



**DEVELOPMENT STRATEGY  
OF THE IVANO-FRANKIVSK REGION  
for the period until 2020**



IVANO-FRANKIVSK REGIONAL STATE ADMINISTRATION

IVANO-FRANKIVSK REGIONAL COUNCIL

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## **Introduction**

### **Background Information and Aim of Strategic Plan Operation**

The modern world of common competition and global challenges, lack of natural, financial and human resources encourage all the subjects of different markets to search for new opportunities for development, use their own benefits and opportunities for better access to the resources.

We should no longer have reliance on foreign states or international resources. The tendency towards effective usage of own resources, creating the own territorial cohesion either in the country or in the regions is becoming more and more popular.

The change of approaches to regional development, which took place in Europe and appeared to concern Ukraine, is directed towards increasing the role of the regions, their public authorities in their own strategic planning and development.

The planning of regional development in the mid-term, which is the result of cooperation of different subjects in the region: including Regional Council and Regional State Administration, the representatives of Association of Entrepreneurs, Public and Scientists, has to become the basis for regional and local development programs.

“The Development Strategy of Ivano-Frankivsk Region for the period until 2020” is considered to be the main planning document of Ivano-Frankivsk region.

The Development Strategy of Ivano-Frankivsk Region for the period until 2020 (further – the Strategy) was developed according to Law of Ukraine “On stimulating regional development”, taking into consideration The State Regional Development Strategy for the period until 2020 and experience of the Economic and Social Regional Development Strategy for the period until 2015 implementation.

The necessity of preparing and adoption of The Regional Development Strategy is caused by change of social and economic situation in Ukraine as well as in the region, adoption of Law of Ukraine “On amendments to Budget Code of Ukraine” in 2013, which defined new approaches to funding the projects and programs of regional development.

During the operation of the Strategy, political decisions of the government concerning the reforming of regional development were taken into account.

The Strategy was developed by a working group, which was formed on May 15, 2014 following many seminars and discussions within April-August 2014. European Union’s project “Support of the policy of regional development in Ukraine” accompanied it.

The development of the Strategy became an important instrument of improvement the partnership between Regional State Administration, Regional Council, Local/District Administrations, City and District Councils, universities and the wide range of public organizations in order to make the strategic document attainment of all interested participants to provide immediate social support for taking measures and implementing projects which are structural parts of the Strategy implementation Plan.

The process of composite work on the Strategy development allowed involving dozens of organizations and region's active people from different fields, executive authorities, local government, scientific institutions and public organizations.

The Strategy set itself an ambitious and important objective of turning Ivano-Frankivsk region into a distinctive area, in which European values will be combined with the ancient national traditions. The region should become cultural, tourist, resort centre of Ukraine open to cooperation. It should become a region of innovational economy with comfortable and safe living environment and high level of social and spiritual development.

An individual becomes central priority of development. The development of economical potential, tourism, rural territory and human capital are just the instruments for reaching the overall objective.

The implementation of the Strategy will involve the formation of complex system of the tasks, which being based on understanding of the current situation and level of development of the whole region, its towns, and districts will be able to provide the fulfillment of the strategic vision and creation of the region of constant development. The innovational industry, tourism, environmental agriculture, high quality of human capital and safe environment will be combined harmoniously in the region.

The Strategy is developed in such a way that it will influence the current formation of projects of regional development as well as events within the region up to and after 2020 during its implementation.

Factors, which influence further development and dictate the changes, are considered in the document. It determines the region's objectives and suggests how to reach them. The region itself, as well as people who live and work here, provide the opportunity for the fulfillment of the strategic objectives.

The Strategy determines the long-term prospects taking into consideration the needs of future generations. Thus, the issue of constant development takes a very important place in the Strategy being focused on economical and social unity.

The adoption of this Strategy has to become the basis for creating a complex base of strategic planning in the region that is specification of regional programs, their harmonization with development's prospects defined in the Strategy.

The Strategy will become a planning document of the highest level in the region, so its implementation requires mobilization of financial, physical and human resources. It is expected that all efforts of administrative authorities, society, scientific communities and citizens will be directed towards successful implementation of priorities and measures defined in the Strategy. Thus, concentrating and proper coordination of the available financial resources obtained from regional budget revenue, State budget, donors' funds and private sources will enable to provide the fulfillment of the objectives defined in this Strategy.

Not enough attention was paid to the issue of regional development in Ukraine, both at national and regional levels. In fact, there were no mechanisms for stimulating the regional development in the state. The adoption of Law of Ukraine "On stimulating regional development" №2850-IV of September 8, 2005, prompted the

launching of strategic planning of regional development. This law has encouraged development and adoption of the strategies of regional development and also allowed for such an instrument of regional development as agreement between the region (Regional Council) and Cabinet of Ministers of Ukraine. However, the practice showed that the effectiveness of mechanism of agreements as for regional development is not enough. Such agreements with the range of regions have not been made at all.

Under such political and legislative conditions in Ivano-Frankivsk region, the Strategy, based on current legislation and improved practice of the world, has been developed and directed towards positive changes, providing the region's appeal for investment of local, regional, donor and private funds.

The Strategy defines three basic strategic approaches to effective regional development:

1) ascending approach to consolidation of the opportunities of economy, territory and people:

2) assimilation of the methods, mechanisms and instruments for strategic planning, which regulate the use of the structural funds, taking into consideration the practice of EU;

3) improvement of the system of interconnected operational programs for implementing the Strategy in mid-term plans.

The Strategy provides a radical approach to reaching new goals on a broad scale of regional development and shaking off stagnation in the development, mainly, due to economical, social and ecological criteria.

