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НАУКОВІ ТА ПРИКЛАДНІ АСПЕКТИ ПАРТНЕРСТВА ДЛЯ РОЗВИТКУ СТАЛОЇ БЛАКИТНОЇ ЕКОНОМІКИ ПРИЧОРНОМОР'Я

Актуальність. *Розвиток сталої блакитної економіки, що є надзвичайно важливим для України з огляду на значні водні ресурси країни (як внутрішні, так і транскордонні), потребує пошуку нових інноваційних шляхів розвитку цієї сфери з метою забезпечення не лише економічних результатів, а й збереження природних ресурсів та здоров'я екосистем. Проте, враховуючи реалії сучасності, а також залучення численних суб'єктів господарювання та державного управління на національному та міжнародному рівнях до процесів збалансованого використання водних ресурсів, актуальним стає питання науково-методичного обґрунтування принципів та процесів пошуку партнерів для розвитку сталої блакитної економіки, зокрема, за межами Чорноморського регіону.*

Мета та завдання. *Обґрунтування наукових та прикладних підходів до пошуку партнерів для розвитку сталої блакитної економіки Причорномор'я.*

Матеріали та методи. *Інформаційною базою дослідження є вітчизняні та міжнародні наукові видання, верифіковані інформаційно-аналітичні матеріали, нормативно-законодавчі акти України та Європи щодо розвитку приморських територій. Під час проведення дослідження використовувались загальнонаукові та спеціальні методи досліджень: інституційний, системний аналіз, синтез, теоретичне узагальнення та матричний підхід.*

Результати. *У статті визначено, що для розвитку сталої блакитної економіки доцільно застосовувати модель державно-приватного партнерства. У цій моделі зміна концептуального бачення територіального розвитку залежить від залучення місцевих адміністративних, державних та міжнародних ресурсів. Об'єднання зацікавлених бізнес-одиниць в асоціацію чи корпорацію сприятиме досягненню спільної мети розвитку блакитної економіки регіону та підвищення соціально-економічної ефективності шляхом спільної діяльності та обміну ресурсами.*

Висновки. *Застосування принципів блакитної економіки в Причорноморському регіоні дозволить значно підвищити економічну стабільність багатьох сфер економічної діяльності та підприємств, розробити оптимальні підходи до управління прибережними територіями, підвищити міждержавну взаємодію та співпрацю, а також розкрити потенціал водних ресурсів на підставі активізації діяльності стейкхолдерів. У подальших дослідженнях планується формування науково-прикладного підходу до вибору оптимального виду партнерських відносин.*

Ключові слова: *партнерські відносини, стала блакитна економіка, регіони, розвиток, ефективність.*

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SCIENTIFIC AND APPLIED ASPECTS OF PARTNERSHIP FOR THE SUSTAINABLE BLUE ECONOMY DEVELOPMENT OF THE BLACK SEA

Topicality. *The development of a sustainable blue economy is crucial for Ukraine, given its significant water resources, both domestic and transboundary. This requires the search for innovative ways to ensure economic growth, the preservation of natural resources, and the health of ecosystems. Taking into account contemporary realities, as well as the involvement of numerous business entities and public administration at the national and international levels in the processes of balanced use of water resources, the issue of scientific and methodological substantiation of the principles and methods of finding partners for the development of a sustainable blue economy, in particular, outside the Black Sea region, becomes relevant.*

Aims and tasks. *The article aims to substantiate scientific and applied approaches to finding partners for the development of a sustainable blue economy in the Black Sea region.*

Materials and methods. *The analysis is based on domestic and international scientific publications, verified analytical papers and reports, Ukrainian and European regulatory and legislative acts on coastal development. The study used general scientific and special research methods: institutional, system analysis, synthesis, theoretical generalisation and matrix approach.*

Research results. *The findings advocate that for developing a sustainable blue economy, the public-private partnership model is favourably recommended. In this model, the conceptual vision of spatial development is shaped by the involvement of local administrative, state and international resources. Unifying interested business units into an association or corporation can contribute to achieving the shared objective of developing the blue economy and socioeconomic efficiency through joint activities and resource exchange.*

