



**PhD, Assoc. Prof. Natalia Kovshun¹⁾
PhD Student, Director Vsevolod Strilchuk²⁾**

¹⁾*Department of Enterprise Economics,
National University of Water Management and Nature Resources
Use (Rivne, Ukraine)
n.e.kovshun@nuwm.edu.ua*



²⁾*Director of the recreation center "Vodnyk",
National University of Water Management and Nature Resources
Use (Rivne, Ukraine)
v.m.strilchuk@nuwm.edu.ua*

**STRATEGIC DIRECTIONS AND MECHANISMS OF FORMATION OF NEW
ORGANIZATIONAL FORMS OF MANAGEMENT OF NATURE
PROTECTION IN THE LOCAL SOCIOECONOMIC SYSTEM**

**KIERUNKI STRATEGICZNE I MECHANIZMY KSZTAŁTOWANIA
NOWYCH FORM ORGANIZACYJNYCH ZARZĄDZANIA OCHRONĄ
ŚRODOWISKA W LOKALNYM SYSTEMIE SPOŁECZNO-GOSPODARCZYM**

**СТРАТЕГИЧЕСКИЕ НАПРАВЛЕНИЯ И МЕХАНИЗМЫ
ФОРМИРОВАНИЯ НОВЫХ ОРГАНИЗАЦИОННЫХ ФОРМ
УПРАВЛЕНИЯ ПРИРОДОПОЛЬЗОВАНИЕМ В ЛОКАЛЬНОЙ
СОЦИАЛЬНО-ЭКОНОМИЧЕСКОЙ СИСТЕМЕ**

Abstracts

*The article substantiates the necessity of creating new organizational forms of environmental management in the local socioeconomic system. The formation of a multi-purpose ecological complex as an integral, dynamic formation is proposed. Its component and functional-organizational structure have been established. Approaches to the formation of the objectives of the complex and their structuring were determined. Displays the differences of the complex from other environmental organizations, associations. The strategy and tactics of implementation of the proposed innovation are disclosed. The main strategic directions and mechanisms of activation of natural - resource factors of social and economic development of the local area are determined. **Key words:** sustainable development, local socioeconomic system, multi-purpose ecological complex, system approach, management of nature management.*

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MA (Student PhD) Vsevolod Strilchuk
Opublikowany: 2017-12-30
DOI: 10.5604/01.3001.0010.7632**

Streszczenie

Artykuł pokazuje potrzebę stworzenia nowych form organizacyjnych zarządzania środowiskowego w lokalnym systemie społeczno-gospodarczym. Proponuje się utworzenie wielofunkcyjnego kompleksu ekologicznego jako całościowego, dynamicznego formowania. Ustala się jego skład i struktura funkcjonalno-organizacyjna. Określono podejście do formułowania celów kompleksu i ich strukturyzowania. Przedstawione są różnice między kompleksem a innymi organizacjami i stowarzyszeniami środowiskowymi. Zostały przedstawione strategia i taktyka wdrażania proponowanych innowacji. Określono główne strategiczne kierunki i mechanizmy aktywizacji czynników naturalnych zasobów rozwoju społeczno-gospodarczego obszaru.

Słowa kluczowe: zrównoważony rozwój, lokalny system społeczno-ekonomiczny, wielofunkcyjny kompleks ekologiczny, podejście systemowe, zarządzanie ochroną środowiska.

Аннотация

В статье обосновывается необходимость создания новых организационных форм управления природопользованием в локальной социально-экономической системе. Предложено формирование многоцелевого экологического комплекса как интегрального, динамического образования. Установлено его компонентную и функционально-организационную структуру. Были определены подходы к формированию целей комплекса и их структуризации. Показаны отличия комплекса от других природоохранных организаций, объединений. Раскрыта стратегия и тактику реализации предложенного нововведения. Определены основные стратегические направления и механизмы активизации естественно - ресурсных факторов социально - экономического развития локального района.

Ключевые слова: устойчивое развитие, локальная социально-экономическая система, многоцелевой экологический комплекс, системный подход, управление природопользованием.

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The problems of combining economic and environmental interests of the society are relevant for all countries of the world. No economic system has created yet a sufficiently effective mechanism for regulating the harmful effects of human life on the environment. In connection with this, it is urgent to introduce fundamentally new organizational and economic mechanisms for environmental management, which will make it possible to optimize and balance the use of the natural resource potential. This will contribute to increasing the efficiency of environmental activities, the implementation of which, under the current socioeconomic and political-legal conditions, would have the greatest economic and social impact. Without this, it is impossible to implement successfully the concept of sustainable development, which determines the prospects for global and regional development in the twenty-first century [4, 11, 12, 14, 15]. As the problems of environmental rationalizing has primarily a regional nature, the organizational and economic mechanisms for nature management should be developed and worked out for each region, taking into account the characteristics of local territories and a clear definition of regional priorities [5, 6, 7, 10].

