

PROSPECTS FOR IMPROVING DEVELOPMENT STRATEGIES OF TERRITORIAL COMMUNITIES OF ODESSA REGION TAKING INTO ACCOUNT THE REQUIREMENTS OF THE EU COMMON AGRICULTURAL POLICY (CAP)

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Annotation. The article aims to generalize the possibilities and promising directions for improving the development strategies of territorial communities (TC), taking into account the requirements of the Common Agricultural Policy (CAP) of the EU. The methods of analysis, synthesis, induction, deduction, comparison were used to achieve the set goal. Theoretical approaches to community development strategic planning are studied, and unresolved aspects related to adaptation to European standards are highlighted. The practical significance of the study lies in providing recommendations for improving the development strategies of TC of the Odessa region, taking into account the requirements of the CAP.

Keywords: strategy, development, territorial community, planning, CAP.

ПЕРСПЕКТИВИ УДОСКОНАЛЕННЯ СТРАТЕГІЙ РОЗВИТКУ ТЕРИТОРІАЛЬНИХ ГРОМАД ОДЕЩИНИ З УРАХУВАННЯМ ВИМОГ COMMON AGRICULTURAL POLICY (CAP) ЄС

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Анотація. Сучасні територіальні громади під час військової агресії стикаються викликами, що потребують ретельного планування та довгострокового стратегічного бачення. Визначення стратегічних напрямів розвитку відіграє ключову роль у забезпеченні сталого економічного, соціального та культурного зростання. Стаття розглядає питання удосконалення стратегій розвитку територіальних громад України в контексті євроінтеграції. Метою статті є узагальнення можливостей та перспективних напрямків удосконалення стратегій розвитку територіальних громад із урахуванням вимог Спільної аграрної політики (САР) ЄС. Для досягнення поставленої мети використано методи аналізу, синтезу, індукції, дедукції, порівняння та класифікації. Аналізуються передумови та виклики, що постали перед громадами внаслідок реформи децентралізації та військової агресії. Особлива увага приділяється необхідності врахування вимог ЄС, зокрема Спільної аграрної політики (САР), для забезпечення сталого розвитку сільського господарства та агропромисловості. Досліджуються теоретичні підходи до стратегічного планування розвитку громад, а також виділяються невідомі аспекти, пов'язані з адаптацією до європейських стандартів. Представлені результати проведеного SWOT-аналізу Одеського регіону, що сфокусовано на дослідженні передумов макроекономічного розвитку, інновацій та інших рамкових умов, акцентується увага та враховані перспективи впровадження методики САР, що дає змогу в узагальненому вигляді сформулювати перспективні напрямки формування стратегій розвитку територіальних громад Одеського регіону, які будуть відповідати основним напрямкам формування САР ЄС. Практична значимість дослідження полягає у наданні рекомендацій щодо удосконалення стратегій розвитку територіальних громад Одеського регіону із урахуванням вимог САР ЄС.

Ключові слова: стратегія, розвиток, територіальна громада, планування, САР.

JEL Classification: E600; F150; O290

Statement of the problem. The prerequisites for the independent functioning of territorial communities in Ukraine were formed under the influence of many factors. The beginning of this was the decentralization reform launched in 2014 [1], which provided for the transfer of a significant amount of financial, administrative and managerial powers from the central government to the local level, remarkably united territorial communities. The need to implement this reform was due to the desire to strengthen local self-government, increase responsibility and transparency in decision-making, and stimulate regional development.

Modern territorial communities during military aggression face challenges that require careful planning and long-term strategic vision. Determining strategic development directions is key in ensuring sustainable economic, social and cultural growth, as provided in the State Strategy for Regional Development for 2021–2027 [2]. First, it allows communities to focus on the most important priorities, considering local characteristics and needs.

The prospect of Ukraine's accession to the EU puts forward requirements for implementing transformation processes aimed at creating compliance with EU conditions for the country's legislative and institutional transformation. Particular attention in the direction of restructuring should be paid to the issues of development of agriculture, agro-industrial processing and environmental regulation in Ukraine due to the extraordinary importance of this sector for the development of the Ukrainian economy and the growth of export potential. Further transformation to EU requirements requires Ukraine to implement significant reforms that will create the prerequisites for compliance with the requirements of the EU agricultural policy.

In this context, the issue of developing effective strategies for the development of territorial communities by the established requirements [3], which should be based on taking into account possible prospects for Ukraine's accession to the EU and using elements of European approaches and requirements for the formation of development strategies, is of particular relevance for the formation of development strategies for territorial communities in Ukraine, the use of the CAP (Common Agricultural Policy) approach [4], which has been introduced in the European Union.