Conclusion. *The application of the principles of the blue economy in the Black Sea region will significantly increase the economic stability of many areas of economic activity and enterprises, develop optimal approaches to managing coastal territories, increase interstate interaction and cooperation, and also reveal the potential of water resources based on the activation of stakeholder activities. Further research will focus on developing a scientific and practical framework for selecting the optimal partnership models to maximise social, economic, environmental and other advantages.*

Keywords: *partnerships, sustainable blue economy, regions, efficiency.*

Problem statement and its connection with important scientific and practical tasks. Global transformational changes occurring worldwide focus on developing methods of implementing socioeconomic processes that ensure the stable and responsible management and use of natural resources. Within this context, the "blue economy" conceptual foundations play a significant and decisive role among several fundamental concepts for designing economic systems. It is based on preventing negative climate change, preserving marine and ocean spaces, and using all water resources to ensure environmental sustainability and economic well-being. Together with the European Green Deal, the blue economy shapes the strategic course of the European Union for the

coming decades (Parsyak et al., 2023).

The development of a sustainable blue economy is crucial for Ukraine, given its significant water resources, both domestic and transboundary. This requires the search for innovative ways to ensure economic results and the preservation of natural resources and ecosystem health. Considering the current realities and the involvement of numerous economic entities and public administration bodies at the national and international levels in the balanced use of water resources, the scientific and methodological substantiation of the principles and processes of establishing partners for the development of a sustainable blue economy, in particular, in the Black Sea region, has become relevant.

Analysis of recent publications on the problem. Given the novelty of the issue of developing a sustainable blue economy, only recently has there been an increase in the interest of the scientific community in this issue. Thus, the dynamics of the number of scientific publications in the world on the topic of «*green economy*», «*blue economy*», and «*sustainable development*» increased from 2015 to 2023; only according to the Scopus scientometric database, the increasing rate was 1130%, 850% and 418% respectively. At the same time, publications dedicated to sustainable development still dominate in the world (Fig. 1). In Ukraine, scientific works devoted to the blue economy began to appear after 2020, but their number is insignificant compared to international databases.

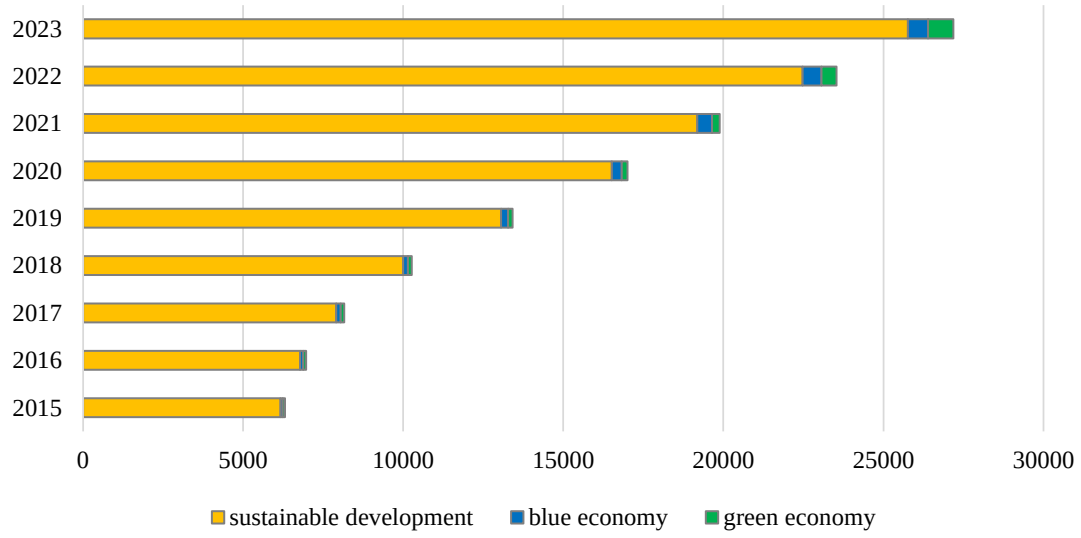

Fig. 1. Dynamics of the number of scientific publications on the topic of «green economy», «blue economy» and «sustainable development» in 2015 - 2023.