The separate place among the directions of regional development belongs to territorial aspect of the measures directed towards strengthening of the growth centers as potential driving force for appropriate territories development, as well as economical and social accessibility of poor suburbs and elimination of general social and economical disbalance. Favorable material and non-material infrastructure and appropriate potential are necessary constituents of achieving the wide range of coordinated objectives of regional development.

### **Approach, methodology and process of the Strategy development**

Economic development includes strategies and programs, implementation of which allows the region to adapt to economic changes by improving its competitive state due to crucial factors of economy: human resources, information and technologies, assets and infrastructure.

Strategic planning is a system-based way to changes management and reaching the consensus in the region, as well as creating the common point of view of future development, creative process of defining the problems and realistic objectives, tasks and strategies for solving these problems. Strategic planning is also a powerful instrument of uniting the business leaders and officials of the local authorities for establishment of public and private partnerships. This will have a positive impact on



local business climate and competitive condition of the community as well as dealing with other issues connected with the level of citizens' life.

The process of the Strategy development had an ascending nature. It has been being developed by the group that aimed to define the directions of development and spheres of the measures implementation.

The terms of the planning instruments were being defined on the basis of combination of long-term strategic plan and mid-term cycles of planning. Defined strategic objectives and goals are long-term (within 7 years) ways of development, while the programs are oriented on implementing the priorities (3 years). Being the key elements of the Strategy, these measures define the plans and ways of reaching the strategic objectives.

The strategy is based on the following principles:

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Partnership                                                              | The character of strategic development is formed on the results of different consultations, directed towards the reaching of consensus, and reasoning of community's expectations from the authorities all interested parties were invited to take part making decisions and in the development of strategic objectives – the representatives of authority, research institutions, associations of enterprises, chambers of commerce, enterprises, and citizens.                                                                                                                                                   |
| The principle of joint participation of officials and the private sector | It provides a broad social consensus and public support of the Strategy. All measures were taken in the way protected from the excessive influence of the participants of the development process with the involvement of particular persons who make decisions, interested parties, experts, representatives of NGOs (non-governmental organizations) etc.                                                                                                                                                                                                                                                        |
| Viability                                                                | The basis for providing viability is providing of appropriate balance and sequence of Strategy's internal elements (objectives, measures) that is maintained by applying all principles referred to in this document. The other important element to provide viability is providing the development of comparative advantages distinguished by the results of SWOT-analysis (the development of opportunities which weaken the severity of defects and problems). Besides, to reveal synergy between defects and threats that impend viability (for risk-management) the matrix of weaknesses and threats is used. |
| Integration                                                              | It was provided by two ways:<br>1) integration of common local needs at the regional level from territorial and meaningful point of view. It means that the achievement of any regional objective will have a result at the local level too. Integration is provided by active participation of all interested parties of the region.                                                                                                                                                                                                                                                                              |

|                              |                                                                                                                                                                                                                                                 |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | 2) integration as a multidimensional development plan of priority sectors and activities provides elimination of conflicts and negative impacts. In this context, integration provides the concentration on compatibility and synergy measures. |
| Innovation                   | Is used as a principle in the process of projects' identification and mainly concerns the proposed approach and the most effective usage of available resources.                                                                                |
| Hierarchy of strategic plans | Strategic plans of high level are of more general nature and are the basis for defining measures at the lower levels.                                                                                                                           |
| Institutional memory         | The work on the project of Strategy was based on the results achieved during elaborating the previous strategic documents, in particular the Strategy of economic and social development of Ivano-Frankivsk region up to 2015.                  |
| Subsidiarity                 | Determination of strategic measures beginning from the lowest level (based on the needs of local communities) was made using the resources of the regional development.                                                                         |

The model of the Strategy development was chosen according to the needs of the region.

### **Stages of the Strategy development:**

#### ***1. Organization of work***

The working group (WG) is the development team that is formed to work on the strategic plan of the development of the region. At the WG's meetings all types of work are presented and discussed and the appropriate decisions are made.

#### ***2. Carrying out of the social and economic analysis and SWOT-analysis***

The inventory of statistical data is the starting point of the Strategy development process. Statistical analysis is more than simple consideration of statistical indicators, as it also predicts the assessment of structural, political, economic and social conditions. In this context, the quantitative-empirical aspect has a close connection to the qualitative aspects.

Social and economic analysis, comparative advantages, challenges and risks that take into account specifics of Ivano-Frankivsk region is the basis of strategic planning, combining needs of districts and ways of problem solving.

After analyzing the situation, the analysis of the region's potential took place. SWOT-analysis was chosen as the basic method of this work. In practice the working group defined the region's strong points, the opportunities of development, weak points, and external threats. During the meeting a brainstorming session focused on determining synergic interaction between factors in the frames of each element of SWOT-analysis was held, and it aimed to determine the strategic orientation, comparative advantages and to enable risk management.

Revealed strengths and weaknesses, opportunities and treats form a clear idea of current situation, problems, and development potential of the region, and therefore serve as a bridge between social and economic analysis and the Strategy. Moreover, the orientation of Strategy and the main elements of strategic objectives become obvious at the end of this stage.

The results of this stage are: 1) social and economic analysis of Ivano-Frankivsk region; 2) SWOT-analysis and SWOT-matrix; 3) comparative advantages of the region, challenges, and risks.

The external and internal analyses provide identification of the main problems of economic development of the region and with the Profile's data of the region serve to form strategic directions and goals of its development for a certain period of time.

