

THE JUSTIFICATION OF THE MECHANISM FOR THE PREVENTIVE MANAGING OF THE REALIZATION PROCESS OF THE TOWN STRATEGIC DEVELOPMENT

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Purpose. The article is devoted to the investigation of the approaches of the building of the mechanism for monitoring and evaluation of the implementation effectiveness of the town strategic development based on the system and participatory. Being formed, the system of indexes and indicators enables to determine the general group of indexes according to the different directions of the strategic development, their achievement level as well as the proximity to the benchmarks between intermediate and final verification. To determine the adequate, alternative reaction in the process of strategy implementation, it's formed the algorithm of the integral index of the town strategic development rate that includes the synthesis of the functional components taking into consideration their priority at the various levels of the strategy implementation and reflects the population satisfaction due to the steps taken to achieve the stated tasks.

Methodology. Sociological survey (interview and on-line poll), experts' work, content analysis of the information materials. **Originality.** Innovative approach means to build the effective system to ensure the effective feed-back between town society and managing services, to introduce the modern interactive reporting software concerning the implementation of the functional strategy trends, to extend the development instruments for "the town for inhabitants" system, to increase the population activity, to achieve the steady development based on the alternative and preventive system. **Practical value.** It's improved the cooperation level between society and executive branch to implement the investment-innovation model of the town steady development (due to the direct communication with the town inhabitants concerning the priority vectors of the strategic development determined by the sociological survey); it's ensured the high level of the work integrality among the representatives of the various functional trends (by means of the experts' efficient work and focus-groups); building of the clear system of monitoring for the effective implementation of the town strategic development that increases the quality of the feed-back at all levels of work to achieve the long-term and middle-term targets, to encourage the society being the main beneficiary of the town steady development model. References 9, figures 3.

Key words: strategy, preventive control, monitoring, social activity, participatory, integral index concerning the town strategical development rate.

ОБҐРУНТУВАННЯ МЕХАНІЗМУ ПРЕВЕНТИВНОГО РЕГУЛЮВАННЯ ПРОЦЕСУ РЕАЛІЗАЦІЇ СТРАТЕГІЇ РОЗВИТКУ МІСТА

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Стаття присвячена дослідженню підходів до формування механізму моніторингу та оцінювання ефективності реалізації стратегії розвитку міста на засадах системності та партисипативності. Сформована система показників-індикаторів надає можливість визначати узагальнюючі групові показники за різними напрямками стратегічного розвитку, рівень їхнього досягнення, наближеності до еталонного значення у точках проміжного та кінцевого контролю. З метою визначення адекватних альтернативних реакцій у процесі реалізації стратегії сформовано алгоритм визначення інтегрального показника рівня стратегічного розвитку міста, що передбачає синтез функціональних компонент з урахуванням їхньої пріоритетності на різних етапах реалізації стратегії та відображає задоволеність громадськості здійсненими кроками для досягнення поставлених завдань.

Новаторський підхід полягає в формуванні системи дієвих інструментів, що забезпечують ефективний зворотній зв'язок між громадою міста та службами управління, впровадженні сучасних інтерактивних програм звітності щодо реалізації функціональних напрямків стратегії, розширенні системи інструментів розбудови «міста для громади», підвищенні активності населення, досягненні завдань сталого розвитку на засадах альтернативності та превентивності.

Ключові слова: стратегія, превентивне регулювання, моніторинг, соціальна активність, партисипативність, інтегральний показник рівня стратегічного розвитку міста.

PROBLEM STATEMENT. The long-term planning of the regional development is the basis of successful implementation of the chosen by Ukraine investment and innovation model of economic growth. A balanced strategy for the various functional areas is the key to prosperity and social and economic stability at the micro and mesolevel.