Source: built based on Scopus data

An analysis of the most significant works of domestic and foreign scientists on the development of the blue economy shows that they consider the conceptual foundations (Pauli, G., 2010; Sakhuja, V., & Narula, K., 2017; Kotlubay V. O., Redina Ye.V., 2020), methods and mechanisms of its development (Brears, R.C., 2021; Buono, A., Li, Y., & Paes, R.L., 2021; Golberg, A., 2020; Khymynets, V.V., 2018), the potential and prospects of integration processes and social development, etc. are determined (Brears, R. C., 2021; Essen, E., 2020; Nash, J., & Herscovitch, B., 2018). Foreign researchers have conducted some studies to develop mechanisms for accounting for blue economy resources, such as environmental satellite accounting, ecological accounting, natural capital accounting, ecosystem services accounting, and national economic accounting (Maskaeva, A. et al, 2024). It is also necessary to take into account the experience of regional developments of countries where the blue economy is vital for economic growth, in particular the United Kingdom (Winder, G., 2024), Tanzania (Maskaeva, A. et al, 2024), island groups of Oceania (IUCN in Oceania, 2011) and the Caribbean (Bennett, M. et al, 2024), Sri Lanka (Galdolage B.S. et al, 2024). Also, considerable attention has been paid to the blue economy as an opportunity for implementing the Sustainable Development Goals (Islam, M. S. et al, 2024) and regional revitalisation in Taiwan (Chen, Tai-An & Shih, Yi-Che, 2021). March et al. (March, A. et al, 2023) propose options for enhancing

finance tools for developing blue industries (fisheries and aquaculture) in Grenada, Barbados, and Saint Vincent and the Grenadines through public-private partnerships.

Allocation of previously unsolved parts of the general problem. The issues of scientific and methodological support for finding partners for the introduction, development and implementation of a sustainable blue economy at the meso level, particularly in the Black Sea regions, remain unresolved.

Formulation of the research objectives (problem statement). To substantiate scientific and applied approaches to finding partners for developing a sustainable blue economy in the Black Sea region.

Materials and methods. The information base of the study includes domestic and international scientific publications, verified analytical materials, Ukrainian and European regulatory and legislative acts on coastal territory development. The study used general scientific and special research methods: institutional, system analysis, synthesis, theoretical generalisation and matrix approach.

An outline of the main results and their justification. The concept of the blue economy had gained global popularity since Rio + 20 in 2012, when the enormous potential of these resources for international and national development was recognised. It is possible to bring together the components of the blue economy in terms of sustainability, human well-being, social justice and multilateralism for international cooperation. The European Union has launched various initiatives to exploit the economic prospects of marine resources for sustainable development and to develop an appropriate mechanism for their use. The blue economy combines traditional maritime sectors such as fisheries, marine transport and tourism, and more specific ones such as aquaculture, biotechnology, offshore renewable energy and bio-exploration. These initiatives aim to sustainably capitalise on blue assets, increase investment in marine research and technological progress, and strengthen maritime connectivity and infrastructure. Developing the concept of the blue economy, Niiranen et al. (2018) described blue growth as focusing on "using the oceans to generate maximum societal benefits in an environmentally, socially and economically sustainable manner, i.e. maintaining the functioning of all ecosystem services derived from the oceans."

So, let's define the main principles of the functioning of the blue economy based on research (Khymynets, V.V., 2018):

– all processes occurring in the economy and society are sustainable and non-toxic;
– resources used are locally available and meet the environmental and human needs of the local community;
– energy resources used should imitate natural phenomena and comply with the laws of physics;
– diversification of sources of investment in innovations (state, private or borrowed, funds of individuals or legal entities, etc.);
– usage of zero-waste technologies;
– each process and product plays its unique role in full employment;
– society is constantly evolving to achieve a higher level of efficiency;
– scientific innovations continuously address systemic challenges.

