



Aleksandras Stulginskis University
Business and Rural
Development Management Institute

COLLECTIVE MANAGEMENT

INNOVATIONS
IN THE DEVELOPMENT
OF SOCIO-ECONOMIC
SYSTEMS: MICROECONOMIC,
MACROECONOMIC
AND MESOECONOMIC LEVELS

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Pozniak O. V.

Candidate of Economic Sciences, Associate Professor,

Senior Lecturer at Department of Logistics

National Aviation University

Remyga Yu. S.

Candidate of Economic Sciences,

Senior Lecturer at Department of Logistics

National Aviation University

THE STRATEGY OF FORMING UKRAINIAN LOGISTICS INFRASTRUCTURE BASED ON PUBLIC-PRIVATE PARTNERSHIPS

Summary

Strategy development of logistics infrastructure should be in the priority of country development plans, because infrastructure that meets international standards, with appropriate microeconomics, national and international characteristics, is one of the essential effectiveness factors of each national economy. For Ukraine, considering its geologists features of transit country, low position in the rankings LPI determined by the lack of global strategy of logistics infrastructure development and insignificant volumes of investment projects. In this way, it is determined that one of the important factors of functioning the logistics infrastructure integrated system and ensuring its comprehensive development is the effective interaction between participants of project activities as Public-Private Partnership (PPP). Foreign experience according to this occasion is characterized by comprehensive state interest in the functioning of businesses, promoting public-private relationships around major infrastructure projects. As a result, the procedure of interaction between logistics providers with the government, which is the basis for the formation of PPP, is defined in the article. The role of logistics providers in the process of selection proposals for the most urgent infrastructure projects and direct participation in their implementation through PPP is described. Based on a survey of providers, formed a list of current projects in which interested logistic providers.

Introduction

According to the Ministry of Economic Development and Trade, for the reconstruction and development of infrastructure, Ukraine needs at least 8 bn. dollars every year [1]. Most of these facilities requires logistics infrastructure, which is a component of the country's infrastructure, consists of transport and warehousing, information and foreign trade, acts as a link between production and consumption, serving the movement of goods, creating conditions for satisfying demand, reducing the time of goods sale, accelerate capital turnover, reduce costs and prices of goods movement, forming an effective competitive environment. The characteristic feature for Ukraine is functioning in isolation and inconsistencies elements, fragmentation of market participants that provides logistics services and lack of public and private

funding for strategic infrastructure projects, lack of standardization and certification of logistics providers. Improvement of this situation is possible only through targeted country's policy to attract investment in logistics infrastructure objects and forming strategies for its development as a whole, not individual item. Thus, the development priorities of transport infrastructure reflected in the Transport Strategy of Ukraine till 2020. The development strategy of road sector in Ukraine for 2017-2022 years, which is a part of the transport infrastructure, is on the final stage of designing. Of course, this is an urgent problem in Ukraine – quality of roads. Moreover, one workplace in the field of road construction, according to expert assessments, creates 3-5 new workplaces in related industries – engineering, construction materials, automotive business, logistics etc. [1]. But the development of such partial development strategies indicates that there is no strategic vision of the whole logistics infrastructure country's development, projects develops under the concrete cooperation with international lending institutions – World Bank, European Investment Bank and European Bank for Reconstruction and Development. Using this mechanism for financing infrastructure projects for Ukraine is positive, but considering the experience of European countries, in our opinion, it was better to use the mechanism of public-private partnership that will not lead to a significant increase in external debt.

Part 1. The strategy of forming Ukrainian logistics infrastructure

The state has the most influence in forming macro-level logistics infrastructure, which is a combination of different kinds of companies, associations, infrastructure elements as ports, airports, highways, IT-infrastructure and all facilities, equipment, systems and programs form, that creates network of interaction between these structural elements within the country to ensure the passage of various kinds of flows between objects of a single supply chain to maintain efficient logistics service each customer.

Macro-level logistics infrastructure provides improvement country's potential, allows to build internationally relationships and expand the boundaries of activities, become more competitive state, but because it is a potential field for a cooperation between the public and private sectors. To better understand the impact of macro-level logistics infrastructure for the country's potential is necessary to allocate main structural parts (figure 1).

At the macro level in the logistics infrastructure system established complex links, formed multi logistics chains, working a large number of different kinds of organizations that set the overall rate of individual economic sectors functioning in country. The influence exercised through all elements of logistics infrastructure, can be displayed on the economic stability of the country through the prism of establishing foreign economic relations, increase turnover, development of market opportunities, investment attractiveness through the lens of improved infrastructure elements, development of transit relations, development of new strategic projects, which in general accumulation, contributes country's potential.