Various aspects of strategic management of territorial development studied in the works of many

domestic and foreign scholars, among them: V. Babaev, E. Balatskiy, A. Bez'yazychnyy, L. Bondarenko, A. Boyko, V. Vakulenko, N. Vnukova, V. Kuybida, V. Kolomiets, V. Korzhenko, V. Mamonov, A. Povazhna. However, the formation of effective tools for timely adjustment and correction process of realization of the tasks of strategic development are requiring the profound study in conditions of public administration decentralization

and greater autonomy of local communities.

The purpose of the article is the determination of the implementation level of the strategic and tactic targets of the town development in the context of a high turbulence within external environment, legal fold variability, cycling changes in market conditions that enable to correct determined development trends based on the participatory and preventive managing.

EXPERIMENTAL PART AND RESULTS OBTAINED. The project includes the building of the mechanism for monitoring and evaluation of the implementation effectiveness of the town strategic development based on the system and participatory [2]. Being formed, the system of indexes and indicators enables to determine the general group indexes according to the different directions of the strategic development, their achievement level as well as the proximity to the benchmarks between the intermediate and final verification. To determine the adequate, alternative reaction in the process of strategy implementation, it's formed the algorithm of the integral index of the town strategic development rate that includes the synthesis of the functional components taking into consideration their priority at the various levels of the strategy implementation and reflects the people satisfaction due to the steps taken to achieve the stated tasks.

The project aims to determine the implementation level of the strategic and tactic targets of the town development in a context of a high turbulence within external environment, legal fold variability, cycling changes in market conditions that enable to correct determined development trends based on the participatory and preventive managing [7; 8].

The project's task is to develop the actual method to evaluate the implementation effectiveness of the town strategy development as well as the mechanism for monitoring the public opinion concerning the problems, prospects and priority trends of the town development aiming to ensure the preventive control of the strategy implementation process [1].

During the process of mutual cooperation of Kremenchuk Mykhailo Ostrohradskyi National University and the public utility company "Kremenchuk center of the international contacts and the town economic development "Kremenchuk-Invest" working on Kremenchuk town strategy development, it was determined that the modern standard planning methods of the towns' strategy development and the mechanism of the strategy implementation didn't guarantee the feed-back and correction of the tactical targets to achieve the strategic benchmark and didn't consider the changes in external environment including the population satisfaction level with the town strategic changes. Thus, in September 2015 the Economics Department of Kremenchuk Mykhailo Ostrohradskyi National University initiated the development of the mechanism for monitoring and evaluation of the implementation effectiveness of the town strategy development which would enable to consider the level of achievement of the strategic targets and population satisfaction with the strategic changes.

Involving the volunteers, at the initial stage of the development of the mechanism for monitoring and evaluation of the implementation effectiveness of

Kremenchuk town strategy development, the project's authors interviewed 1% of Kremenchuk inhabitants.

Poll results confirmed that the strategic benchmark of Kremenchuk development should be the increasing of clearness of managing the property owned by the society, quality of medical service and disease prevention, cultural development and recreation, municipal authorities' assistance to the development of large industrial enterprises and their support at the regional and national level.

Taking into consideration the current situation in Kremenchuk, the respondents believed the ecological conditions, insufficient attention to the environment from the authorities' side and the low employment level to be the main problems (Fig. 1).

Among the priority trends of the development the respondents named the investments attraction (73,12%), massive overhaul of roads (72,20%), fighting crime (64,29%), industrial growth (55,7%), improvement of medical service (50,74%).

