

## TOOLS OF LOCAL ECONOMIC DEVELOPMENT TO SUPPORT BUSINESS IN THE CONDITIONS OF WAR AND DEEPENING EUROPEAN INTEGRATION OF UKRAINE

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**Abstract.** The goal is to generalize and characterize the tools of local economic development, identify business problems in the conditions of martial law, and also find possible ways to support business in the conditions of deepening the European integration of Ukraine. To achieve the goal, the synthesis method was used to generalize modern tools of local economic development that are used in Ukraine and the countries of the European Union. Statistical analysis was applied to study the state and needs of business under martial law conditions, including the analysis of the problem of business relocation, changes in the scope of business activity, and the use of support opportunities provided by territorial communities and regional state (military) administrations). It was determined that the changes formed under the influence of the war significantly affect local economic development and business, in particular, the level of the Business Activity Index at the beginning of August 2022 was estimated at 25.16 out of 100 possible points; 39.9% of enterprises have stopped or almost stopped their activities, and the average expected result of the business's sales products according to the results of 2022 is estimated at the level of 50%. Regarding the business's own revenue forecasts for 2022 compared to 2021, it was noted that 20.5% of enterprises have a revenue forecast at the level of 50-80% of the level of 2021, and 20.5% - up to 20% of the revenues of the previous period. Meanwhile, according to the survey, 76.1% of Ukrainian business representatives do not interact with representatives of administrations and territorial communities. It was concluded that the European Union can already help Ukrainian business through the spread of such local development tools as employment support and financing of the voucher system. The practical significance lies in the further development of research into the tools of local economic development to support business in the conditions of martial law and further European integration of Ukraine.

**Keywords:** local economic development, business support, human capital, territorial development, economic development support tools, European integration.

## ІНСТРУМЕНТИ МІСЦЕВОГО ЕКОНОМІЧНОГО РОЗВИТКУ ДЛЯ ПІДТРИМКИ БІЗНЕСУ В УМОВАХ ВОЄННОГО СТАНУ ТА ПОГЛИБЛЕННЯ ЄВРОІНТЕГРАЦІЇ УКРАЇНИ

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**Анотація.** Мета полягає в узагальненні та наданні характеристики інструментам місцевого економічного розвитку, визначенні проблем бізнесу в умовах воєнного стану, а також пошуку можливих шляхів підтримки бізнесу в умовах поглиблення європейської інтеграції України. Для досягнення мети застосовано метод синтезу для узагальнення інструментів місцевого економічного розвитку, статистичний аналіз для дослідження стану та потреб бізнесу в умовах воєнного стану. Визначено, що зміни, які сформувались під впливом війни, суттєво впливають на місцевий економічний розвиток, а активізація процесів європейської інтеграції надає нові можливості для залучення підтримки бізнесу. Практична значимість полягає у подальшому розвитку досліджень інструментів місцевого економічного розвитку для підтримки бізнесу в умовах воєнного стану та подальшої європейської інтеграції України.

**Ключові слова:** місцевий економічний розвиток, підтримка бізнесу, людський капітал, розвиток територій, інструменти підтримки економічного розвитку, європейська інтеграція.

**JEL Classification:** R120, R580, F630.

**Formulation of the problem.** There is no universal practical approach to the organization of local economic development planning. Each municipality, sub-region or combined territorial community is characterized by a unique set of opportunities and challenges, and therefore creates its own approach that would take into account specific needs, existing difficulties, financial, natural and infrastructural opportunities.

Today, the trends affected by the war in Ukraine also play a decisive role, so the list of factors of change that were formed under the influence of the war will significantly affect local economic

development. Undoubtedly, military aggression is a serious external shock that affects the economic activity of business. The main goal of economic policymakers should be to help economic entities maintain their potential and jobs.

It is important that the activation of Ukraine's course towards European integration provides an opportunity not only to implement the best European practices, but also to attract support from the EU. The European Union can use its mechanisms of economic support to help the Ukrainian business sector survive in the conditions of the war and after its end. Since the proposals are based on existing EU instruments, they will be easy to modernize and implement simply by including Ukraine as a beneficiary.