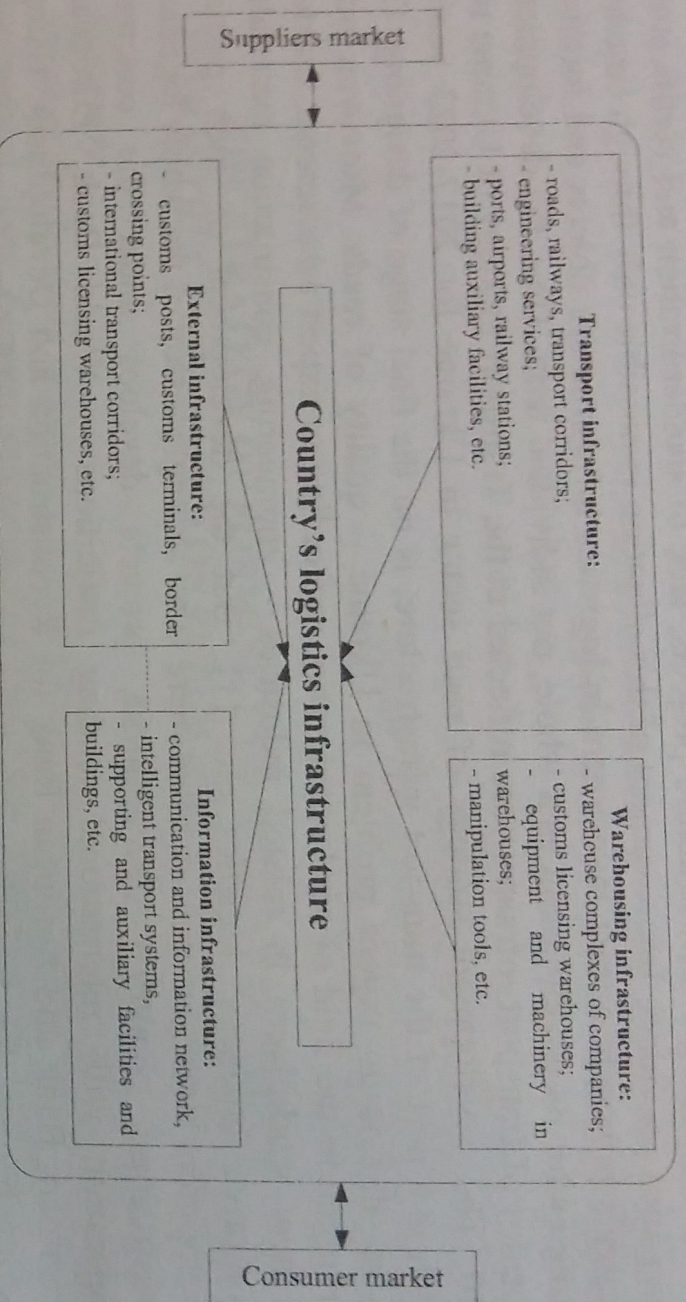


Fig. 1. Structural parts and element of country's logistics infrastructure

Source: own research

Effectiveness of logistics infrastructure may follow through “Logistics Performance Index” (LPI).

In 2007, the World Bank together with the University of Turku (Finland) were first developed assessment methodology of the logistics development level in different countries. For a basis in determining the ranking of logistics experts took the 7 most important criteria for evaluating the development of logistics in a country on which the logistics performance index was calculated – LPI [2]. Research the efficiency of logistics in various countries held once in 2 years – LPI was published in 2007, 2010 and 2012.

In 2010, the World Bank has made some changes in the methodology for calculating the index and put this criterion as “logistics costs”. The fact is that in many countries the statistics on logistics costs and not collected reliable information on this index is not possible. Also, the indicator “competence” was transformed into “the quality and competence of logistics services. Thus, the number of criteria for assessing the development of logistics has been reduced to six [2]:

- effectiveness of customs and border clearance;
- quality of trade and transport infrastructure;
- ease of arranging international shipments at competitive prices;
- quality and competence of logistics services;
- tracking the passage of goods;
- timeliness of deliveries of goods.

According to the results of research in 2007-2016 years, most advanced logistics systems have Singapore, Germany, the Netherlands and Hong Kong (China) (table 1) [3].

Thus, the first places of logistics ranking occupied by Germany, Ukraine in 80th place. Infrastructure development is a key issue for developing countries, regardless of income level. The pace of infrastructure development in leading countries is much higher than in countries complete this list. According to the World Economic Forum (WEF) experts fall in a number of rating depends mainly on two factors: transport infrastructure and quality of logistic services (including transport operators, customs brokers) [4].

Table 1

The world countries according to LPI index in the 2007-2016 years

| Country | LPI index (country place) | | | |
|-------------------|---------------------------|------------|-----------|-----------|
| | 2007 | 2010 | 2012 | 2016 |
| Singapore | 4,19 (1) | 4,09 (2) | 4,13 (1) | 4,14 (5) |
| Hong Kong (China) | 4,00 (8) | – | 4,12 (2) | 4,07 (9) |
| Finland | – | – | 4,05 (3) | – |
| Germany | 4,10 (3) | 4,11 (1) | 4,03 (4) | 4,23 (1) |
| the Netherlands | 4,18 (2) | 4,07 (4) | 4,02 (5) | 4,19 (4) |
| Ukraine | 2,55 (73) | 2,57 (102) | 2,85 (66) | 2,74 (80) |

Table 2

Ranking of countries in terms of LPI, 2016

| No | Indexes | Ukraine | Germany | Netherlands | Poland | Kazakhstan |
|----|-------------------------|---------|---------|-------------|--------|------------|
| 1 | Customs | 2,30 | 4,12 | 4,12 | 3,27 | 2,52 |
| 2 | Infrastructure | 2,49 | 4,44 | 4,29 | 3,17 | 2,76 |
| 3 | International shipments | 2,59 | 3,86 | 3,94 | 3,44 | 2,75 |
| 4 | Logistics competence | 2,55 | 4,28 | 4,22 | 3,39 | 2,57 |
| 5 | Tracking & tracing | 2,96 | 4,27 | 4,17 | 3,46 | 2,86 |
| 6 | Timeliness | 3,51 | 4,45 | 4,41 | 3,80 | 3,06 |
| | LPI | 2,74 | 4,23 | 4,19 | 3,43 | 2,75 |

Consider performance components that determine the overall rating LPI countries (table 2) [3].