Today, the problem of regional management is acute, which should be based on the features of the local system and take into account the needs of the region along with national interests. The need to improve the management of the development of the region and the study of the local socioeconomic system is argued by the following factors:

1) there are a number of interrelated problems of regional social and economic development that arise between productive forces and outdated organization forms of nature use, production and consumption,

production and economic situation, territories and enterprises;

2) the processes of decentralization lead to the strengthening, along with vertical links, of horizontal dependencies, and the transfer of real economic power to the relevant local authorities allows to disclose and use the reserves that exist in each region;

3) identification of ways to improve the economic complex of each region in conditions of the environmental orientation of the region's economic development;

4) the growing need for information on the technical, economic, social, environmental potential of the respective territories.

Among the works of Ukrainian scientists there are various approaches to the organization of environmental management in local areas. Separately, it is worth noting the approaches to improving the nature use at the enterprise level. At the same time, the management is considered as part of the general management system [1], the way to modernization of production [2] or the component of the enterprise competitiveness [8].

In our research, the greater interest is in environmental management at the level of separate territories. In the works of T.P. Galushkina it is substantiated that the environmental management of the region is viewed from two perspectives. On the one hand - as the implementation of the country's environmental policy in relation to the regions, and on the other hand - as an environmental policy directly in the region, taking into account existing features, problems and needs [3]. In this research, relying on the second approach, it will be considered a new organizational form of regional environmental management (such form does not have sufficient scientific justification yet).

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The study of the territorial local system includes the analysis of the socioeconomic development of the region. Factors that characterize the level of such development include:

- the general level of region development;
- the state of the most important industries;
- the financial situation of the region;
- investment activity;
- the population income;
- employment and the labor market;
- development (state) of the social sphere;
- ecological situation.

The purpose of the analysis is to identify disproportions and unused opportunities for economic growth to justify the variant of social and economic development of the region. The task of the analysis is to solve the following problems:

- assessment of the natural and resource potential of the region;
- identification of deterioration causes of the natural environment;
- assessment of the achieved level of economic development of the region (industry, agriculture);
- assessment of specific features of inoccupation (unemployment) in the region;
- assessment of the territory financial condition, availability of own financial resources in local budgets and characterization of the main ways of their use.

Changes in the ecosystems' state are possible only in the result of the implementation of integrated activities in the field of rationalizing the use of natural resources covering technological, economic, environmental and legal problems [13]. Thus, there is a need to create new organizational structures capable of solving environmental problems. One of such structures is the multi-purpose ecological complex [9].

The Multi-purpose Ecological Complex (MEC) is an integral, dynamic complex

consisting of institutions, organizations and enterprises united for the realization of the common goal of minimizing the harmful environmental consequences of economic activity by performing specific functions inherent in each of the elements of this complex. Its characteristic feature is the target subordination of each element of the common goal, as well as the presence among the elements of the corresponding system-forming links: information, technological, economic and so on.

The definition of the MEC is formed under the influence of the concept of sustainable development, economic theory, ecology, environmental management, system approach, environmental safety, modern management. It has a direct relationship to the implementation of specific measures to ensure environmental safety in a certain territory, in a certain industry or the sphere of nature management [9].

An important issue is the modeling of the MEC structure of the local socioeconomic system. In our opinion, it can be represented by local level management structures, research institutions, production and economic facilities, information and educational institutions, and the like. Such a structure, of course, will be determined by the set of goals for the establishment of the BEC.

Note that the search for such goals is quite a difficult problem. A major role in its solution can be played by the method of system analysis, which allows representing the objects under study as purposeful systems and studying their properties by establishing the relationships between their development goals and the means for achieving these goals. We point out that the term "goal" refers to the potentially achievable state of a system that reflects the internal needs of this system and the functions it performs. Multi-purpose ecological complexes can be considered as systems that provide the solution of a

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multi-purpose task aimed at preserving the ecosystem of a local area.

Before determining the list of the objectives of the MEC, let us dwell on the basic patterns of the emergence and formation of goals. Let's add only that the goal should be realistic - its achievement should lead to a useful result.

The first pattern is the dependence of the goal formulation on the stage of the object (process) research. In order to organize the decision-making process, it is necessary to determine the sequence of the corresponding stages. Such a sequence of specifically allocated and ordered stages with recommended methods of their implementation represents a methodology for system analysis. According to the methodology of system analysis, in order to justify the objectives of the MEC activities and to organize decision-making on its creation and functioning, it is advisable to focus on the following work stages sequence:

- setting the purpose of the activity;
- identification of the main activities of the MEC;
- evaluation and selection of the MEC organizational structure (with the elements and components separation of the organizational and technological complex in functional areas);
- the organization of functioning (through the establishment of the resources for the provision of its activities);
- control over the MEC implementation and operation (including environmental auditing);
- assessment of environmental and economic efficiency.