**Analysis of recent research and publications.** Methodological and practical problems of ensuring local economic development were studied in the works of such foreign researchers as O'Brien P., Sykes O., Shaw D. [1], the problems of policy and support for local development were covered by Demblans A., Martínez M. P., Lavalle C. [2] and Morais L.P. and Juan M. [3]; financial instruments for supporting local economic development in the conditions of European integration are disclosed in the works of domestic scientists Potoka, I. [4] and Slava S.S., Hapak N.M. [5] and others.

**Separation of previously unresolved parts of the overall problem.** Despite the fundamental methodological and practical research of domestic and foreign scientists examining the essence, main principles and tools of local economic development and business support, many problems, especially in the conditions of martial law and deepening of European integration, remain in need of further research.

**Purpose of the study.** The purpose of the article is to generalize and characterize the tools of local economic development, identify the problems of business in the conditions of martial law, as well as search for possible ways to support business in the conditions of deepening the European integration of Ukraine.

**Basic material.** Ensuring successful local economic development in today's global economy requires modernization of infrastructure facilities, development of human capital, and support for business development. The instruments of economic development of territories include a number of categories, which include business support instruments, instruments aimed at the development of human capital, instruments aimed at increasing the attractiveness of territories (Table 1).

Table 1

Tools of local economic development

A group of tools	Characteristic	Specific tools
Business support	Tools that help increase the number of entrepreneurs and companies, improve the quality of jobs, and increase the innovativeness of the economy.	Business support center, microcredit, guarantees, business grants, local economic development agency, business incubator, seed financing, technology transfer center, industrial park, technology park / science and technology park.
Human capital	Tools aimed at reducing labor migration, increasing the competence of personnel, and developing the skills of various demographic groups.	Human capital map, business and education cooperation programs, career guidance programs, employment support, non-formal education, inclusion programs, creative and cultural industries, creative spaces, international cooperation programs, project office.
Attractiveness of territories	Tools aimed at improving the quality of infrastructure and public spaces, as well as preserving the environment	Clusters, interregional projects, public-private partnerships, development program of business presence areas, investment attraction center, infrastructure development, territory promotion, spatial development strategy, revitalization and reclamation, anchor projects.

Source: summarized by [1; 2; 6]

If you give a specific characteristic to the specified tools, you can note the following. So, if you characterize business support tools, you should say the following.

Business support centers are institutions whose task is to support small and medium-sized businesses for their successful and active development. Among the successful examples, we can name "DYB Ukraine", created within the framework of the regional partnership of Sweden and Ukraine and aimed at the implementation of applied educational programs for owners and managers of companies based on innovative approaches of Swedish management.

Microcredit is a financial mechanism by which entrepreneurs from a certain territory or industry receive small loans for a long period on a revolving basis. For example, the Mazovian Loan Fund (Poland), which was created to help those who are just starting a business with budget funds, grants and income from business.

Guarantees, that is, the obligation of a third institution to fully or partially make payments in favor of the creditor in case of default by the borrower. Among the Ukrainian initiatives, we can mention the regional loan interest reimbursement program implemented by the Department of Economic Policy of the Lviv Regional State Administration.

Grants for business are a financial mechanism by which you can receive irrevocable financial assistance in accordance with the priorities of the grantor. For example, there is a grant program in Ukraine, which Japan finances together with UNDP. With its help, 270 business plans were supported with an average grant amount of 6,000 dollars [6;7].

Local economic development agencies are intersectoral institutions that extend their activities to a certain territory in order to implement projects in accordance with the priorities of socio-economic development. For example, the Agency for the Development of the Gorenška Region (Slovenia), unites 18 municipalities of the region and connects entrepreneurs, municipalities and financial institutions in the implementation of EU-funded projects.

Business incubators, i.e. office and/or production spaces provided for the use of start-up entrepreneurs on preferential terms for a certain period. Thus, Incubator 1991 operates in Ukraine — the first non-commercial incubator in the country, which helps startups that provide services to Ukrainian citizens, enterprises and state bodies [1].

Seed funding - funds from investment funds, firms or private individuals for business investment in the territory. For example, the Association of Business Angels UAangel provides a platform for entrepreneurs and local and international investors to meet.

The Technology Transfer Center is a specialized organization that ensures the commercialization of the results of scientific research and research and development works, the transfer and/or development of technologies, know-how. Thus, Venetto Innovation was created by the regional administration of Venice to promote and develop applied research and innovation among small and medium-sized enterprises.