### ***3. Strategic Vision Determination***

The working group defines the strategic Vision of the region's development, i.e. desirable condition of social and economic system for the future, which can be defined by a certain date. Adequate formulation of the Vision with precise components of general purpose of development is very important for successful implementation, further monitoring, and estimation of its fulfillment.

Strategic Vision reflects the result of implementation of development strategy and the desirable specific result in the future.

### ***4. Formation of strategic and operational objectives with the appropriate measures***

In general, strategic objectives were determined at least for the period of 7 years. This term was determined to create strategic platform for the implementation cycles, each lasting 3 years, and to avoid the necessity to repeat the process of strategy development in the interim and testing the viability of plans in long-term prospect. Strategic objectives were defined on the basis of compared region's advantages, considering the challenges and possible barriers and risks of development.

Operational objectives were defined as milestones on the way of strategic objectives fulfillment, which provide implementation of the necessary measures.

These measures were defined to achieve appropriate strategic objectives by 2020. To form distinct structure of all strategy elements, measures of strategic objectives, connected with operational objectives were specified. These measures are combination of regional measures (projects of development) and reforms, which create a basis for the further development of potential and achieving the objectives of development.

The most important results of the process of the Strategy development are: sense of responsibility for the Strategy at regional and local levels, partner groups capacity building, their accountability and responsibility for implementation.

At this stage the process of the Strategy development Plan begins, which is formed on the basis of strategy and operational objectives, defined by the Strategy (after they are approved), and working groups coordinate specific measures, which should be taken to achieve general and specific objectives. Tasks provide assignment

of persons responsible for their implementation, establishing the deadlines and necessary resources. Plan of implementation is developed by each strategic and operational objective and is the “tree of objectives”. It is formed according to the principle “from the general to specific” and carries high level of detalization.

### ***5. Public discussing and Strategy adoption***

Having developed the Strategy including Plan of its implementation, the Working group initiates holding of public hearings (or other forms of public discussion are used). After the public hearing, the modified Strategy is submitted for consideration and adoption by regional council as the policy of economic development of the region.

### ***6. Monitoring and implementation***

To provide an appropriate level of responsibility for implementation of the Strategy it is necessary to create a monitoring system of its implementation. Such system must include Monitoring body, Document (Regulations) on the monitoring system of the Strategy implementation.

In general, the Strategy is the basis for its implementation by means of projects of regional development, following the fulfillment of operational objectives of the Strategy and is also the basis for making managerial and budgetary decisions in the matter of the regional development.

## **Brief characteristics of socio-economic development of the region**

Ivano-Frankivsk region is situated in the geographical centre of Europe, in the south west of Ukraine, at the edge of two large natural geographic sections- East European Plain and East Carpathians. Ivano-Frankivsk region shares borders with other five regions: Zakarpattia, Lviv, Ternopil and Chernivtsi regions. In the southmost it has the state boarder (50 km) with Maramures County of the Republic of Romania. It occupies an area of 13.9 km<sup>2</sup> (2.3% of the total area of Ukraine). Only Zakarpattia, Chernivtsi and Ternopil regions are smaller.

According to the administrative division, the region consists of 14 districts, 15 towns, 6 of which are of regional significance, 24 villages, 765 settlements. The population of the city is 43.4% of the total region population.

238 settlements of the region are granted mountainous status, nearly third of the total region's population live here. Seven districts (Bohorodchany, Dolyna, Verkhovyna, Kolomyia, Kosiv, Nadvirna and Rozhnativ) and two city councils (Bolekhiv, Yaremche) are located in the mountainous area.

Climate of Ivano-Frankivsk region ranges from moderate warm damp west European to continental east European. High range of altitudes (from 230 to 2061 m above the sea level) on the relatively small territory is the reason for high altitude zone of natural conditions and atmospheric precipitation.

The relief of the region is diverse and is divided into zones, which differ by geological structure, altitude above the sea level and, as a result, flora and fauna. Despite its small area, the region due to its relief is one of the most picturesque ones in Ukraine.

There are 340 deposits with 25 kinds of various minerals in the territory of the region, 161 of which are being developed. The raw material base of the region consists of fuel and energy resources (gas, oil, condensates, peat)- 34,6%, raw material for construction supplies production- 47,8%, fossil ground waters- 12,3%, mining and chemical minerals- 4,4% (rock, potassium and magnesium salt, carbonate raw material for acid soils liming, carbonate raw material for sugar refining industry, sulfur), mining materials – 0,88%.

The region has 42 hydrocarbon deposits, 31 of which are industrial. The oil and gas production is concentrated in Dolyna and Nadvirna oil industry areas. The biggest part of production takes place in such oil and gas producing companies as “Dolyna Naftogas” and “Nadvirna Naftogas”, which are the structural units of the public company “Ukrnafta”. The main oil fields included into the State Balance of mineral reserves are Dolyna, North-Dolyna, Strutyn and Bytkiv-Babchenske oil fields.

The region has a well-developed mining raw material base. There are 163 deposits with 11 kinds of minerals used in construction. 65 deposits are being developed. The region has salt resources, limes for sugar-refining industry, cement raw material, limestone for burning out into lime, gypsum, sand-and-gravel material, brick-tile and expanded clay raw material and mineral waters. It enables to increase the capacity of active pits and exploitation of reserve deposits.

Recently discovered shale gases deposits on the so called “Oleska Square” provide economical and energetic perspectives both for the region and the whole Ukraine. Oleska area includes Tlumach, Halych, Tysmenytsia, Rohatyn districts and partially Horodenka, Kalush, Kolomyia and Sniatyn regions. The territory of Oleska area estimated by the State Service of Geology and Mineral Resources of Ukraine is about 2.9 trillion m<sup>3</sup>.