Based on expert assessments of rating “Logistics Performance Index”, we can build the competitiveness radar of Ukrainian logistics (figure 2), which forms the position of each country in total comparative list and allows you to visually evaluate the main strengths and weaknesses, identify such conditions among countries and areas see further improvements.

These countries were chosen to build the competitiveness radar of logistics considering the fact that German and Dutch strategy for the development of logistics infrastructure, in our opinion perfect for Ukraine and Poland – is our closest

neighbour and partner to reform our economy, and Kazakhstan – a strategic partner in the formation of trans-European transport corridors.

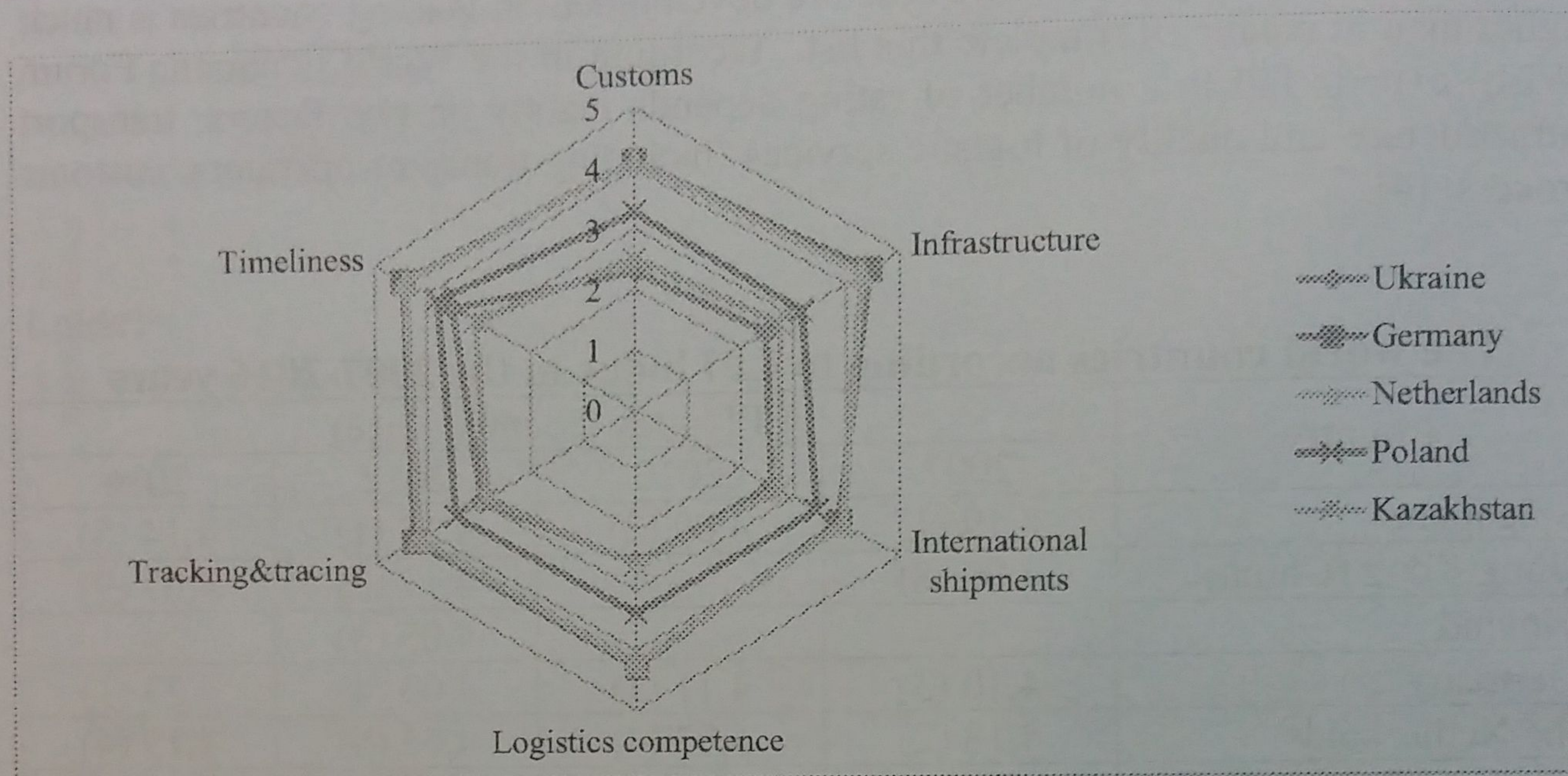


Fig. 2. The competitiveness radar of Ukrainian logistics

According to Jose Guilherme Reis, head of sector trading practices of the Department of Global Practice Group of the World Bank in the field of trade and competitiveness, LPI helps individuals, defining economic policy clearly compare the results of the country and like it states in the movement of goods between the countries and linkages to global supply chain [4]. The efficiency of logistics of the country depends on many factors, including infrastructure, regulatory framework, policy measures, geography and political economy. Thus, strategy of formation and development logistics infrastructure determines economic development and can be used as driver of many sectors of the economy.