Analysis of recent research and publications. The study of theoretical approaches to improving the development strategies of territorial communities of Ukraine is a complex and multifaceted issue, which is the object of research by many leading domestic and foreign scientists, including I. Hryshchenko, M. Kulaets [5]; O. Shevchenko, Yu. Lisnevskaya [6]; G. Monastyrsky, M. Volosiuk [7]; K. Pastukh [8]; S. Romanyuk [9]; O. Khokhulyaak [10]. However, the issue of improving the development strategies of territorial communities, taking into account the requirements of the CAP, is promising from the point of view of Ukraine's possible accession to the EU and further development due to the compliance of strategies and instruments.

Separation of previously unresolved parts of the overall problem. The development of Ukraine's economy and territorial communities should be based on a thorough analysis of the requirements and areas of regulation in the European Union. This will create the prerequisites for the development and implementation of modern approaches and the creation of compliance for further integration into the conditions of the European Union.

The article's purpose is to summarize the opportunities and promising areas for improving the development strategies of territorial communities, considering the requirements of the CAP of the European Union.

Main material. Launched in 1962, the EU Common Agricultural Policy (CAP) [4] is a partnership between agriculture and society and between Europe and its farmers. The European Union's Common Agricultural Policy (CAP) is one of the key instruments for regulating the agricultural sector in the EU Member States.

The CAP aims to support and protect farmers, improve agricultural productivity, ensure a stable supply of affordable food, help combat climate change and manage natural resources sustainably, support rural areas and landscapes in the EU, and support the rural economy by promoting job creation in agriculture, the agri-food industry and related sectors.

The CAP is based on several key principles that determine its functioning and should be taken into account when forming development strategies for territorial communities in Ukraine:

1. Market unity – ensuring the free movement of agricultural products between EU member states without tariff and non-tariff barriers. Market unity within the CAP means that agricultural products can move freely between all EU member states without applying duties, quotas, or other restrictions. This increases the agricultural sector's efficiency, ensures price stability and creates favourable conditions for farmers and consumers. Thanks to this principle, EU farmers can sell their products to any EU country without issuing additional documents or paying customs duties. Similarly, buyers (retail chains, processors) can purchase products from any member state without obstacles.

The single market procedure is implemented through the certification of products in accordance with EU standards, the formation of a single customs area, the free movement of products and the sale of products through a single price support system. For example, Polish farmers can export wheat to Italy without additional customs clearance, which ensures the competitiveness of Polish grain on the Italian market. Italian agro-processors can purchase wheat under single European rules without restrictions.

Market unity is a key element of the CAP, which makes the EU agricultural sector more sustainable, efficient, and competitive by increasing competition between producers from different countries, establishing stability of food supplies for all EU countries, and gradually developing international trade.

2. Financial solidarity—The CAP is financed through the general EU budget, which guarantees a level playing field for all countries. With this approach, all EU member states contribute to the general budget, which finances support programmes for the agricultural sector.

Financing is provided through two main funds: the European Agricultural Guarantee Fund (EAGF) and the European Agricultural Fund for Rural Development (EAFRD). This approach ensures that farmers, for example, in Poland and Germany, receive the same basic payments per hectare, although their economies differ significantly. This allows Polish farmers to remain competitive and ensures fair conditions, which guarantees a level playing field for all farmers regardless of their country's economic development level.

3. Priority protection for farmers—The CAP aims to support farmers' incomes, compensate for costs, and reduce their dependence on market fluctuations.

The CAP uses several mechanisms to ensure protection for farmers: direct payments through fixed subsidies to farmers per hectare of land regardless of the market situation and the establishment of minimum purchase prices for agricultural products, which avoids sharp drops in the cost of goods. The costs of complying with environmental standards are also encouraged through compensation. Providing subsidies to farmers, for example, in Poland, has allowed farmers to modernize production and compete in the European market.

The CAP plays a key role in supporting farmers, ensuring the economic sustainability of EU agriculture, and enabling it to respond to global challenges.

The study of CAP is extremely relevant in the context of Ukraine's European integration since adaptation to European agricultural policy standards can significantly affect the development of the domestic agricultural sector [11].

In general, the CAP structure is divided into two main components:

- The first pillar is aimed at supporting farmers through direct payments and regulating the agricultural market, which provides direct financial support to farmers and regulating the agricultural market.

- The second pillar focuses on developing rural areas, financing environmental initiatives, supporting small farms and stimulating innovation. It complements the first pillar, which provides direct payments to farmers and makes the agricultural sector more sustainable, environmentally friendly and innovative.