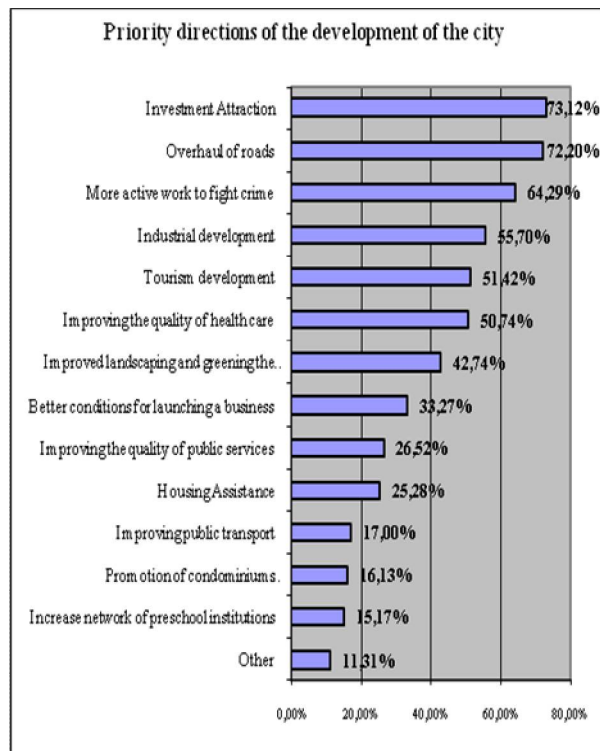


Figure 1 – The definition of the prioritization of actions that can help to improve the life in the city of Kremenchuk

As a whole the interviews indicate Kremenchuk development outlook as the investment-innovation development based on the activity of the international cooperation providing the growth of the industrial enterprises but taking into consideration the environment control in Kremenchuk.

To monitor the process of the town strategic development implementation and estimate its efficiency, it was elaborated the system of the integral index determination of the town strategic development that synthesizes the level indexes of the strategic target achieved [4; 5; 7].