An industrial park is an area ready for the location of factories, equipped with energy carriers, transport infrastructure and managed by a management company. So, in the Rozdil subregion (Lviv region), the local authorities initiated the creation of the Novorozdil Industrial Park, which will specialize in the industry of eco-saving materials, products and technologies.

Technopark / science and technology park - centers that provide favorable conditions for scientific and technical innovation projects, which are carried out by the joint efforts of scientific centers and industry [4; 5; 6].

Generalization of human capital support tools allows us to give them the following characteristics.

The map of human capital is an overview of human resources, containing demographic characteristics of the population of a certain territory, a general analysis of the level of education, competencies and employment potential. For example, London's Human Capital Needs program analyzes the human capital needed to develop London as a city for doing business in the digital economy.

Business and education cooperation programs - the obligation of a third institution to fully or partially make payments in favor of the creditor in case the borrower defaults on the loans received.

Vocational guidance programs are a system of activities aimed at supporting young people in choosing a profession and promoting professions necessary for the region. Thus, the Lviv City Council implements an internship program that gives a young person the opportunity to decide on areas of activity that would bring public benefit.

Employment support - a system of programs for retraining and improving the qualifications of personnel, the task of which is to adapt the level of training of the workforce to the needs of the market in the territory. For example, the authorities of the city of Gdynia and the state employment center of the Pomeranian Voivodeship (Poland) created the City of Professions, the task of which

is to provide free help in the field of professional development and starting your own business.

Non-formal education is a comprehensive offer of educational opportunities outside the main program of educational institutions, which stimulates the development of the human capital of the region. An interesting example in Ukraine is the initiative "Building Ukraine Together" (Lviv) - a system of camps for youth, the purpose of which is the exchange of experience for youth from different regions of Ukraine.

Inclusion programs - programs for adaptation of various spheres of social life for persons with disabilities and marginalized sections of the population. For example, the project "Refugees on Rails" Berlin (Germany), designed to help refugees get qualifications to improve their chances on the labor market.

Creative and cultural industries - activities based on creativity, unique skills or talents that can create added value and jobs. For example, "Leipzig Baumwollspinnerei", Leipzig (Germany) is a site that used to be a cotton factory, and today it is one of the most interesting exhibition grounds of modern art in Europe.

Creative spaces are establishments that create comfortable working conditions and a communication environment for creative entrepreneurs and people with free specialties. A similar initiative "Urban Space" is implemented in Ivano-Frankivsk, and the net profit from the activity is generated for the development of projects in the city [3].

International cooperation programs are events whose task is to establish sustainable interaction with international partners and provide opportunities for youth and business. As an example, we can cite the International Forest and Timber Institute, which includes the regions of Germany, Ukraine, Moldova, Georgia, Armenia, and Azerbaijan within the framework of the European Neighborhood Policy in the forest sector.

The project office is a mechanism for managing long-term infrastructure projects with significant budgets and high complexity for attracting credit and grant funds from international financial institutions to solve infrastructure problems. Thus, in Ukraine, on the initiative of Lviv Electrotrans LLC and with the support of the EBRD, works were carried out on the conversion of traction power stations, technical equipment in the tram depot, renewal of rolling stock [3].

A number of tools are also used to increase the attractiveness of territories.

Clusters are associations of companies, organizations, scientific and educational institutions that work in the same or related fields and are geographically close. A successful example in Ukraine can be considered the Woodworking and Furniture Manufacturing Cluster (Western Ukraine), which was created to expand sales markets, improve technologies, and promote the industry as a whole.

Interregional projects are programs aimed at increasing the competitiveness of regions and subregions and creating regional brands through cooperation mechanisms. In Ukraine, among these, we can name the Cultural Forum "PogranKult" as a platform for dialogue between East and West, where new interregional creative content is created.

Public-private partnerships are a system of relations between public and private partners, in the implementation of which the resources of both partners are combined for the creation of new and/or modernization of existing infrastructure facilities. A successful example is the initiative of the city government of Smolvyno (Poland), under which water treatment infrastructure was handed over as a concession to a private company.

The program for the development of territories of business presence is a strategy for the development of large companies, according to which they invest in the development of the territories where their assets are located. Thus, the social partnership program of the DTEK company is the main tool for the development of regions and the creation of conditions for living and working in the cities where the company's enterprises are located.

