**УДК 351.95**

**Foreign Experience in Using Comprehensive Expertise of Development Strategies of Amalgamated Hromadas**

**Зарубіжний досвід використання комплексної експертизи стратегій розвитку об'єднаних територіальних громад**

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**Анотація**. Розглянуто зарубіжний досвід розвинених країн світу та міжнародних організацій щодо використання комплексної експертизи стратегій розвитку об'єднаних територіальних громад.Досліджено процесстановленнятарозвиткуорганізаційного забезпечення комплексної експертизи стратегій розвитку об'єднаних територіальних громад в Україні та інших країнах.Встановлено, що запровадженнядосвіду розвинених країн світупотребує спеціалізованих інструментів, пристосованих дляреалізації комплексної експертизи стратегій розвитку об'єднаних територіальних громад.Проаналізовано складові системного підходу щодо способів і методів експертизи.Зроблено висновок, що методологія комплексної експертизи стратегій розвитку об'єднаних територіальних громад розвинених країн ґрунтується принципах: покладання на місцеву владу кадрового та організаційного забезпечення процесу експертизи; дотримання правил проведення в установленому порядку; залучення до експертизи представників державних органів влади та місцевого самоврядування, бізнесу.

**Ключові слова:** зарубіжний досвід, комплексна експертиза,стратегія розвитку,стратегічнепланування, об'єднані територіальні громади, регіональнаполітика.

**Annotation.** The foreign experience of developed countries and international organisations in the use of comprehensive expertise of development strategies of amalgamated territorial communities is considered.The process of formation and development of organisational support for the comprehensive examination of development strategies of amalgamated territorial communities in Ukraine and other countries is studied.It is established that the introduction of the experience of developed countries requires specialised tools adapted to the implementation of a comprehensive examination of the development strategies of amalgamated territorial communities. The author analyses the components of a systematic approach to the methods and techniques of expertise. It is concluded that the methodology of comprehensive examination of the development strategies of amalgamated territorial communities in developed countries is based on the following principles: entrusting local authorities with personnel and organisational support of the examination process; compliance with the rules of conducting the examination in the established manner; involvement of representatives of different subject areas and forms of ownership, departmental affiliation in the examination.

**Keywords:** foreign experience, comprehensive expertise, development strategy, strategic planning, amalgamated territorial communities, regional policy.

Domestic practice is characterized by the lack of high-quality public and state expertise of the strategiesof amalgamated hromadas, which, first of all, experts clearly associate with the growth of corruption in Ukraine. Thus, according to a study conducted by Transparency International Ukraine, Ukraine ranked 104th among 180 countries in 2023 [5].

A significant shift in this The implementation of the Law of Ukraine «On Public Procurement» [3], the purpose of which is to ensure efficient and transparent procurement, create a competitive environment, develop fair competition and prevent corruption in this area.

With the adoption of the State Strategy for Regional Development of Ukraine until 2020, the process of updating the principle of synchronization of program and forecast documents of socio-economic development of regions was initiated. This is important in terms of the subject of this study, because, as world experience [6, p. 37-40] shows, the purpose and goals of regional development projects, as documents of the operational level of planning, should be related to national, regional or sectoral goals.

However, the introduction of an electronic procurement system is only a part of the mechanism for effective management of budget funds intended for regional development projects. If projects are financed with the participation of the state, then a comprehensive examination should be carried out throughout its life cycle, from initiation to procurement. After the procurement, monitoring and examination of the quality of the project should be carried out until its full completion. Each phase of the examination must correspond to its certain level. In our opinion, an effective mechanism for ensuring the transparency of project implementation is their comprehensive examination, which is carried out on the principles of unity, completeness, validity, publicity and transparency.

As a rule, the developments and normative and methodological documents on the examinationof the strategies of amalgamated hromadas, known in Ukraine, are based on three methodological approaches, namely:principles of «net income» and integration of annual expenses (current and capital) and effect for the accounting period;the so-called «present costs»;methodological principles of UNIDO, the World Bank and other international organizations.

As for foreign experience, attention is drawn to the practice of applying a comprehensive examination of the strategies of amalgamated hromadas in developed countries of the world, countries with economies in transition (in particular, in the CIS countries) and international organizations (World Bank, UNIDO and OECD). The study of their experience shows that the methodology of comprehensive examination of the strategies of amalgamated hromadas At the moment, it is only being formed. However, in these countries and organizations, this methodology is the most developed. The peculiarity of these countries lies in the fact that in the vast majority of developed countries, modern regional policy focuses attention and influence not on individual, primarily underdeveloped territories, but on all regions, focusing on strengthening endogenous regional and local factors of development. That is, the dominant approach is the territorially oriented approach, which is based on the principle of synergetics of all factors involved in the regional process – central and local executive bodies, local governments, business and the population [4, p. 102]. At the same time, the practice of the EU countries is dominated by a partnership approach to the development of regional development strategies and programs, including comprehensive expertise. According to A. Boyko [1, p. 28], such program documents are developed on the basis of publicity, dialogue and coordination of interests of all stakeholders. Strategic planning on a partnership basis promotes coherence and satisfaction of interests in the system of relations «government – business – civil society».

In economically developed foreign countries, there are institutes of complex and non-comprehensive examination of the strategiesof united territorial communities, regardless of their functional purpose, forms of ownership and departmental affiliation. The system and procedure for conducting a comprehensive examination of projects in Japan, the USA, Canada and Germany is based on the territorial principle of building a system of state control over the quality of design products and the participation of state bodies in regulation investment activities in these countries.

Comprehensive project examinations in Canada and the United States are somewhat similar. Thus, all strategic amalgamated hromadas submitted for examinationare assessed according to the relevant criteria using a five-point scale. If the score for one of the criteria is less than four points, then all project documentation is returned for revision. If the score is in the range from four to five, then the project is accepted with comments and reservations. If there are five points, the project recommended without remarks [2].

Responsibilities for conducting a comprehensive examination of the strategies of amalgamated hromadas in Germany are entrusted to the relevant structures of the executive authorities in the state governments and municipalities, which have experts in all sections of the project. Thus, the highest examination body in Bavaria is the relevant department in the Ministry of the Interior, which supervises the design, construction and operation of buildings, conducts licensing and issues building permits [7, p. 355].

The results of the analysis of foreign experience of developed countries of the world and recognized international organizations on the use of a comprehensive examination of the strategies of amalgamated territorial communities indicate the further development of its methodology, in particular at the local level, primarily in order to improve its quality by: involving the public in the examination, which ensures its openness and transparency; attribution to the competence of local authorities of organizational and personnel issues providing expertise, involvement of third-party experts on specific issues; use of examination institutes of various subject orientation and forms of ownership, departmental affiliation and decentralized state control over the quality of projects. In addition, there is a growing focus on specialized tools suitable for practical use for project analysis and selection, as well as software products that greatly simplify the processing of relevant analytical and project information.

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