In view of WEF experts, logistics infrastructure strategy should be formed, firstly, within the strategy development of the whole infrastructure, and secondly, given the experience of the leading European countries in innovative terms. Strategy of forming logistics infrastructure represents as a multi-level complex plan consisting of clearly defined objectives, implementation of which is a necessary condition in achieving the strategic goal – development of innovative logistics infrastructure (figure 3).

At the same implementation of short-term goals to achieve further progressive development of innovative logistics infrastructure should be based on clear strategic principles, including:

- analysis of recent trends in innovation and experience with innovative products in the formation of logistics infrastructure;
- search for local and foreign companies involved in the development, introduction of innovative products for sale or use in their activities;

- improving existing plans and development strategies with a focus on innovative future;
- use of innovative technologies and creation of integrated production and transport areas;

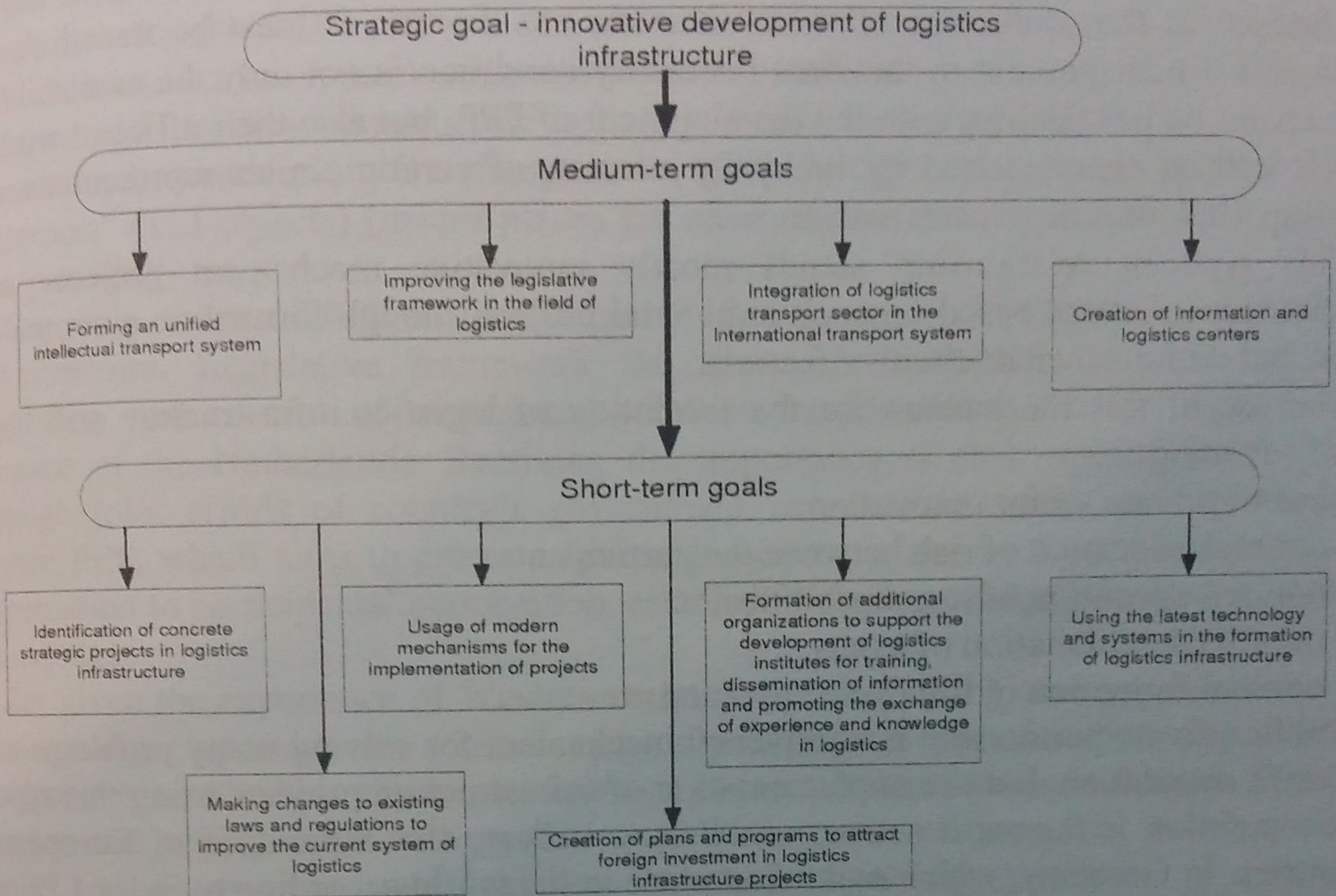


Fig. 3. Strategy of forming logistics infrastructure

Source: own research

- creation of a common information space;
- improving the system of public-private partnerships, etc.