The Investment Attraction Center is an institution whose task is to disseminate information about the investment opportunities of the territory and support companies in the investment process. For example, the regional government of Bavaria (Germany) created the Federal Land Investment Promotion Agency, with the help of which more than 1,450 investment projects have been implemented, thanks to which more than 40,000 jobs have been created.

Infrastructure development - preparation and implementation of projects aimed at systemic changes in the territory's infrastructure in accordance with strategic development goals. Such projects are implemented by the Zhytomyr City Council within the framework of work with the East European Partnership for Energy Efficiency fund, the Swedish Sida and the German GIZ.

Promotion of the territory is a complex of activities, the task of which is to improve the recognizability of the territory at the national and international levels, as well as to increase its

competitiveness. The creation of tourist information infrastructure at the initiative of the city authorities of Lviv is interesting.

The spatial development strategy is considered as an integrated plan for the territorial and visual development of the settlement, taking into account the strategic interests of the development of the territory with the involvement of the community.

Revitalization and reclamation - the process of restoring the urban or natural environment or abandoned industrial facilities, with the aim of returning them to their lost purpose or giving them a new one. Thus, in Kyiv, on the territory of the former Darnytskyi Silk Factory, the Art Factory "Platforma" was created as a cluster for the development of creativity, own business and self-realization.

Anchor projects are large landmark projects in the form of the creation of new educational and scientific institutions, cultural institutions and recreational zones, industrial zones and logistics centers, which become points of attraction of the territory. The experience of the partnership "Arabianranta" between the Ministry of Trade and Industry of Finland, the University of Art and Design of Helsinki, the city authorities and developers for the revitalization of former industrial districts can be cited [6; 8; 9].

It should be noted that if by February 24, 2022 Ukraine had developed a significant number of modern tools for the economic development of territories, then in the conditions of martial law the needs and the state of business development changed significantly under the influence of force majeure circumstances. First of all, this concerns changes in the scope of enterprise activity (Fig. 1).

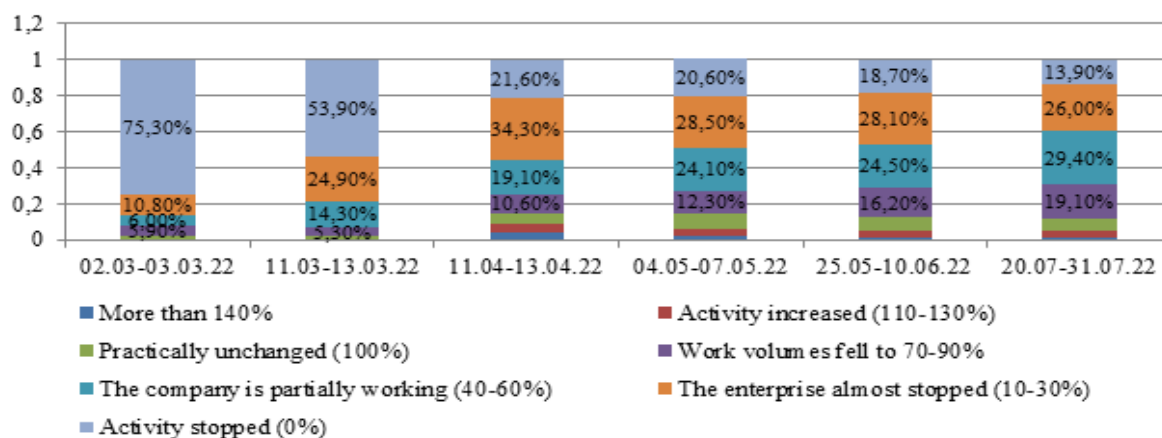


Fig. 1. Changes in the scope of enterprise activities under martial law, 2022, %

Source: compiled by [10]

It should be noted that during the five months of the war, 39.9% of enterprises stopped or almost stopped their activities, if we compare their activity indicators with the similar period until February 24, 2022

The next issue that Ukrainian enterprises had to solve was the issue of relocation (Fig. 2).