As a result of implementing the principles of the blue economy, the following outcomes are achieved (or should be achieved):

– ecological stability, which ensures the protection of biological diversity, the reduction of pollution and the mitigation of the negative consequences of climate change. This outcome can be achieved through the imposition of restrictions on the capture of aquatic biological resources, the implementation of selective fishing methods, and the introduction of innovative aquaculture techniques etc.;
– economic viability, based on the diversification of the use of local water resources. This may include, for example, the simultaneous construction of renewable energy infrastructure (e.g., offshore wind farms), resource extraction (e.g., pearls), and the expansion of tourism, such as diving activities;
– social responsibility, ensured by creating new jobs and infrastructure development in coastal areas, alongside increasing the level of education and digital literacy among the population;
– ensuring food security through the development of fishing and other aquatic industries;
– International cooperation and interaction are of great importance for the global implementation of the blue economy through the development of diplomatic relations in fisheries and the prevention of environmental pollution.

The EU blue economy provides 4.5 million direct jobs with almost 650 billion euros in turnover. The maritime and ocean transport and logistics sector operates the movement of 90% of the world's goods, shipbuilding products, aquaculture, as well as tidal and wave energy (Ignatenko O., 2021). Ukraine has joined the "The Blue Economy Development Fund in the Black Sea" initiative,

including Georgia, Turkey, Bulgaria, and Romania. One of the initiative's main goals is to decrease the pollution level of the Black Sea, where the waste accumulation is almost twice as high as in the Mediterranean (Marine Cluster of Ukraine, 2023).

Ukraine possesses extensive water resources. The area of internal sea waters reaches 27 thousand km2, the territorial sea – about 30 thousand km2, and the exclusive economic zone – 82 thousand km2. The state sea border extends for 1355 km. Notably, the Black Sea and Odesa regions have favourable conditions for developing the blue economy in key economic sectors – fishing, aquaculture, tourism, entertainment and hospitality, maritime transport, etc. Coastal sea and estuary areas are favourable ecosystems for the industrial cultivation of many species of marine fish and shellfish (mussels, oysters, rapans). Thus, ecosystems for their shellfish cultivation in the Odesa and Mykolaiv regions do not require expenses for artificial feed. From one raft with an area of 16×25 m, they receive more than 4 tons of oyster meat per year (while filtering up to 100 litres of water per day with one individual).

The Kuyalnik, Tyligul and Khadzhibey estuaries' coast and waters are famous health resorts with unique ecosystems and natural healing resources. The port infrastructure of the cities of Odesa, Pivdenne and Chornomorsk provides about 39% of foreign trade (in particular, 90% of gross agricultural exports). It is a significant source of jobs and budget revenues. Odesa and Mykolaiv regions account for, respectively, 15% and 22% of aquatic living resources harvested by domestic fishermen (Open data of the State Fisheries Agency, 2025, January 30; KPI, 2022).

Since the problem of developing and implementing the blue economy affects different levels of the economy and cannot be implemented at the enterprise level, there is a need to form optimal partnerships to implement the necessary measures. Thus, there are already cooperation projects between Ukraine and Romania to develop the Black Sea and Danube regions. Romania is a member of the European Union, which provides the opportunity to use EU resources at the regional and pan-European levels (KPI, 2022).

Partnerships under the conditions of launching large projects or joint initiatives are not only a means of implementing this project but also an opportunity for each of the participants to obtain the expected results (social, economic, environmental, and others) in the long term precisely through partnership interaction (Masliy N. D., 2012). Choosing the most optimal partnership implementation for all participants is necessary.