These principles will enable a new way to consider the mechanism of forming relationships that are created in the performance of strategic country's projects. The transition to innovative development will accelerate the rate of achieving desired results, reduce resource consumption on specific tasks, and establish relations between public and private partners.

This mechanism of public-private partnership, in our opinion, is the innovative tools by which strategy of forming country's logistics infrastructure will be effective and successful in carrying feet of various projects in the logistics area and will directly depend on the degree of the complex instruments adjustment.

So, what is also important for the development of logistics infrastructure? Firstly, compulsory basis for the effective operation and development of PPP in the country is an environment that is characterized by stable economic development, closer trade relations, and fair competition and so on. Secondly, formation of a clear framework on this type of cooperation should not be chaotic, it must be preceded by a specific strategy, clearly defined priorities for the use of this mechanism on the basis of the

research and monitoring of the industries development in the country and the importance of their improvement, determining institutional environment support for future projects, monitoring of potential domestic and foreign participants and others. Third, in support of this cooperation should be clearly formulated, transparent legal framework that will define the rights and obligations of the parties will give them confidence in the protection of their interests, etc. Fourth, it must be traced clear hierarchical management in this area necessary condition is not only the availability of relevant bodies dealing with the development of PPP, but also their efficient work, which will be characterized by lobbying interests of certain circles representatives, and impartial attitude to each parties.

This type of relationship stands mostly innovative mechanism projects, as relationships that are based on each individual project, though formed on a common basis, but with its own distinctive features.

The use of this mechanism for the formation of logistics infrastructure will use these advantages:

- use of private sector innovation;
- optimal allocation of risk between the participants;
- optimal allocation of responsibilities;
- improved exploitation of assets;
- optimal formation of life cycle costs and etc.

Public-private partnership is a universal mechanism for solving many problems of different orientation, but the implementation of infrastructure projects using this type of cooperation is the most active, which may indicate the experience of European countries. In Germany, which ranks first place in the world according to index LPI, a public-private partnership actively reflected in the field of road sector and utilities, in the UK – airports, roads and IT-infrastructure, in Greece – airports and roads, in Spain – ports and highways [5].

Peculiarities of German model transport-logistics infrastructure (TLI) is that [6]:

- 1) based on advanced federal laws and federal laws that clearly establish the powers and responsibilities of participants (companies) that are included in their composition, and define state participation in their implementation;
- 2) includes both government funding and allocation of federal subsidies, targeted subsidies and loans for investment projects and attract private investment in the transport and logistics infrastructure;
- 3) creation of transport-logistics infrastructure is always initiated by the state, which not only prepares land for construction, but also actively participates in the design phase of the facility and in the implementation phase of investment in the development of logistics centres.

An example of effective interaction between private and public sector is strategically important building of the so-called «Freight Village» in Bremen. This project represents a huge warehouse, which brings together working of 150 companies. Funding for this project was provided by the State party and those firms that have acquired land in the complex to implement their own activities.

Successful projects are formation of transport and logistics infrastructure in Italy, where one of the largest transport and logistics centres located at the intersection of 5 rail and 4 highways is Bologna Freight Village. This centre provides services for more than 35% of domestic cargo and handling 16% of international cargo, travelling across the country. Bologna Freight Village is a large transport and logistics centre, which includes about 100 national and international transport and logistics companies and customs, banks, postal organizations and cultural institutions [7]. Overall, transport and logistics infrastructure in Italy has developed considerably as a result of the national master plan for transport in 1986, which defined two-tier network "Interport" (TLI objects) (macro places for international transport and national level transport) [8].

The main scope of PPP in the Netherlands is to attract investment in country's infrastructure. Legislative framework this type of relationship is not, but the regulation and control of contractual relations responsibility of the Ministry of Finance of the Netherlands. Realizing the importance of this type of partnership through joint efforts of country's government was established in the Knowledge Centre PPP, which aims to create a favourable environment to disseminate relevant information to participants' cooperation, establish mutual exchange of experience and knowledge.

So, given the experience of Western countries, project of logistics infrastructure is strategically important to achieve not only economic benefits but also social welfare – is a priority in the implementation of infrastructure projects through PPP in Europe and setting up with a system of public-private relations will develop with faster and zoom your own logistics infrastructure to the standards of foreign countries.

Part 2. The mechanism of PPP's implementation in the sphere of forming country's logistics infrastructure

Public-private partnership – is based on long-term agreement cooperation between the public sector (e.g. local government or central executive authority) and the private company or employer to provide public services and improving infrastructure. Emphasis is placed on providing quality services, while created for the contract PPP assets since its completion passed into the ownership of the state or municipal partner [9].

PPP is an effective way to implement investment projects, however, it develops very slowly, because the number of completed projects is minimal, and their efficiency – low. To increase the efficiency of this mechanism, partner of Ukraine to implement the objectives of the Program of public-private partnership has become EEF and the World Bank; their experts at the request of the Ministry of Economic analyzed PPP in Ukraine and developed appropriate recommendations for its improvement. The program of public-private partnership in Ukraine helps to create an environment conducive to PPP with five related tasks [9]:

1. Improvement of legislation to create a legal environment that consists of laws and regulations that facilitate the implementation of PPP.