The demographical situation of the region has some positive changes - after fifteen years of natural population decline in 2012, natural natality was fixed, which in combination with migration natality caused the population growth in the whole region. In 2013, natural natality was substituted by decline, however due to the positive balance of migration, the population increased in comparison with the last year. And at the beginning of 2014 the population of the region constituted 1381.2 thousand people (3.0% of the whole country population), including 600,8 thousand city residents and 781.3 residents of the countryside. The amount of people for each square meter was 99. According to its population, the region is the thirteenth among other regions of Ukraine and by its density – the seventh. Ivano-Frankivsk region together with Zakarpattia, Volyn, Rivne and Chernivtsi regions is on the list of five regions with the highest birth-rate.

Nevertheless, the rates of morbidity and number of deaths still remain high, thereby the life span index is relatively low (the average life span in 2012 was 68.52 years for men and 78.05 for women). The average age of the population of the region is 38.6.

In the last 12 years the population of the region have reduced by 27.6 thousand of people or almost 2.0%. During 2013 the number of region's population increased by 308 persons or 0.02%, including the city population which increased by 1204 persons or 0.2%. Simultaneously, the number of countryside population reduced by 896 persons (0,1%). Starting from 1997 the population movement is characterized by the excess of the mortality rate over the birth rate. In the last 16 years, the natural population decline ranged from 0.4 thousand of people in 1997 and reached its maximum index of 4.5 thousand people in 2003. During the last 8 years it has been gradually reducing and in 2012 the natural increase by 0.3 thousand persons was fixed. However, in 2013 the natural population increase has changed into natural decline, which enumerated 642 persons or 12.6 persons per 1000 people. In general, in comparison with neighboring regions, the region has one of the lowest population decline indexes, as it is ranked fifth place among all the regions of Ukraine by its birth-rate.

The gender structure of the region's population is characterized by the predominance of women in the general number of the population. On the 1st of January 2014 the number of woman was 727.8 thousands (52.8% of the general amount of the population), men – 651.6 thousand (47.2%).

The region has fixed population structure, which is characterized by high proportion of older age groups. The number of children is significantly lower. The proportion of persons aged 60 and over is 18.9 percent.

The migration movement of the population is one of the factors of both quantitative and socio-demographic characteristics of the population. The peak of migration from the region took place during the period of 1995-2001, when it reached over 80.0 per cent of the general population's decline. Later there was the gradual decrease of migration and in 2010 the migration increase was fixed. During 2013 the migration flow covered 23.3 thousand of people in the region, 46.3 per cent of which had migration connections with other regions of Ukraine, 44.7 per cent moved between the settlements within the region, 9.0 per cent migrated to other countries. In 2013 17.3 thousand of people arrived in the region, 16.4 thousand left it, the migration gain was 0.9 thousand of people. Because of migration the population in the urban areas increased by 0.7 thousand persons and in rural settlements by 0.2 thousand persons.

**Transport infrastructure.** Ivano-Frankivsk region has an extensive network of auto-roads of local (72.0%) and state (28.0%) importance, which provides the freight and passenger flow of traffic. Over the past 10 years, the length of public roads has not changed and on the 1st of January 2014 it was 4110.5 km, all paved (in general in Ukraine the proportion of paved roads is 97.9%). Their density is 295,7 km on 1000km<sup>2</sup> of the area and it exceeds the Ukrainian average (275.2km).

Length of track in use of the railway remains the same as in 2003 and was 494 km (2.3 per cent of general length of railways in Ukraine). The railway network density is 36 km per 1 thousand km<sup>2</sup>, which corresponds to the federal index.

Over the last 10 years 4.6 km of trolley routes have been constructed in the administrative center. Today there are 10 active trolleybus routes, the general length of which (in the single computation) is 61.2 km, which is in 8.1% per cent more than in 2003.

The transport system of the region includes automobile, railway, air and electrical (trolleybus) types of transport. Freight transportations are carried by road and rail transport, passenger – by all the available transport services in the region. The tendency of traffic volume reduction takes place in the freight transportation market. Compared to 2003 the motor freight transportation reduced by 6.1%, railway – by one-third. The motor passenger transportation volume during 2003-2013 have been ranging from 70.6 to 82.9 millions of passengers, and reached the highest level (89.8 millions) in 2008.

Over the last decade the region's communication market is dynamically changing. Modern ways of communication are replacing the traditional ones.

Since 2011, the amount of phones of fixed network of public telecommunication is constantly reducing. Only in 2013 its amount has reduced by 8,0 per cent, and on the 1st January 2014 its number was 198.0 thousands. Instead, the number of mobile phone users has been increasing, at the end of 2013 it's number was 1.7mln. and exceeded the region's population index. It happened because of the simultaneous usage of services provided by different mobile operators and phones with 2 SIM cards. In 2012 the amount of mobile subscribers exceeded the number of population.

The number of region's users, who had connected to the Internet is also continuing to increase. Over the last decade it has increased more than in 30 times

and on the 1st of January 2014 its number was 57.2 thousand of subscribers. Compared to neighboring regions, there are more Internet users in Lviv and Ternopil regions and less in Chernivtsi and Zakarpattia.

**Educational infrastructure.** In the end of 2013 the region had 386 pre-schools with 24.7 thousand of places, that educated 32.4 thousand of children. The amount of pre-schools in the region and children, who attend them, is annually increasing. In comparison with 2003 the amount of pre-schools increased by 108, and the amount of children that are brought up there, increased by 1.8 times. The level of pre-schools provision in urban areas is 3 times higher than in rural areas. At the same time, infant schools in the region are overloaded. In 2013 the index was 131 children per 100 places oppose to 100 places in 2003, including 139 in urban areas and 116 in rural (in general there are 119 places in the state, 130 in urban areas and 92 in rural).