The implementation of CAP methodologies in the formation of territorial community development strategies in Ukraine is seen in the following basic steps:

1) Identification and involvement of stakeholders in the formation of territorial community development strategies;

2) Use of a joint CAP approach to involve agricultural producers, farmers, politicians and local businesses in development strategies;

3) Development and coordination of a joint policy based on the application of SWOT analysis [12], comparative analysis and the framework of sustainable CAP development for alignment with EU rural development models; use of the Tools4CAP toolkit [13] - a project aimed at supporting the effective management of the EU CAP (Tools4CAP). The main goal of Tools4CAP is to provide innovative tools and methods to improve the management and implementation of the CAP, contributing to the achievement of the EU's ambitions in agriculture and rural development.

4) Ensuring financing and accountability;

5) Establish local grant facilitation teams to access CAP and EU funding, using CAP monitoring tools to track progress and adjust strategies.

The main question arises - How can CAP tools support Ukrainian communities?

In our opinion, the main generalized benefits are the following: CAP provides structured policy tools for economic stability, rural resilience, and agricultural sustainability. Ukrainian territorial communities can use CAP methodologies to structure recovery plans and long-term growth. CAP's bottom-up approach ensures that local stakeholders shape policies that are adapted to their unique regional characteristics.

The study of the prospects for improving the development strategies of territorial communities of Ukraine in the context of European integration is carried out within the framework of grant support under the project "CEI Support to Strengthen Institutional Capacity and Performance of Ukrainian Agri-Food Sector and Rural Development Through Application of EU Policy Tools and Good Practices". (Ref.no.304.4.2023-060) – co-financed by Central Europe Initiative – Executive Secretariat CEI-ES), the participants of which are presented in Fig. 1.



Fig. 1. Participants of the project "CEI Support to Strengthen Institutional Capacity and Performance of Ukrainian Agri-Food Sector and Rural Development Through Application of EU Policy Tools and Good Practices". (Ref.no.304.4.2023-060) – co-financed by Central Europe Initiative – Executive Secretariat CEI-ES)

This project aims to leverage the experience and resources of participants to conduct comprehensive research and development aimed at supporting the integration of Ukrainian agri-food policy with European Union policy.

Based on the use of the main provisions and prospects for implementing the CAP methodology in the Odessa region, the authors conducted a preliminary study - SWOT analysis of the Odessa region, which focused on studying the prerequisites for macroeconomic development, innovations and other framework conditions, as a result of which the following generalized conclusions were made:

1. Strengths of the Odessa region (Strengths):

- Favorable geographical location. The Odessa region has access to the Black Sea, a land border with Moldova and Romania, contributing to developing transport links, logistics, and trade.

- An important agricultural region. The region is known for intensive agriculture with a high share of irrigated agriculture and a developed food industry.

- Agro-industrial complex. The region has great resource potential and high land fertility, which

allows the agro-industrial complex to play a significant role in its economy. There is a diversified agricultural sector. The region has diverse agriculture, including crop production, livestock, and fish farming. The region's agro-industrial complex demonstrates high resilience to external shocks, contributing to its investment attractiveness.

- Transport and logistics hub. The Odessa region serves international transit cargo and passenger transportation, performing important transport and distribution functions. It has eight ports on the Black Sea and the Danube River, and five international transport corridors pass through it.

- Maritime complex. The region is a leader in Ukraine regarding the level of development of the maritime complex and areas related to the use of marine resources.

- A powerful business centre. Odesa is the region's administrative centre and has significant economic and scientific potential. Positive legislative and institutional changes in the country's context of European integration processes are increasing, as are available tools for administrative and financial support for entrepreneurs in the region.

- Scientific and technical potential. The region has significant scientific, technical, and design potential and is a centre for training personnel and implementing scientific, technical, information, innovative, and investment activities.

- Recreational potential. The Odessa region is one of the most promising marine recreational areas.

- Industrial centre. The region is one of the centres of mechanical engineering and light and chemical industries in Ukraine.

2. Weaknesses of the Odessa region:

- Logistics complexity. Logistics, mainly maritime, is complicated due to full-scale aggression and blockade of seaports.

- High inflation in Ukraine, the fall of the hryvnia exchange rate against the euro and the US dollar.

- Lack of working capital, especially in agricultural enterprises.

- Insufficient level of investment. There is an unsatisfactory level of investment in the processing industry.

- Reduction in qualified labour due to forced emigration of the population abroad.

- Low level of innovation. There is a low share of enterprises implementing innovations and a small share of agricultural enterprises and farms implementing green innovations.

- Insufficient investment in fixed capital.

- Significant damage to the "grain" infrastructure.

- Insufficient level of security (frequent shelling of port infrastructure and industrial facilities, threat of drifting mines, mined sea routes, territory contaminated with shrapnel, mines and shells).

- Insufficient insurance for elevators.

- The Danube port fleet is not compliant with EU standards.