2. Support activities of the National Focal Point of PPP to provide its assistance to local authorities and central executive bodies that seek to improve the efficiency and quality of services and infrastructure improvement through involvement of the private partner.

3. Educating and informing the pilot cities of PPP Program are read to prepare and implement PPP projects, through seminars, conferences and study tours. In addition, organized education programs inform the public about the benefits of participation of private companies to provide public services and infrastructure maintenance.

4. Implementation of pilot PPP projects in key sectors by assisting the pilot cities at all stages of the project from concept to presentation of pilot projects in the market through a transparent and competitive tender. The resulting experience will serve to further improve the environment and processes for the use of PPP in Ukraine.

5. Prevention of global climate change and promote clean energy are cross-cutting task that affects all four of the above objectives. PPP Development Program integrates climate change into all kinds of its program activities at the national and local levels.

Within the framework of knowledge exchange, EEF has prepared and published reports that analyze the specific Ukrainian conditions and give recommendations to create an enabling environment for PPPs in Ukraine, namely [9]:

- 1) diagnostic review of Ukrainian legislation on public-private partnerships;
- 2) problems of legal regulation in the sphere of public-private partnerships;
- 3) methodology for assessment of the project PPP.

According to the World Bank as one of the priorities should be to harmonize concession law is the Law "About public-private partnership". If you look at the number of implemented projects, 200 of them will be concession and only two – by public-private partnerships. This is due to the fact that concessions law offers creators projects easier way of preparing and simplified evaluation system [1]. In particular, the World Bank experts recommend starting reforming the creation of the National Infrastructure Development Plan (minimum of ten years) and identify possible sources of funding. This will allow officials to properly evaluate the priority projects to choose optimal forms of cooperation of the state. It is also necessary to unify the procedures for the preparation of project documentation, the economic evaluation of projects and their selection. It is necessary to develop a standard contract of public-private partnership, which must clearly state the problems that may arise during the implementation, and the possibility of refinancing. Brake reform of PPP and the lack of clear rules for the valuation of assets, poor quality assessment of fiscal risks vague contractual obligations and financial opacity processes.

Thus, by certain institutions, the state determines the legal "game rules" for all stakeholders, including logistics providers are directly interested in the formation of logistics infrastructure in innovative terms.

Analyzing the activity of 3-PL providers in Ukraine and its relationships with the public sector we can note the following pattern:

1. All types of transport in its operational activities carried out by the company's subcontractors, excluding their direct dependence on the infrastructure level, but indirectly reflected in tariffs, conditions of service, time frame, etc., dictates its party subcontractors.

2. Operational activities of companies is closely intertwined with maintaining optimal relationships with government agencies, international airports, customs and sanitary services, public administration, etc., acting on its own defined conditions and principles.

3. The active ideological part that companies engaged through community councils in ministries and associations focused on the development and maintenance of advanced and important proposals or projects to facilitate the functioning of business and logistics software development in the country.

4. Gradual reduction of initiative on the part of companies and liquidation participate in some councils caused by the reluctance of the public sector to productive dialogue and establishment of feedback and consideration of comments to existing business rules and principles of its existence.

5. Open the reluctance of companies to create more community councils and engage in any other existing organization or business support certain activities due to the belief that such structures are involved in lobbying narrow range of interests and are not prepared to maintain the really important topics of the business environment.

The fact that companies mostly have own transport capacity does not mean that they are not interested parties in the development of infrastructure, because the quality of roads, increasing the capacity of ports, installation of airports and upgrade vehicles will allow companies to expand its customer base, eliminate disruptions in supply, switch to a new level of transport services, while expanding its operations and future prospects have to go perform these operations on its own.

How logistics providers can influence on the country's logistics infrastructure? First – by generating concrete ideas about the necessary changes in legislation to address pressing issues of transport in the country, development of logistics, tax issues, customs, irrationality applicable laws, the wrong choice of priorities of financing infrastructure projects in the country. It is on the latter, the experts urged the World Bank.

In its practice companies repeatedly participated in conferences, webinars with the European Business Association, American Chamber of Commerce or the Ministry of Infrastructure, Ministry of Economic Development and Trade of Ukraine, while maintaining the theme of logistics activities and the necessary infrastructure support.

Second, – be equal partners of the state in the implementation of infrastructure projects as an investor. But there must be a clear system of relationships which will vary depending on the type of project (figure 4) and define the role of each participant.

Inputs for the implementation of each individual project, in this case in the field of logistics infrastructure is existing state of infrastructure, degree of economic stability in the country, level of innovative development, established system of relationships and so on.