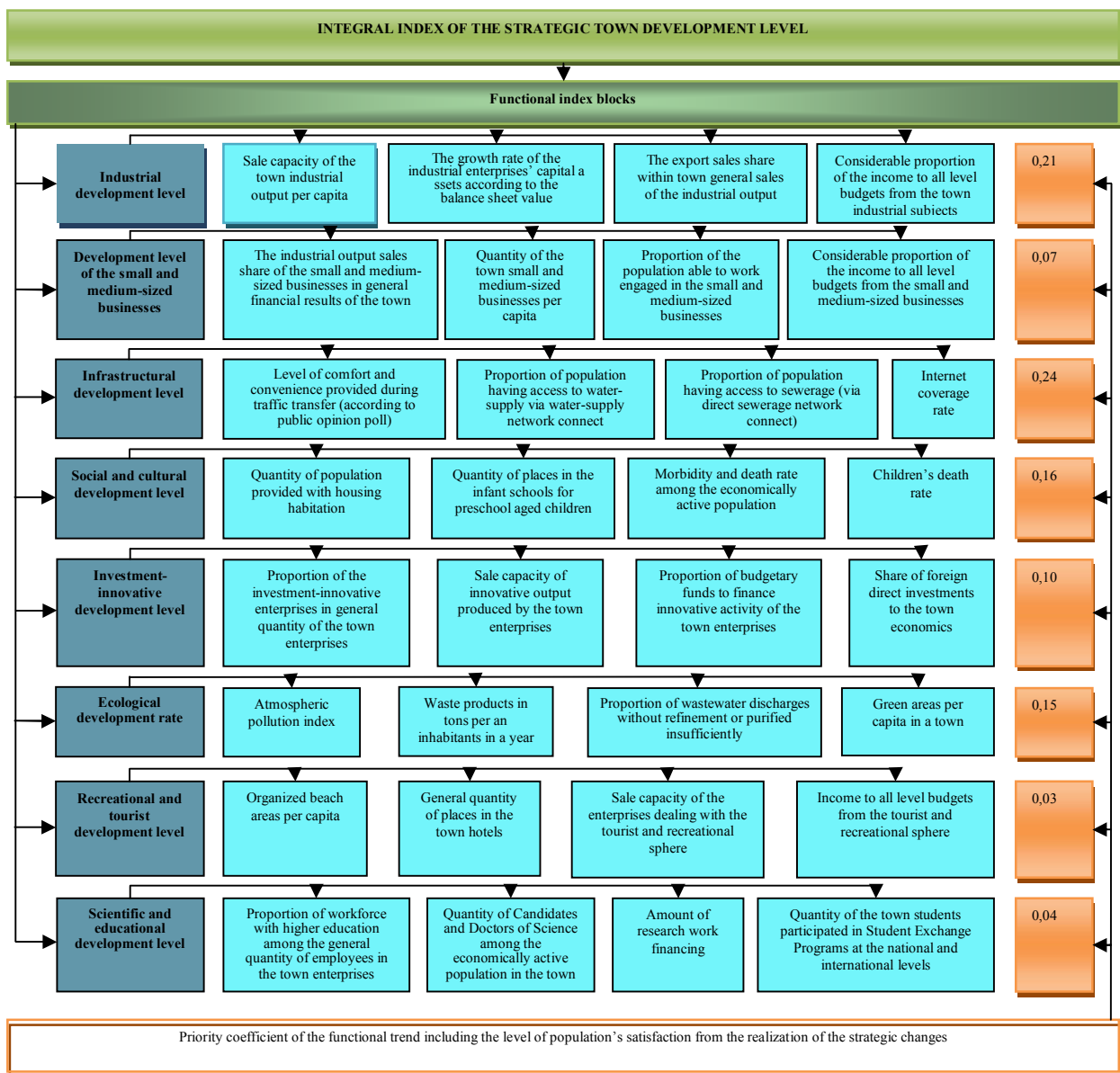


Figure 2 – Integral index of the strategic town development level

The proposed estimation system enables to evaluate the efficiency rate of the town strategic development in quantity and with high adequate level by means of matching the actual indexes' meanings with the reference value corresponding with the targets of the town strategic development.

Describing the efficiency of the town strategic development, the indexes' system is formed based on the collaboration of the experts of Economics Department of Kremenchuk Mykhailo Ostrohradskyi National University along with the leading experts of various activity shapes in Kremenchuk, namely the department of energy management and power engineering of the Kremenchuk Executive Council, department of environment safety, inspection of the developed areas' conditions and environment safety of the Executive Committee of the Kremenchuk Executive Council, department of culture and tourism of the Executive Committee of the Kremenchuk Executive Council, health authorities of the Executive

Committee of the Kremenchuk Executive Council, department of housing and communal services of the Executive Committee of the Kremenchuk Executive Council, department of capital development of the Executive Committee of the Kremenchuk Executive Council, department of municipal engineering and architecture of the Executive Committee of the Kremenchuk Executive Council, Family, childhood and sport department of the Executive Committee of the Kremenchuk Executive Council, department of education of the Executive Committee of the Kremenchuk Executive Council.

According to the crafted system, the indexes-indicators of the town strategic development rate are united in various groups in compliance with the priority development trends determined by the poll results. Likewise, according to the poll results it was specified the priority coefficient of all development trends taking into consideration the population satisfaction with the strategic changes' implementation.