When creating the MEC, the rationale for the objectives of its activities is related both to the internal environmental problems of the region and to the development of foreign economic activity in it.

Thus, the formation of the organizational structure of the MEC is based on the principle of the correspondence of this structure to the requirements of the activity process and is determined by the functional load of the MEC. The determining factor in the formation of the organizational structure is the scope of work in the context of each function, especially organizational and managerial relations.

An important stage is the global goal structuring, because it is impossible to achieve an understanding of the generalized setting without a set of interrelated subgoals. If the goal has a qualitative characteristic, the subgoal has a quantitative one, which is displayed through a set of economic, environmental and other indices.

It should be noted that the formation of the activity goal is one of the main stages in the process of formation and functioning of a multi-purpose ecological complex. The formation of goals imposes certain limitations on the means of achieving them, the choice of criteria that are used to select alternative options for the development of the research object.

The MEC distinguishes itself from other environmental organizations, associations as follows:

- a comprehensive targeted focus of activities at all stages of problem solving;
- combination of the target aspect, tasks and activities necessary to achieve the main objective of the MEC functioning;
- the focus on the balanced development of the region's economy in the context of international cooperation with a view to ensuring the ordered safe and rational development of natural resources;
- creating premises for expanding the opportunities for the emergence of new areas of enterprises' activity and

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organizations of environmental specialization.

The objectives of the MEC are determined by the general objectives of the country's social development and are consistent with the environmental guidelines of the national policy. For the duration of the achievement period, it is necessary to distinguish the long-term objectives of the MEC activities, which will be the general directions of development, and the priority ones - short-term, which can be implemented in the short term.

Long-term objectives are:

- achievement of ecological and economic optimum of nature use within the local system and adjacent territories, ensuring the balance between losses of gross social product from anthropogenic-and-technogenic impact on the environment and costs for the reproduction of natural resources and protection of the environment;

- ensuring the quality of the natural environment that minimizes environmental risks to public health and preserves the quality of recreational resources at the level that is necessary for the presence of the population health effect;

- creation of an environmental management infrastructure in the form of a unified network of environmental centers and other environmental institutions to take coordinated management decisions in the field of environmental management and environmental safety within the region.

We note that long-term goals are consistent with the main provisions of the theory of sustainable development, namely:

- recognition of the fact that the focus is on people who should have the right to a healthy life in harmony with nature;

- environmental protection should become an integral part of the development process

and cannot be considered in isolation from it;

- the right to development must be realized in a way that equally meets the needs for development and preservation of the environment for both present and future generations.

The MEC functional-and-organizational structure is a complex system of interrelated blocks that have a certain amount of authority and realize different functions. The main points of determining the complex structure is its functional purpose, goals and conditions of its activities.

In our opinion, the component structure of the MEC should be mobile. This means that the set of components will depend on a set of target programs that may influence the involvement of additional elements of the MEC component structure and of the implementation stage of necessary measures. Therefore, under the conditions of the initial period, the MEC component structure can include the following objects:

- Center for Environmental and Economic Research;

- Monitoring systems (Hydrometeorological centers, etc.);

- Stationary and mobile production and technical bases;

- Rapid response unit;

- Educational and enlightening institutions;

- Advertising and printing agencies, etc.

In addition, as a result of the MEC economic strengthening in terms of consistency, there could be branches of the bank, environmental fund, etc. Thus, the theoretical and methodological substantiation of the MEC is based on the following principal provisions:

- an integrated approach to the definition of the goal of the MEC creation in accordance with the multi-purpose function of the region development;

- a systematic approach to the organization of MEC activities in accordance with the

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main directions of the organization of any research (elemental, structural, functional, integration, communication);

- the principle of rational choice of the organizational and functional structure of the MEC on the criteria for optimizing the interrelations between its individual tasks (functions) and structural elements;

- the principle of conformity of ecologically adapted economic activities of the MEC to the requirements of minimizing the anthropogenic load;

- principle of increasing the degree of diversity in the formation of a set of organizational and technical measures to reduce stress on natural resources.

To assess the feasibility of creating this complex and its real impact on the improvement of the natural environment is possible, if the multi-purpose environmental complex can be considered as an environmental investment project. At the same time, it is necessary to disclose the strategy and tactics of its implementation.

The MEC strategy is the long-term most important installations and plans for the activities of the organizational and technological complex aimed at solving environmental problems.