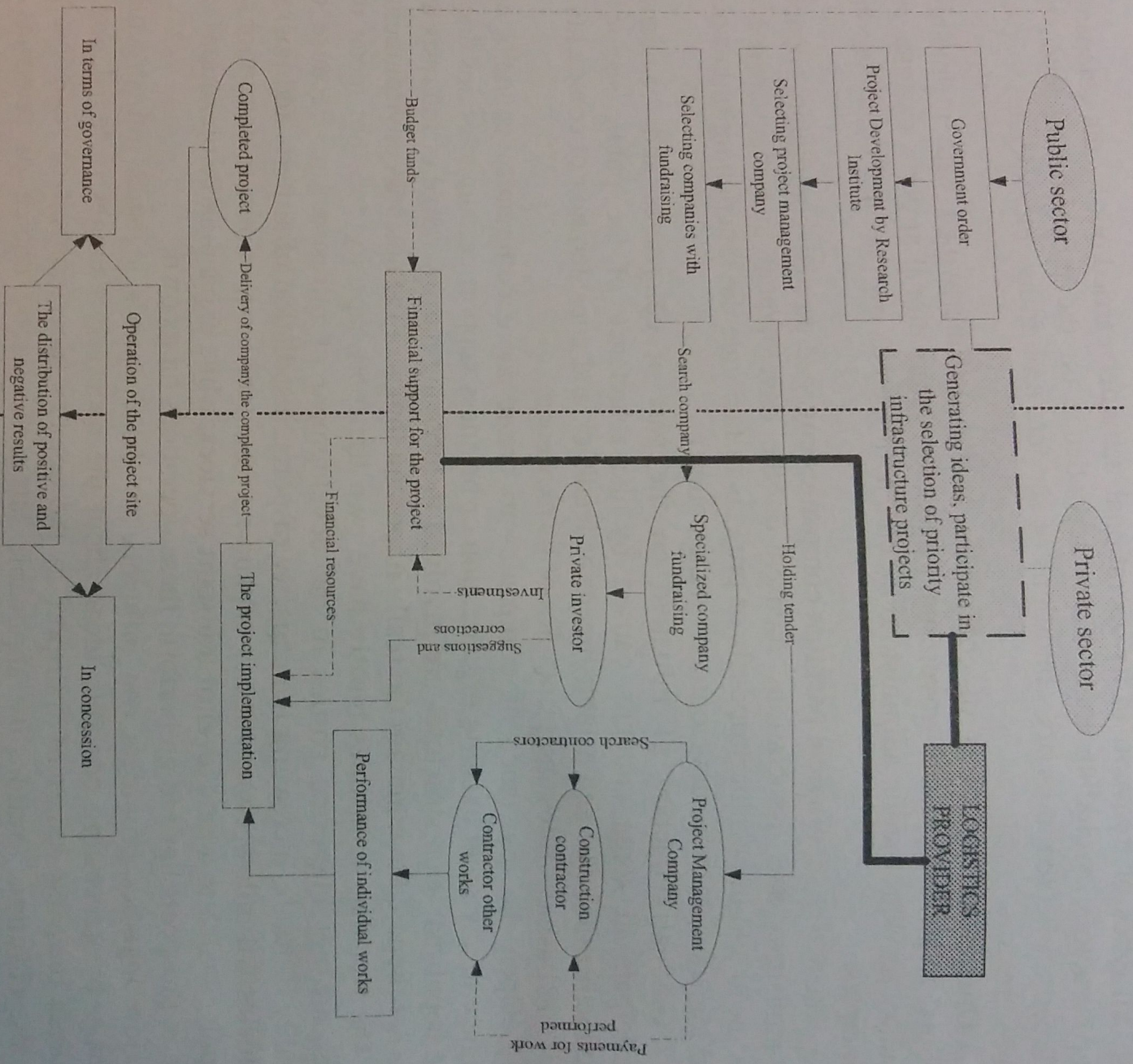


Fig. 4. The mechanism of project participants cooperation and division of responsibilities

Source: own research

The bonds formed during the project under this scheme are not only financial:

1. Relationships with customers direct results of the project can be provided by the contractual terms of the lease, purchase, use some advantages of the project, depending on the specialization of the project site. In this case, the funds in percentage terms, according to the terms of the concession agreement will be distributed between the participants direct the project.
2. On the basis of the concession agreement between the private and the public sector builds mutual influence participants. State partner than the budget provides tax preferences, state guarantees, preferential conditions for follow-up to the opponent,

institutional support and the private sector, in turn, provides for the use of their own experience, knowledge, innovative technologies, machinery, equipment and facilities companies, own highly qualified staff.

3. Contact government agencies and financial institutions based on direct agreements in respect of credit allocated funding for individual areas and the return of these obligations.

4. Investors of each individual project can act interested third party domestic or foreign organizations – logistics providers, which in this case are the shareholders and the successful implementation of the project can benefit from dividends, favourable conditions for the activity, reduced tariffs and setting terms of cooperation and so on.

5. For the implementation of the project on their own, without the involvement of financial support from public authorities and investors, the private partner – the logistics provider can take a loan under the concession agreement, with the obligatory return of these funds on credit terms.

6. Formation of contract conditions for construction and maintenance involves contractual relations where the project company does not fulfil its own project, and transmits them to a third party.

Based on the survey of logistics providers, have formed the actual implementation of infrastructure projects of interest to both state and market operators' logistics services:

1. The development of ports and maritime transport:

- improvement, renovation and construction of new customs terminals with existing international ports;
- strengthening the capacity of the port of the country, increasing their dredging;
- discuss the possibility of establishing bases for intermediate handling procedures outside the port.