The most common methods of forming partnerships today include:

– concern – a multi-industry complex of enterprises that retain their independence but are subordinate to a single management;

– association – an association of enterprises to achieve a common goal based on voluntary cooperation, with the aim of constant coordination of economic activities;

– corporation – a contractual association of enterprises to carry out joint economic activities;

– trust – a monopolistic association of enterprises that belonged to different entrepreneurs into a single economic complex;

– cartel – a contractual association of enterprises in the same industry to carry out joint commercial activities and sell manufactured products;

– a holding company is based on the separation of a leading enterprise that controls the activities of other enterprises;

– various market segments within their activities;

– Public-private partnerships form an optimal system of relations between the state and private institutions within the project.

To choose the optimal option for partnerships for the development of a sustainable blue economy, it is advisable, in our opinion, to apply the public-private partnership (PPP) model since changing the conceptual vision of territorial development is impossible without involving local administration, as well as state and international resources. Representatives of large and medium-sized regional businesses interested in developing the blue economy (for example, ports, hotel and restaurant industries, fishing enterprises, etc.) can act as private partners and financial institutions as a source of financing (investment, credit or other). Small and medium-sized businesses can act as satellites of the project, providing labour and other resources while acting as consumers of the results. It may also be advisable to unite interested business units into an association or corporation to achieve a common goal (development of the region's blue economy) and obtain results (increasing socioeconomic performance through joint activities and exchange of resources).

The effectiveness of this approach is apparent. Thus, local industrial, mining, logistics, maritime and other enterprises receive new opportunities to develop and sell their products and services. Enterprises that produce food for import and domestic consumption in the region receive logistics services financial and organisational support—the hospitality sector benefits from

increased freight, passenger and tourist flows. The public administration sector receives an image effect and an increase in tax revenues to local budgets.

The combination of possible forms of partnership depending on the level of relationship is given in Table 1.

Table 1

Matrix of possible forms of partnership depending on the level of relationship

Relationship levels	Macro level	Mesolevel	Micro level	Individuals, SPD, hired personnel
Macro level	PPP, with the participation of national and foreign investors interested in the project	PPP	-	-
Mesolevel	PPP	Regional associations or corporations of tourism, logistics, maritime, and other activities	Network structures, hospitality, logistics	Employment agreements, contracts for small wholesale deliveries
Micro level	-	Hospitality, logistics	Alliances and/or direct contractual relationships between partners	Employment agreements, supply contracts
Individuals, SPD, hired personnel	-	-	Employment agreements, supply contracts	Direct contractual relations

Source: authors' development

Determining the optimal combination of partnership forms for developing a sustainable blue economy in the Black Sea region showed the priority of PPPs with the involvement of local and national administrative resources and business units interested in developing the blue economy. These business units can be legal entities engaged in maritime activities, such as fishing, aquaculture, hospitality, etc.

Suppose it is necessary to find financial resources. In that case, it is possible to suggest resorting to the involvement of economic and industrial groups that develop their activities as satellites in this region.

Since a sustainable blue economy and sustainable socioeconomic development are essential provisions of the Sustainable Development Goals (SDGs 2, 3, 14, 17) and the European Green Deal, the managing bodies of the most influential cross-border European programs have launched platforms to search for partners both for participation in projects (from application to implementation) and for involving interested organisations and institutions of various subordination in important activities (Interreg Baltic Sea Region, 2021; Danube Region Programme, 2022; United Nations Industrial Development Organization, 2023).

We believe this approach to diversifying types of partnerships can provide the necessary resources and regulatory support for developing the blue economy in the Black Sea region and other regions.

Conclusions and perspectives of further research.

A sustainable blue economy is a leading trend in developing socioeconomic processes, which ensures a harmonious combination of efficiency and environmental stability based on the rational use of the environment. It covers a much wider range of issues than ecology and rational use of nature. The application of the principles of the blue economy in the Black Sea region will significantly increase the economic stability of many areas of economic activity and enterprises, develop optimal approaches to coastal management, increase interstate interaction and cooperation, and also reveal the potential of water resources based on the activation of stakeholder activities (green energy,

biotechnology, eco-tourism, science, education, etc.).

Further research will focus on formulating a scientific and applied approach to selecting the optimal model of partnership relations for developing the blue economy of the Black Sea region to achieve social, economic, environmental and other effects from implementing each of them.

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