- Trade diversification risks. Presence of bottlenecks for diversification of trade development risks (transport corridors through the Dniester estuary, capacity of railways and ports, deterioration of road conditions).

- Electricity shortage in the Odessa region.

- Low capacity of communities to develop spatial planning documents.

- Difficulty in financing seasonal production.

- Insufficient cooperation between enterprises (especially SMEs) and the research and development sector.

- Insufficient information on advocacy of EU competition rules and opportunities for Ukrainian producers at the European and international levels.

- Low level of creation of digital products, information systems, analytical centres, and coordination/expert platforms to support agricultural producers.

- Difficulties in complying with EU standards. Difficulties complying with CAP regulatory standards, particularly regarding sustainable development and environmental protection.

3. Opportunities of the Odessa region:

- Active process of green transformation. The region has the highest solar activity in Ukraine and high wind potential, contributing to the transition to energy with minimal emissions of greenhouse gases and other pollutants.

- Stimulation of eco-schemes and agroecological practices. Using digital technologies and consulting services, encouraging projects that integrate eco-schemes and agroecological practices to increase resilience to climate change.

- Creation of conditions for the development of the primary sector. The development of irrigation

systems and the processing industry, as well as the opportunities of a diversified agro-industrial complex to activate foreign trade, particularly with the EU.

- Development of the Danube logistics corridor. Expansion of Danube ports' capacities, fleet modernization, warehouses and elevators' construction, ensuring infrastructure protection from missile strikes.

- Favorable geographical location. Access to the Black Sea and the land border with Moldova and Romania create additional opportunities for expanding trade and cross-border cooperation.

- Development of the Odessa region's railway. Increased transportation of goods to EU countries and Danube ports, construction of border terminals and Eurorails, increased road capacity.

- Increased capacity of border crossing points. Transport connection between the southwestern part of the region and the centre of Odessa region (the bridge across the Dniester Estuary).

- Activation of European integration processes. New opportunities for attracting investments and forming new partnerships.

- Additional guarantees and investment incentives will be provided. Restoration of infrastructure and agribusiness supply chains, modernization of railway connections and the transport route along the Danube River.

4. Threats to the Odessa region (Threats):

- Constant threat of missile and drone attacks on infrastructure facilities.

- Shared border with unrecognized Transnistria. Risks associated with instability in the region.

- Depletion of the economy due to the long-term aggression of the Russian Federation.

- Deterioration of the labour market. Labour migration of the able-bodied population and mobilization processes.

- Increased imports. Replacement of domestic food production.

- Insufficient state support for the development of agricultural enterprises.

- Increase in the cost of production resources due to inflationary processes and the fall in the hryvnia exchange rate.

- Force majeure climatic conditions (unforeseen weather phenomena).

- Decrease in effective demand due to general economic instability.

- Difficulties in bringing regulations to EU standards (CAP requirements for environmental measures).

- Competitive pressure from other regions of Ukraine, EU candidate countries, and EU member states.

The results of the SWOT analysis of the Odessa region are outlined, which focuses on the study of the prerequisites for macroeconomic development, innovations and other framework conditions, emphasizes and takes into account the prospects for implementing the CAP methodology, which allows for the formation of promising directions for the formation of development strategies for territorial communities of the Odessa region in a generalized form, which will correspond to the main directions of the formation of the EU CAP.

Conclusions. More specific advantages of implementing the EU CAP principles in the development strategy of territorial communities of Ukraine in the perspective of Ukraine's accession to the EU are as follows:

- Ukrainian territorial communities will be able to access CAP funds that support the development of farms, modernization of agriculture, environmental initiatives and development of rural areas.

- Territorial communities will be able to participate in joint projects with EU countries and receive technical assistance and financing for the agricultural sector.

- Fulfilling CAP requirements will improve the quality of Ukrainian products, making them more competitive in EU markets.

- According to EU policy, environmentally friendly products and the bioeconomy should become an important direction of community development.

- In addition to traditional agriculture, CAP supports the development of alternative activities, such as green tourism, the processing of agricultural products, and the development of local businesses.

- Implementation of CAP will contribute to rational use of natural resources, renewable energy development and environmental protection.

- An important component of the CAP is education and training for farmers and local entrepreneurs, which will allow the introduction of modern technologies and management methods.

- CAP promotes the development of innovations in agriculture, such as precision agriculture, monitoring of soil and climatic conditions, and automation of production processes.

- Implementing CAP tools, such as Tools4CAP, will help territorial communities create effective development strategies based on European experience.
 - CAP is focused on supporting environmental initiatives, such as reforestation, biodiversity protection, and reducing chemical fertilizers and pesticides.
- Incorporating CAP principles into territorial communities' development strategies will bring Ukraine closer to the EU and help create modern, competitive, and environmentally sustainable territories.

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