Over the last 11 years the number of both comprehensive schools and pupils who study there is decreasing. At the beginning of 2013-2014 academic year the region had 736 active educational institutions, with 145.7 thousand of pupils studying there, which is 25 institutions and 56,4 thousand pupils less as in the beginning of 2003-2004 academic year. At the beginning of the current academic year the urban areas had 153 active institutions with 67.3 thousand students studying there, and in rural areas respectively 583 and 77.9 thousand.

Within the last years, the higher education institution network has undergone some changes. There is a tendency for its enhancement. In particular, the part of higher education institutions of I-II accreditation level has become separate structural units of higher education institutions of III-IV level of accreditation. At the beginning of 2013-2014 academic year, there were 16 higher education institutions of the I-II level of accreditation and 6 institutions of III-IV level of accreditation operating in the region. It is, respectively, 7 and 1 times less comparing to the beginning of 2003-2004. In the last 11 years the number of students as of the higher education institutions of I-II level of accreditation has reduced by 7.7 thousand and in the institutions of III-IV level of accreditation - by 5.6 thousand.

The skilled worker training in the region is provided by 22 professional technical educational institutions with about 12 thousand of students there (which is 0.5 thousand more as in 2003). Last year 12 thousand of skilled workers who graduated from these institutions joined the labor market. By January 31, 2013, 2027 specialists of higher qualification worked in the different sectors of the regional economy, including 270 with the Doctor of Science degree and 1757 persons with the PhD degree.

**Public health.** The analysis of general morbidity of the region within the last 10 years shows, that the overall indicators of the region are higher than in Ukraine, besides, there is a tendency towards its increase (from 2003 to 2013 - 10.6%), which correlates with the state incidence rate (+13.7%). The morbidity rate due to cardiovascular diseases in the region is lower than in Ukraine by 8-10% within 10 years, but there still exists a tendency towards its increase.

In the end of 2013, there were 72 health facilities operating in the region. They provided 11136 hospital beds, 150 outpatient departments with planed capacity of 26



thousands visits per shift and 537 rural health clinics. The health facilities network has been changed for the last 10 years: the amount of outpatient departments has increased in comparison with 2003 by 18 (13.6%), the amount of rural health clinics has reduced by 18 (3.2%); the amount of health facilities has reduced due to the reorganization into 5 institutions.

The outpatient departments were established on the basis of rural health clinics. They are, principally, the departments of general family practice, the low powered hospitals reorganized into outpatient departments or structural units of central district hospitals.

The medical care for the region's population is provided by 7595 hospitals (1.3% thousand (21.1%) more than in 2003) and 14563 members of nursing staff (177 (1.2%) more). The doctors medical service density is 55.1 persons per 10 thousand of population, the average nursing staff- 105.6 (in Ukraine in 2012, 41.6 and 104.6 persons, respectively).

Ivano-Frankivsk region is a unique region with well preserved authenticity, the recognized masters of professional and amateur stage and outstanding cultural heritage.

**The cultural institutions network** has significantly reduced for the last 11 years. The number of clubs has reduced by 16 or 2.2%, the number of libraries - by 20 (2.5%). However, the number of libraries remains stable, starting from 2010 (771), the number of clubs – from 2007 (722)

During 2003-2013 the region's network of libraries has been preserved. There are 771 libraries and the universal library with the book stock of 8,61mln of books available for the region's residents.

The region has 4 theatres and 1 philharmonic with 1.9 thousand spectator seats.

The amount of museums in the region is annually increasing. In 2003 its amount was 15, and now is 24. There are 4 active professional theatres in the Precarpathian region.

The festival movement is also well developed, a lot of regional, all-Ukrainian and international festivals are going to be held.

There are 3903 tourist attractions of state-recording in the region. Among them there are 1490 – archaeological sites (including 15 of national significance), 883- history sites (8 of national significance), 155- monumental sites (1 of national significance), 1360- architectural sites and urban development (including 87 of national significance). Two sacral landmarks are UNESCO World Heritage Sites.

The region has The National Sanctuary Complex «Davnii Halych», «Hutsuliia» Ivano-Frankivsk National Folk Dance Group and the affiliate of the National Military History Museum of Ukraine - Ivano-Frankivsk “Heroes of Dnipro” museum.

The positive impact for the industry has the development and popularization of folk traditions and ceremonies, massive carrying of various folklore and professional festival events.

**Economy and Enterprise.** During 2004-2007 there was a tendency towards gross regional product (GRP) of the region increase. In 2008 GRP decreased by 2.5% and in 2009 – by 10.7%.

During 2010-2012 the economic growth (by 0.5%, 6.5% and 3.3% respectively) allowed to restore the volume of output. Contribution of the region to the total production of gross domestic product in Ukraine was 1.9 – 2.2%. In comparison with neighboring regions, the amount of gross regional product of the region is bigger than in Zakarpattia, Ternopil and Chernivtsi regions but lower than in Lviv region.

Gross added value which is the main component of gross regional product in 2012 was 27043 million UAH in actual prices. Share of gross added value was 2.1%. The amount of gross value added in the region exceeds that one of 2011 by 3.7%. A key role is invariably played by such spheres of economic activity as industry (30.2%), wholesale and retail trade, repair of motor vehicles and motorcycles (13.7%), agriculture, forestry and fisheries (12.2%), construction (6.3%) etc.