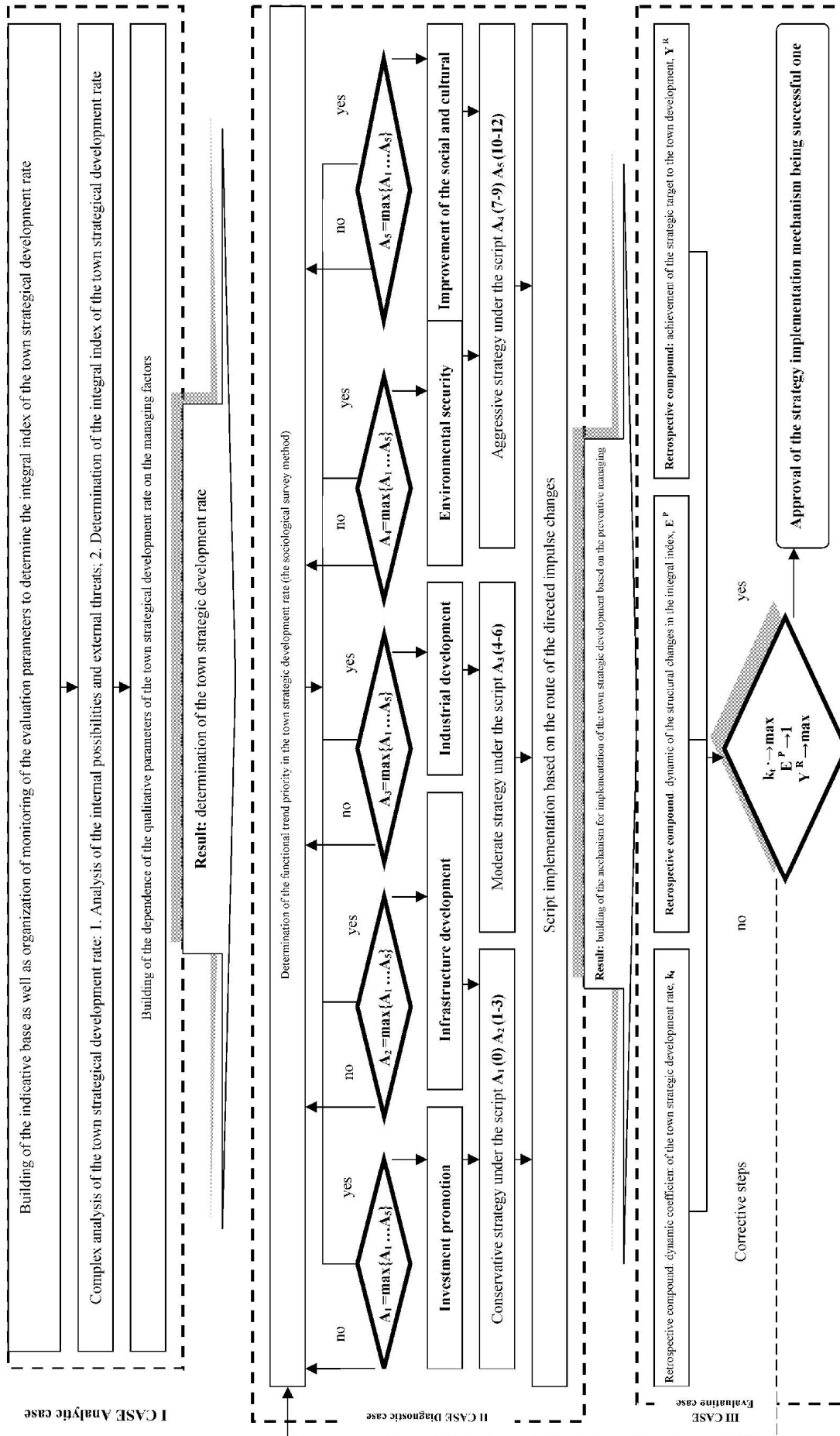


Figure 3 – Mechanism for monitoring and evaluation of the effectiveness of the strategy realization by means of the preventive regulation

As the results gained and the recommendations to determine the integral index of the town strategic development rate worked out, they are the methodological base to monitor and estimate the efficiency of the strategy implementation according to the priority and principles of preventive management [2; 6; 9]. The process control of the town strategic development implementation means the fulfillment of sequential, interrelated, conceptual blocks suited to the tasks of system and instrument control: 1st case (analytic), 2nd case (diagnostic), 3rd case (evaluative).

To improve the efficiency of decision-making at the level of the Executive Committee of the Kremenchuk Executive Council it was made the procedure of scripts' formation to increase the effectiveness of the town strategic development implementation based on the determination of the local tasks and correction of the tactical targets for all functional trends (investment attraction, infrastructure development, industrial growth, environment safety, increase of the cultural and social growth) taking into consideration the criteria describing the population satisfaction rate with the strategic changes and level of environment assaultiveness.