According to the own estimates of the owners of small and medium-sized businesses, direct losses as of 07/31/22, that is, losses of resources, goods, fixed assets, relocation costs, are estimated by 23.1% of enterprises to be approximately 10,000 US dollars, 22.7% - in the amount of 10,000 to 50,000 USD. Meanwhile, the total direct losses of small and medium-sized businesses from the beginning of the war to the beginning of August were estimated at 87 billion US dollars. The average expected result of business sales based on the results of 2022 is estimated at 50%. With regard to business forecasts of revenues for 2022 compared to 2021, it was noted that 20.5 enterprises have revenue forecasts at the level of 50-80% of the level of 2021, and 20.5% - up to 20% of the revenues of the previous period. In general, the level of the Business Activity Index at the beginning of August 2022 was estimated at the level of 25.16 out of 100 points of the maximum value [10].

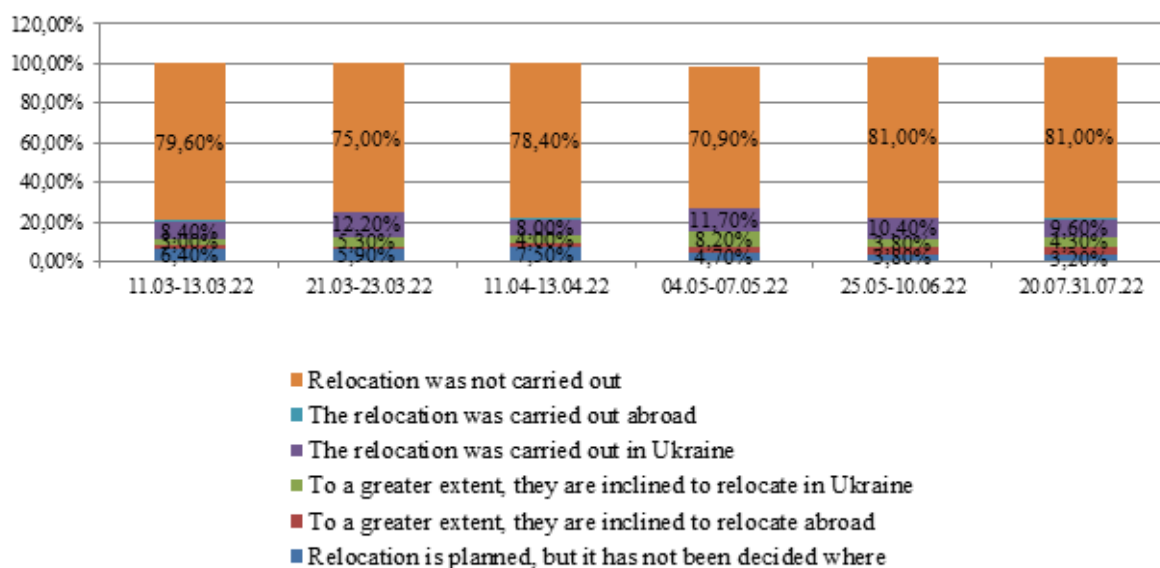


Fig. 2. Relocation of enterprises under martial law, 2022, %

Source: summarized by [10]

In this regard, it seems interesting to study the experience of interaction on issues of reviving the development of entrepreneurship with representatives of regional state (today - military) administrations and territorial communities. According to the survey, 76.1% of Ukrainian business representatives do not interact with representatives of administrations and territorial communities (Fig. 3).