**Industry.** For the past eleven years the largest growth of industrial production has been achieved in 2003, accounting for 27.7% and in 2011, accounting for 25.7%. A significant reduction in the output of the production was in 2008-2009 by 21.5% and 22.6% respectively. In comparison with 2003 the industrial output decreased by a quarter.

The industrial production of the region is remarkable for its variety of activities. In 2013 in the structure of sales 43.8% accounted for production of processing industry; the supply of electricity, gas, steam and conditioned air made up 44.6%, mining industry and development of quarries – 11.2%.

In processing industry leading places in terms of sales during the last years were occupied by the companies which produce chemicals and chemical products, food, beverages and tobacco products, wood products, paper and printing, enterprises producing rubber and plastic products and other soft mineral products.

Currently, one of the biggest enterprises which produces chemical and petrochemical products is LLC “Karpatnaftokhimik”. In 2009 the implementation of the project on the construction and commissioning of the new production of chlorine and caustic soda by membrane method in LLC “Karpatnaftokhimik” with capacity of 200 thousand tons per year of caustic soda and 181.8 thousand tons per year of chlorine gas was completed. In May of 2011 the production of polyvinylchloride suspension with capacity of 300 thousand tons per year was launched. The production of polyvinylchloride and polyethylene pipes was mastered. In February, 2012 a new high-tech installation for the production of PVC-C products with capacity of 20 thousand tons per year was commissioned.

Due to results of 2010 the output in chemical and in petrochemical industry increased 2.3 times and due to the results of 2011 – 2.2 times. In the volume of industrial products the manufacturing of chemicals and chemical products in 2011 made up 16.4% and in 2012 – 17.6%. However, in connection with a change of market conditions for the products of the leading companies within the industry, unprofitability of production starting from September of 2012 till September of 2013 the production in LLC “Karpatnaftokhimik” was stopped. This company used to produce 15-18% of regional output. In 2014 the output in this enterprise wasn't restored.

The growth of volumes in output of products of engineering industry was due to the production of the products with high level of value added, including electrical cable products in PA “Karpaty”, automatic washing machines in LLC “Electrolux Ukraine”, energy efficient equipment for the oil and gas industry in PJSC “Promprylad”, pipeline valves for nuclear power plants in PAT “Ivano-Frankivsk Valve Plant”, rail cars for repair of the tracks and rolling stocks in PJSC “Ivano-Frankivsk Locomotive Repair Plant”.

Decrease of share of production of consumer goods industry in the volume of sold products in the region is caused by decline in output of leather products and reduction of the orders for sewn products from foreign companies on give-and-take basis.

Share of sales in the field of wood products manufacturing, production of paper and printing activities in total amount of sales in industry increased due to the introduction of the production capacities for the production of chipboards in Broshniv branch of LLC “Krono-Ukraine” and supplementing of the list by branch enterprises in production of paper and printing activities.

In the total regional amount of industrial production sales the share of the enterprises producing food and beverages increased by 4.9% compared to 2004. The increase of production in the area was due to development of new competitive types of products, modern technologies, attracting of domestic and foreign investments, and increase in marketing of products.

Ivano-Frankivsk region has considerable industrial potential. It takes the first place among the neighboring regions due to the amount of sold industrial products (works and services) per one person.

The fuel and energy complex of the region includes 14 leading enterprises that provide production, transportation and refining of petroleum, electric power generation and distribution. Nearly 3.4 percent of electric power production, 10.9 percent of oil production and 2.3 percent of gas production is produced within the region. The largest amount of energy was produced in 2013 – 10.1 billion kWh, the smallest amount in 2010 (6/4 billion kWh). The largest amount of oil was produced in 2006 – 495.3 tons. The largest amount of gas was produced in 2003 (580.4 million cum). The electric power production within the region is provided by Burshtyn TES (Burshtyn power station) of PJSC “DTEK Zahidenergo” and PC “Kalush Thermal Power Plant” of SFTC “Ukrinterenergo”. Since July 1, 2002 the Burshtyn TES and Kalush Thermal Power Plant are included to the “Burshtyn Island” by the production output. The “Burshtyn Island” considerably defines the possibilities of Ukraine to export electric energy to the countries of Eastern and Central Europe. There are 12 electrical power units installed on the Burshtyn TES, the installed capacity - 2300 MW.

Energy-supplying enterprises such as PJSC “Prykarpattiaoblenerho”, PJSC “Ivano-Frankivskgas”, PJSC “Tysmenytsiagas” provide uninterrupted power and gas supply for all classes of customers of the region. These enterprises maintain the electrical grid network and gas transportation system at an adequate level.

Within the structure of fuel and energy resource usage more than 80.0 percent accounts for the fuel. The natural gas, coal and diesel fuel have a significant share in the structure of fuel consumption. The dynamics of the usage of these fuels in the 2003-2012 reflects the changes within the production processes of industrial enterprises and within its general functioning. In particular, the reduction of natural gas usage, which began in 2005, is due to the replacing of it with alternative solid fuels and certain reducing of production output. The dynamics of diesel fuel consumption has been significantly influenced by changes in production processes on "Karpatnaftokhim" LLC.

Industrial enterprises are the main consumers of electric energy in the region. The largest amounts of its consumption appeared in 2005 - 1355.1 million kWh, the minimum consumption was in 2009 - 618.4 million kWh. The considerable growth of electric energy consumption by transport and communications enterprises (from 62.2 million kWh in 2009 to 320.9 million kWh in 2010) took place primarily due to changes in the technological use of equipment within the production processes in the affiliate of PJSC "Ukrtransgas" the GTPA "Prykarpattransgas".