As a consequence of the implementation of final project steps we've received the following results: it's improved the cooperation level between society and executive authorities to implement the investment-innovation model of the town steady development (due to the direct participation of the town society concerning the priority vectors of the strategic development determined by the sociologic survey); it's ensured the high level of integration of the representatives from different functional trends (thanks to the productive activity of experts and focus-groups); building of the clear system of monitoring for the effective implementation of the town strategic development that increases the quality of the feed-back at the all levels of work to achieve the long-term and middle-term targets, to encourage the society being the main beneficiary of the town steady development model.

Innovative approach means to build the effective instruments to ensure the effective feed-back between the town society and managing services, to introduce the modern interactive reporting software concerning the implementation of the functional strategy trends, to extend the development instruments of "the town for inhabitants", to increase the population activity, to

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achieve the steady development based on the alternative and preventive system [3; 6].

Next stage of the project implementation includes the calculation of basic value of the integral index of the town strategic development rate.

Based on the crafted system of the indexes-indicators, the interactive reporting software should be developed to provide the system monitoring for the indexes-indicators and track the dynamics of the integral index of the town strategic development rate.

Moreover, relying on the annual sociological survey of the town inhabitants, it'll be monitored the changes in the inhabitants' satisfaction level with the strategic changes as well as it'll be corrected the priority of the various strategic development trends in Kremenchuk.

The further research will cover the development of the standardized system of indexes-indicators aiming to implement the proposed mechanism for monitoring in other Ukrainian cities and towns and provide with the town rating according to the strategic development approved by the national targets.

CONCLUSIONS. It's improved the cooperation level between society and executive branch to implement the investment-innovation model of the town steady development (due to the direct communication with the town inhabitants concerning the priority vectors of the strategic development determined by the sociological survey); it's ensured the high level of the work integrality among the representatives of the various functional trends (by means of the experts' efficient work and focus-groups); building of the clear system of monitoring for the effective implementation of the town strategic development that increases the quality of the feed-back at all levels of work to achieve the long-term and middle-term targets, to encourage the society being the main beneficiary of the town steady development model. Relying on the crafted indexes-indicators system, it's necessary to develop the interactive reporting software to provide the system monitoring for the indexes-indicators and track the dynamics of the integral index of the town development rate.

Basing on the annual sociological survey of the town inhabitants, it'll be monitored the changes in the inhabitants' satisfaction level with the strategical changes as well as it'll be corrected the priority of the various strategical development trends in Kremenchuk.

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ОБОСНОВАНИЕ МЕХАНИЗМА ПРЕВЕНТИВНОГО РЕГУЛИРОВАНИЯ ПРОЦЕССА РЕАЛИЗАЦИИ СТРАТЕГИИ РАЗВИТИЯ ГОРОДА

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Статья посвящена исследованию подходов к формированию механизма мониторинга и оценки эффективности реализации стратегии развития города на основе системности и партисипативности. Сложившаяся система показателей-индикаторов позволяет определять обобщающие групповые показатели по разным направлениям стратегического развития, уровень их достижения, близости к эталонному значению в точках промежуточного и конечного контроля. С целью определения адекватных альтернативных реакций в процессе реализации стратегии сформирован алгоритм определения интегрального показателя уровня стратегического развития города, который предусматривает синтез функциональных компонент с учетом их приоритетности на разных этапах реализации стратегии и отражает удовлетворенность общественности осуществленными шагами для достижения поставленных задач.

Новаторский подход заключается в формировании системы действенных инструментов, обеспечивающих эффективную обратную связь между обществом города и службами управления, внедрении современных интерактивных программ отчетности по реализации функциональных направлений стратегии, расширении системы инструментов развития «города для общества», повышении активности населения, достижении задач устойчивого развития на основе альтернативности и превентивности.

Ключевые слова: стратегия, превентивное регулирование, мониторинг, социальная активность, партисипативность, интегральный показатель уровня стратегического развития города.

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