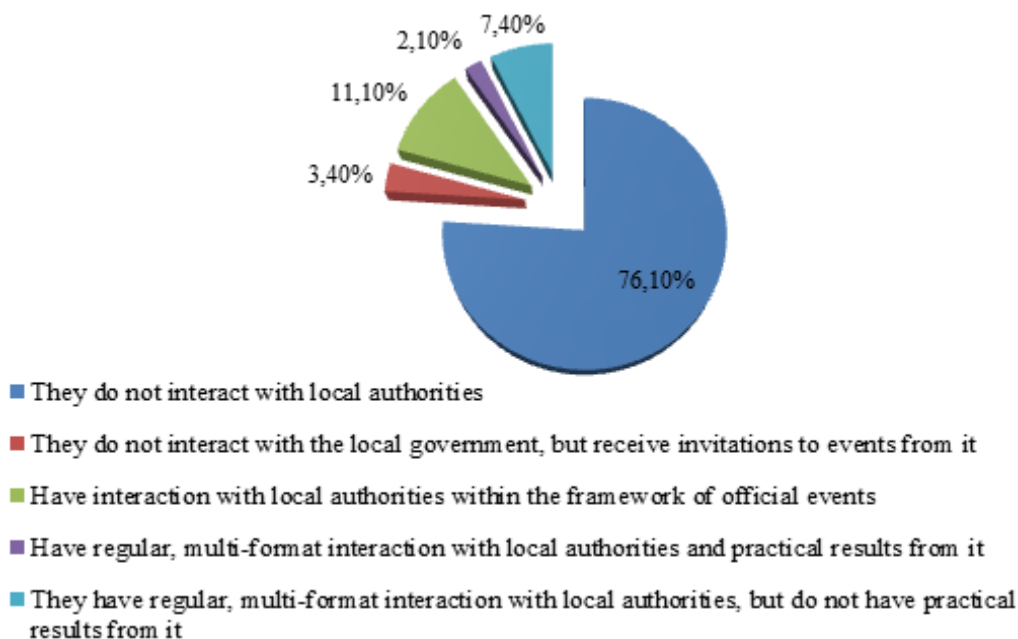


Fig. 3. Experience of interaction with representatives of regional state (military) administrations and territorial communities on issues of reviving the development of entrepreneurship, 2022, %

Source: summarized by [10]

Surveys also showed that 82.7% of business representatives do not know about entrepreneurship support programs from territorial communities and regional administrations at all, or are not

involved in such programs in the current region of location [10].

Undoubtedly, in the conditions of hostilities, European partners mostly reoriented themselves to military support of Ukraine and assistance to refugees, therefore today it is extremely necessary to strengthen cooperation with European partners at the local level regarding the deployment of new business programs and projects. Economists believe that in the context of deepening the integration of Ukraine, the European Union can already help Ukrainian business without attracting large financial resources and with the benefit of European entrepreneurs. As such support, the spread of such local development tools as employment support and funding of the voucher system to Ukraine can be considered.

The EU's tool to support the preservation of jobs was introduced when countries faced the problem of employing millions of people with the start of the Covid-19 pandemic. At that time, the EU created the SURE fund in the amount of 100 billion euros, within which schemes for saving jobs are implemented. From these funds, the fund pays subsidies to employers for the wages of workers who are not involved in work during the crisis. Subsidies allow companies in a difficult situation not to lay off workers, but to pay wages for a reduced working day or for a temporary vacation [11].

In order to save hundreds of thousands of jobs in Ukraine, the EU can provide grants for the introduction of the appropriate system. In the conditions of war, the preservation of jobs will facilitate the return of internally displaced persons and refugees to their permanent place of residence. The approximate estimate of the annual cost of the SURE instrument for Ukraine is estimated at 4.5-5 billion euros.

The voucher scheme provides for the provision of a document that gives the right to receive irrevocable financial assistance, which can be used for full or partial reimbursement of the cost of goods or services. In the EU, there are many voucher schemes at the national and local levels, as well as at the level of cross-border cooperation [12]. Voucher schemes of the European Union can be used to support cooperation between Ukrainian businesses and businesses with the EU. These can be short-term agreements for the purchase of goods and services; long-term cooperation through the entry of Ukrainian business into value chains and joint projects in the fields of development, innovation and digitalization. Technically, the vouchers will be received by Ukrainian enterprises, and funds for their use will be paid to entrepreneurs from the EU on the condition of cooperation with Ukrainian business partners. Voucher schemes will help increase Ukrainian business income and initiate long-term cooperation and reorientation of domestic entrepreneurs to markets and partners from EU countries.

**Conclusions.** Thus, the statistical analysis showed that 39.9% of enterprises almost stopped their activities in war conditions, 20.5% of enterprises have a forecast of revenues at the level of 50-80% of the level of 2021, and 20.5% predict a drop to 20 % of income of the previous period. . At the same time, 76.1% of Ukrainian business representatives do not interact with representatives of administrations and territorial communities under business support programs. It was concluded that the European Union can help Ukrainian business through the expansion of such local development tools as employment support and financing of the voucher system. Today's absolute priority is the identification of top-priority tasks and the search for approaches, methods and tools that will help local self-government bodies to ensure their maximum efficiency in the management resource potential of the respective territories and to solve problems related to the relocation of businesses and the relocation of the population to the central and western parts of the country. Despite the risk of a protracted conflict, the authorities should already think about restoring the economy and developing the territory. Studying the experience of other states, Ukraine should develop its own effective mechanism for managing the organization of the development of the territory for the prospects of the development of territorial communities in the conditions of martial law and European integration.

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