**Energy efficiency and alternative energy.** The saving of fuel and energy resources due to the implementation of energy efficiency measures in industry has increased by 67.8 thousand tons of coal equivalent (47.0 percent) as a result of the start-up of caustic soda production on "Karpatnaftokhim" LLC in the fourth quarter of 2010 using the membrane technology.

The production of electric energy from renewable energy resources has increased by 12.5 million kWh in 2013 compared to 2005, which amounts 35.0 percent within the region. It was achieved due to the construction of new hydroelectric generating stations, cogeneration plant, solar electric generating station and biogas plant in the region.

**Innovations.** During 2007-2013, the gradual decrease in the innovative activity of industrial enterprises could be observed. Nevertheless, the region was listed in the top ten regions of Ukraine over the last three years by the share of innovative active enterprises within the general amount of enterprises and by the ratio of innovative product sales within the general amount of products. The region, respectively, was ranked No.7 and 8 in 2013. At the same time these indicators remained above average over Ukraine within 2011-2013.

In 2012 the following situation was observed: with the decreasing of the number of innovative active enterprises by 7.3 percent compared to 2011, the volume of innovative product sales increased by 46.6 percent for the same period. In 2013, one of the most powerful industrial enterprises of the region the LLC "Karpatnaftokhim" dropped out of the general number of innovative active enterprises. As a result of this fact the volume of innovative product sales has reduced by more than 2 times with the reducing of the number of innovative active enterprises to only two.

In recent years, the leaders of innovation were the enterprises of chemical and petrochemical industry (LLC "Karpatnaftokhim"), food, beverage and tobacco production, machinery and consumer goods industry. The outsiders were the

enterprises of electric power generation and distribution, production of gas and water, wood processing and woodware production (except furniture).

The share of expenditure on research and development from the total costs of innovation activity has declined from 51.3 percent in 2008 to 0.5 percent in 2013. The share on the purchase of machinery, equipment and software has increased correspondingly from 38.7 percent to 56.8 percent. In addition, during 2007-2013, there was no increase in the share of enterprises in the total number of innovative active enterprises implementing new production processes. This indicator fell from 49.3 percent in 2007 to 27.6 percent in 2013.

Ivano-Frankivsk region has the natural resources necessary for the proper functioning of the agricultural sector. In the supply of land (1392.7 thousand ha) agricultural land covers 45.3 percent.

**The major land owners and users are households of the population.** By the end of 2013 there were 396.7 thousand hectares of farmlands, and 285.7 thousand hectares of tilled soil.

In 2013 there were 795 existing enterprises (including farms) in the region, the main activity of which is agriculture. In the recent years there has been consolidation of agricultural enterprises (in 2010 there were 7 farms in the region, which sowed agricultural crops in the area of 2000 hectares or more, there were 29.9 percent of all crop acreages of agricultural enterprises, in 2013 – 14 farms (40 percent of crop acreages)).

Production of gross agricultural output (at constant prices in 2010) in 2013 amounted to 5.6138 billion UAH, i. e. 33.7 percent more than in 2003. In 2013 according to production volumes per 100 hectares of farm lands (1106.6 thousand of UAH, the region was second among all Ukrainian regions after Cherkasy region, and among the western regions – the first. Animal production continues to dominate in the structure of agricultural products.

In the development of the agricultural sector, the role of agricultural enterprises is growing, the part of which in the volume of gross agricultural production compared to 2003 increased by 4.5 times and amounted to 31.3 percent.

In comparison with 2003, areas occupied by forage crops (29.6 percent), potatoes, vegetables and melons were reduced; while areas for grains were expanded by 47.1 percent (and for maize – by 2.4 times), for industrial crops – by 4.1 times.

The efficiency of tilled soil usage in the territorial terms differs significantly (somewhere even 2 times). However, this is not such a large index in comparison with other typical Ukrainian agricultural regions. The most effective here are Horodenka, Kolomyia, Kalush, Rohatyn, Sniatyn, Halych and Tysmenytsia districts.

Growth of the impact of land in cultivation of major crops is observed. The main way to improve land usage efficiency is its fertilizing. Organic fertilizers per 1 hectare of area under crops are 2 tones (2003 – 1.8 tones).

Material and technical resources of agricultural producers are the base for effective use of land resources. At the beginning of 2013 in agricultural enterprises and farms of rural population there were 8.3 thousand tractors (2 percent less than at the beginning of 2004), 0.9 thousand combine harvesters (2.2 percent less).

1000 hectares of farmland in the region accounts for 22 tractors, and per 1000 hectares of grain sowing (excluding maize) there are 8 combine harvesters.

An important factor for the stable operation of animal husbandry is increase of the number of livestock and poultry. At the beginning of 2014 in all categories of regional farms there were 188.8 thousands of cattle (including 116.9 thousand of cows), 282 thousand of pigs, 29.4 thousand of sheep and goats, 6 million of poultry. In comparison with 2003 the number of cattle, sheep and goats is reduced 1.5 times, while the number of pigs is increased (by 43.9 percent) and poultry (1.7 times).

Agricultural enterprises prefer swine and poultry breeding, industries that have relatively short production cycle and lower labor costs. At the beginning of 2014 they held 57.6 percent of the total regional number of pigs and 48.5 percent of poultry. The part of population households in the number of cattle was 94,1 percent, cows – 96.7 percent; sheep and goats – 92.2 percent.