The process of the MEC formation and implementation covers primarily the definition of its purpose, the development of measures to ensure and achieve them. At the same time, the appropriate place is given to defining the directions of the MEC activities and assessing their priority in terms of selecting alternative options for achieving the strategic goal.

So, the strategic goal of MEC activities is to minimize the negative impact of economic activity on the environment.

The goal of the MEC implementing is formulated in accordance with the main goals of the theory of sustainable development, which will be implemented through:

- increasing the level of organization of nature management, taking into account local natural and climatic conditions and the natural and resource potential of the territory;

- parity of the natural resources use for present and future generations.

The process of the MEC development includes the formation of activities, systems of its long-term goals and the selection of the most effective ways to achieve them. Schematically, the MEC strategic directions and the mechanisms for activating the natural and resource factors for the development of the local socioeconomic region are shown in the figure.

The strategic measures and mechanisms for activating the natural resource factors of the social and economic development of the local area will be directed to:

- improving the budget and tax regulation of the natural resources use and streamlining intergovernmental fiscal relations in the natural and resource sector;

- formation of an effective corporate environmental management system with appropriate institutional support;

- introduction of new forms of entrepreneurial activity in the sphere of nature management;

- recreational nature management in agriculture;

- the formation of a monetary and credit mechanism to stimulate the development of the business sector in the field of nature management;

- structural reorganization of the regional management system for the use of natural resources and environmental protection;

- the rationale for a differentiated approach to compensation for damage caused to nature, based on the degree of harmfulness, the possibility of prior warning of these losses and the availability of potential similar sources of pollution,

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which cause less damage to the environment;

- development of a mechanism for financial support of the environmental protection system through the creation of regional environmental protection funds;
- development of financial and economic levers for the implementation of environmental expertise and certification of existing and new enterprises, as well as design solutions;
- transition of the incentive-type compensation system through the use of discounts and benefits for cardinal changes in the material and technical base in the direction of its ecologization, for the introduction of innovative projects in the system of restoration of primary qualities of resources that have been industrialized;
- creating premises for attracting investment flows to the environmental infrastructure by legalizing the possibility of concession contracts;
- comprehensive protection of the land fund, combating land degradation;

- implementation of measures to improve the quality of drinking water;
- implementation of ecological reconstruction of the production component of the regional social and economic system;
- safekeeping and rehabilitation of recreational facilities;
- ensuring balanced forest management;
- raising the level of the population income and reducing the population stratification by income level;
- reduction of labor market tension in the region and cities of the region with a high level of employment;
- improvement of the mechanism for providing targeted assistance to socially unprotected strata of the population, the gradual replacement of benefits and subsidies for targeted financial assistance and the gradual approach of targeted social assistance to the subsistence minimum;
- repayment of debts for the payment of all types of social assistance;
- introduction of a voluntary pension system.

Formation of compensation tools	Formation of the financial mechanism	Strategic directions and mechanisms of activation of natural resources factors of local socioeconomic development
Formation of nature protection funds		
Financial provision of the structure		
Tax structuring	Improvement of fiscal regulation	
Transition to rental payments		
Revision of intergovernmental fiscal relations		
Holding companies	Introduction of new forms of economic activity	
Concessions		
Clusters		
Financial and industrial groups	Development of market infrastructure	
Agrarian and Forestry Exchange		
Land Mortgage Bank		

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Mortgage	Formation of monetary mechanism	
Leasing		
New types of calculations		
Department of Ecology and Natural Resources	Structural reorganization of the management system	
Standing Committee of the Regional Council		
The Commissioner for Environmental Safety		
Provision of population with fuel	Implementation of additional activities	
Providing social support		
Expansion of nature protection zones		
Environmental Monitoring System		
Figure. Strategic directions and mechanisms for the formation of a multi-purpose ecological complex.		

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Summarizing the foresaid, we note that we have made an attempt to substantiate scientifically the definition of a multi-purpose ecological complex, to determine its component and functional-organizational structure, to determine the long-term and short-term goals of its creation and functioning, and to determine the principal provisions of the theoretical and methodological substantiation of the MEC.

Pointing out the necessity to introduce the strategic directions of the MEC and the use of effective mechanisms for activating the natural and resource factors of the local socioeconomic recovery, it should be emphasized that the levers for stimulating

the most effective use of natural resource benefits will be effective catalysts for regional development and the guarantee of resource and environmental safety in the use of natural resources, when the regional natural resource management system in institutional and organizational aspects will ensure an appropriate regulatory and controlling influence on the pace, methods and proportions of the use of “natural capital”.

In modern conditions of economic crisis, only the multi-purpose ecological complex and the management system should create favorable conditions for the existence of a local socioeconomic system.

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