2. The development of traffic management and road transportation:

- identify the most problematic sections of roads in need of urgent reconstruction;
- analysis of planned projects in the reconstruction of road infrastructure and operating performance discussion, corrections and suggestions for the design part.

3. The development of air transport and aviation industry:

- analysis of aircraft of international airlines Ukraine;
- discussion of issues related to the closure of certain terminal at the international airport "Borispol".

4. The development of the railway sector and transport:

- analysis of the major projects of electrification of railways;
- identification of priority areas for investment of the railway sector;
- analysis and discussion of the main issues of cooperation with Ukrzaliznytsia, etc.

5. The development of logistics activities:

- discussion of implementation issues multimodal transport in Ukraine, their legal basis;

- analysis and finding ways to support the development of electronic document management in the country;
- discussion of issues logistician national economy;
- discussion of ways to improve logistics performance index of the country;
- discussion of 5pl-country logistics and so on.

In this context, Ukraine's participation and domestic logistics services operators to implement new ideas in the field of the EU eurologistics can be decisive. Implementation of projects should contribute to significant time savings by reducing road congestion and improving the functioning of railways. Ukraine is promising to participate in infrastructure projects of sea routes (ports in Odessa and Ilyichevsk), Central and South East multimodal axis and Black Sea transport area. The Eurasian transport links is important for development of Eurasian transport bridge in the form of tracks that pass the Chinese seaport Lyanyunhan through central and southern China to Kazakhstan and then through Russia and Ukraine to Europe. In territorial integrated transport and of logistics infrastructure will play a key role multimodal transport and logistics units, logistics centres, logistics platforms [10].

The development of public-private partnerships in different countries was caused mostly need to unite forces various participants. The public sector, which aims to govern and regulate all kinds of relationships, make important strategic decisions do not always have enough strength, experience, security sources etc. rational ideas to solve something really difficult and urgent. This mechanism, although it is a universal versatile in solving problems, but everything depends on good governance. Such developed countries as Germany, UK could do this kind of relationship prestigious and necessary for development, confirming its own development, new ideas and successful projects, and Denmark almost abandoned this type of partnership for freedom of the country from corruption tumours.

In Ukraine, this mechanism works insufficiently. First of all, misallocation of funds does not allow realizing the really important projects and imperfect legal framework and lack of supporting specialized bodies makes it difficult to make the right decisions. From this suffering logistics infrastructure of the country, it wears as long as the public sectors in its round tables not solve those problems and provides for the development of the wrong industry. Only the active support of the private sector, surgery strong companies will be able to change the situation for the better and give a new driving force of positive changes in the country.

Conclusions

For Ukraine to participate in the creation of a single Euro-Asian transport and logistics infrastructure in the context of further expansion of the major transnational axes eurologistics that meets modern requirements is a priority strategic objective. This will increase the efficiency of the national logistics infrastructure capacity (full load warehouse space, volume, capacity, capacity transport infrastructure, matching the level of logistics services to customers); intensive introduction of information

products that promote integrated management of logistics flows of supply chains; staff training, sustainability and Ukrainian economics competitiveness.

The development of logistics infrastructure requires complex influence of many factors, without proper state intervention and which will not be able to achieve synergies. First to form a strong logistics infrastructure in the country should be a clear understanding of the importance of this sector, which may appear in development plans, conceptual regulations, and amendments to existing laws, etc. As it turned out, in this case, Ukraine is far behind the developed logistics States, such as Germany, Great Britain, France, which appears in the open reluctance to consider public projects, and deal exclusively with profitable and economically viable.

Gaps in the system of public-private partnerships seen through the lens of the gaps in the legislative framework, in the absence of appropriate specialized structures that need to support this type of relationship, contribute to its development. However, there is a lack of clear strategy, which would be targeted at implementation of concrete foundations stages, affecting the industry and important areas. This series of problems, which every year is only complemented should gradually extinguished and give positive impetus to the establishment of a genuine strong logistics infrastructure.

This positive transformation is possible only if adequate support public sector on the one hand and the other private. Only together, as the experience of developed countries can reach consensus and adopt the best solution, because the idea business, which tends to develop in our country and on this basis to develop its most, to make it stronger, competitive and attractive for investment and partnership is as important as the state in general. It is a private company with their new view, innovative ideas; knowledge of foreign partnerships will direct the state mechanism in the right direction and the necessary pace. These logistics providers should care about the future logistics and its continuous development, since they no interest in this. The main motion to set this positive transformation and it will grow as "snow layer", it becomes new participants, proposals and ideas, ways to overcome the problems and plans for future development.

Currently the main important uses of public-private partnership is the development of roads and ports as the partial loss of power and the country, it still has a ways that are transnational corridors and ports of international purpose, and so it is important to eliminate data loss caused artificially, by strengthening existing facilities. This provides an opportunity to integrate the European system of logistics in the field of transport zones expand from the Atlantic to the Black and Caspian Seas, the creation of trans-European transport axes crossing the whole of Europe, creation multimodal transport corridors by sea through the ports that are implemented during the development of pan-European transport and logistics infrastructure and improve communication between the EU and neighbouring countries.

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