfill. 2. The ratio of solid waste placed at the landfill to the generated.	90 % 1:1	Department of Economics
1.1.3. Community housing development.	1. The number of business entities that provide housing and communal services, including condominiums.	10	Department of Economics
1.2. Arranged, comfortable and safe community area.	1. The percentage of green space to the total area of civil development. 2. Percentage of residents who participated in environmental activities.	30 % 40 %	Department of Economics
	1. The rate of reduction of offenses per year. 2. The number of registered crimes per 1,000 inhabitants. 3. Number of public places equipped with video surveillance and rapid response systems. 4. Number of sterilized animals, units	10% reduction less than 100 15 50	Department of Economics
Direction 2. The territory of effective economic development on the basis of green economy.			
2.1. Shabiv community is a unique tourist offer.	1. Increasing the tourist tax per year	15%	Department of Economics

2.1.1. Hospitable community	1. Installed and active means of QR - recognition at all tourist sites, created a mobile application Shabo-Tourism	until 2023	Department of Economics
2.1.2 Development of green tourism	1. Increasing the number of registered green tourism estates	100%	Department of Economics
2.2. The best conditions for local business	1. Number of additional jobs created by 2020	20% increase	Department of Economics
Direction 3. Decent community with decent conditions for social development.			
3.1. Education for the future.	Conditions for providing preschool and school education are provided	created conditions for DSTU	Department of Economics
3.1.1. Full-fledged and balanced educational districts	Availability of educational institutions for all students	for 30 minutes	Department of Economics
3.1.2. Lifelong learning and meaningful leisure.	Multifunctional leisure centers are open and operate on the basis of libraries / clubs.	not less than 2	Department of Economics
Continuation of the table. 4			
3.2. Health area.	Conditions have been created for the provision of primary health care and communication with the hospital district	the level of availability of medical institutions is not more than 1 hour	Department of Economics
3.2.1. Formation of the Center for primary care in the community	There are at least 8 FAPs in the community	8 Medical and obstetric points	Department of Economics
3.3.1. Formation of databases for management decisions.	Electronic document management is organized	until 2024	Business manager
3.3.2. Expanding community influence on management decisions.	The public budget has been introduced and is in force	from 2020	Financial management

Source: built by the author

The main purpose of monitoring is to perform two interrelated functions - observation and warning to detect compliance with the desired state of affairs to the

desired result and prevention of undesirable consequences. Monitoring of the long-term human development program of Shabiv UTC includes:

1) Monitoring the external environment of community development. It is based on the analysis of the main indicators that characterize the situation in the country as a whole and in Odessa region, which are strategically important for UTC. The results are summed up once a year and presented as part of the consolidated analytical monitoring report.

2) Monitoring of the strategy implementation process in accordance with the following indicators: volumes of actual revenues and expenditures of the local budget per capita; average monthly salary; volume of investments in fixed capital; total exports; the volume of foreign direct investment in the community; the number of people employed in all spheres of the economy; number of registered unemployed; the share of the length of roads with damaged pavement to the total length of roads; average score according to the results of external evaluation in community schools; number of tourists in UTC; the number of investigated crimes on the territory of UTC; the amount of electricity and gas consumed in utilities.

The report on the implementation of this part of the monitoring is prepared annually as part of the consolidated analytical monitoring report.

3) Monitoring the implementation of local development projects. The state of implementation of each project and the degree of achievement of the results provided by the technical task for the project is estimated. Quarterly (March 10, June 10, September 10 and December 10), the Department of Housing, Transport, Public Works, Infrastructure, Communal Property, Project and Investment Activities of Shabivska UTC sends reminders responsible for monitoring the implementation of the program to provide a quarterly monitoring report. Specialists of the department must receive monitoring reports by the 15th of these months. Based on the results of monitoring, once a year the department submits to the regular meeting of the Strategy Implementation Management Committee an interim analysis of financial needs, summarized for all strategic objectives. The financial needs analysis approved by the Strategy Implementation Management Committee is submitted to the deputy commissions for consideration during the development of the draft budget for the next year.

V. CONCLUSIONS

Human potential must now be seen as a new effective resource that must be used for social and economic development of the state on the basis of its qualitative and quantitative growth in all structures of society, including public actors. Given the positive European experience, the reform of local self-government envisages the unification of territorial communities as the most effective way to transform them into capable communities that are able to build their own human potential. In rural areas, only a large community can become a viable territorial community, and this requires a voluntary amalgamation procedure.

New Ukrainian realities encourage the search for ways to radically improve existing models of management in the territories, in administrative-territorial entities. The long-awaited reform of local self-government in Ukraine, which should provide

real opportunities for its development, has become a reality. As a result of the reform of local self-government and territorial organization of power in Ukraine, united territorial communities are being created - a completely new category of local self-government bodies. They were given a wide range of powers, as well as autonomy in decision-making and greater opportunities for action due to financial autonomy.

The Shabiv United Territorial Community must respond effectively to external challenges for the effective development of human potential: improving the economy, increasing labor mobility and the associated increase in unemployment, increasing competition for investment and development resources. The answer to the existing challenges can be long-term planning of UTC human potential development.

The perspective program of human potential development of Shabiv UTC is developed for three-year perspective. The program includes project ideas that are planned to be implemented in 2021-2024. Based on the results of socio-economic analysis, prioritization of Shabiv UTC problems, it was determined that the strategic goals combined the spectrum of intervention, which relate to individual areas of activity and community, ensure cohesion, development and preservation of the population, demonstrate the value of all residents to create common welfare. The ability to negotiate and unite, to make democratic decisions and to solve common problems on one's own is of particular importance in the context of budget deficits. Therefore, the effective implementation of projects that will be implemented in the framework of achieving strategic goals will contribute to the achievement of the strategic mission.

To ensure control over the achievement of goals, a list of indicators has been identified. At the level of directions, strategic goals, a limited number of indicators convenient for measurement and control are offered. The main purpose of monitoring is to perform two interrelated functions - observation and warning to detect compliance with the desired state of affairs to the desired result and prevention of undesirable consequences.

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