**International economic activity.** Dynamic processes of international trade of goods were the reflection of economic situation. Significant decrease of export volumes in 2009 and 2013 was the result of significant reduction of shipment abroad, first of all: chemical and allied industries, plastics, polymers and mineral fuels, petroleum and products of its refining; in import – an income of mineral fuels, petroleum and products of its refining, chemical and related industries and mechanical machines. Since 2010, the foreign trade balance has been remaining negative. The coefficient of import coverage by export ranged between 1.78 in 2003 and 0.82 in 2013. In 2013, the proportion of area in total exports of goods in Ukraine was 0.7 percent, import - 0.8 percent. The region was ranked 23 among regions according to export and 17 according to import.

The total amount of direct foreign investment (share capital) invested in regional enterprises was 813.5 million of US dollars as of December, 31.

Annual investment of foreign capital was carried out within 21.5 million US dollars in 2004 and 199.1 million dollars in 2007. During last four years investment by non-residents varied and accounted for 53.3 million dollars in 2010, 174.4 million dollars in 2011, 50.6 million dollars in 2012, 150.5 million dollars in 2013.

The largest amount of foreign investment go to enterprises of Ivano-Frankivsk (337.8 million. dollars, or 41.5 percent of total investment) and Kalush (291.5 million dollars, or 35.8 percent.). Among districts of the region, large amount of capital is involved in the economy of Tysmenytsia (5.5 percent), Kalush (4.6 percent) and Rohatyn (3.4 percent) districts.

In comparison with neighboring regions, Ivano-Frankivsk has got more foreign capital than Zakarpattia, Ternopil and Chernivrsi regions, accordingly 1.8, 11.7 i 11.9 times, but 2.1 times less, than Lviv region.

**Capital investments.** In 2003 all enterprises and organizations in the region implemented 1412.8 million UAH of capital investments from various sources of finance. In 2010 the sum reached 4378.7 million UAH and in 2013 – 4797.2 million UAH. Equity capitals and public funds for individual housing construction remain the main capital investments` sources of finance. The largest share of capital investments

was allocated for the development of construction (39.8%) and industrial (35.1%) enterprises.

**Housing construction.** Since 2006, there has been a tendency towards increasing the number of fully commissioned residential property. However, in the years 2009, 2011-2012 there was a decrease of the trend. As for the years 2003-2013, its volume increased by 2.5 times. Over the last years Ivano-Frankivsk region ranked high among other regions in Ukraine by the volume of fully commissioned residential property per 1000 persons of the resident population. In particular, in 2010 it ranked the 3<sup>rd</sup> place, in 2011 – the 4<sup>th</sup>, and during the years 2012-2013 – the 5<sup>th</sup> place. In 2013, fully commissioned residential property per 1000 persons of the resident population, in region totaled 457.6 m<sup>2</sup> of a total dwelling area (in Ukraine – 247.6 m<sup>2</sup>). In urban areas this index has raised up to 491.1 m<sup>2</sup>, in rural areas – to 432.3 m<sup>2</sup>. As for the 1<sup>st</sup> of January 2013, residential area of the region made up 34.1 million m<sup>2</sup> of the general area, the larger part of which (58.1%) was accumulated in the rural area. The housing capacity for the residents in our region is higher if compared to the average capacity in Ukraine ( 23.7 m<sup>2</sup>), but it is less than in Kirovohrad, Zhytomyr, Poltava, Khmelnytsk, Chernihiv, Cherkasy, Vinnytsia and Kyiv regions (24.9 – 32.7 m<sup>2</sup>).

**Internal trade.** For the past few years, the sole proprietor request rate has been prevailing in consumer`s market system in our region, and its share made up more than a third of the total turnover formed by enterprises (entities). The process of trading network and chain restaurants enterprises cut-backs is still going on following small network transition to individual entrepreneurs ownership, and supermarkets and hypermarkets development.

During the last years, there have been changes in the consumer`s market system: the sole proprietor request rate has increased (61.7 % in 2013 in comparison to 50.6 % in 2004), while the amount of enterprises sales volume has significantly decreased (from 35.7% in 2004, to 31.6% in 2013).

During the last 10 years there has been a distinct tendency to the growth in sales of consumer goods as well as its components per one resident, the retail trade and catering industry sales turnover.

During the last 11 years, there has been a significant growth in the wholesale turnover in the region except 2005 and 2011 years. Non-foods command a large part (more than 60.0%) in the wholesale turnover structure.

**Entrepreneurship.** In 2012, business entities in the region accounted for some 40.8 thousand (along with enterprises – legal entities and entrepreneurs – physical individuals). It totaled in 296 entities (56 enterprises and 240 physical individuals) per 10.000 persons of present-in-area population. During the last 10 years the higher index has been observed in 2009 and it denoted 576 entities (63 enterprises and 513 physical parties) compared to 374 entities in 2003 (61 and 313 correspondingly).

During the last 10 years there have been no significant changes in the size of the enterprises` structure in the region: 0.1% are large-sized enterprises; 4.1% – medium-sized enterprises, 95.8% are small-sized enterprises - 82.9% of which are micro-enterprises.

In 2012, the proportion of the entities of small and medium enterprises in the region made up 99.9% of the total number of entities. In general, this fits the European standards. The total number of the small-sized enterprises in the entities structure has increased from 95.65% in 2011 to 95.8% in 2012, due to the decreasing number of medium-sized enterprises. The number of large-sized enterprises did not change during 2011-2012. At the end of 2012, 84.1 thousand of people were employed (86.8% from the total number of employed workers) in the small- and medium-sized enterprises sector.

During the last 5 years there has been a significant increase in the shares of enterprises of the total sales volume (goods, services), as opposed to the years 2003 - 2008 when there was an increase in the total number of physical individuals (from 8.7% to 17.8%). In 2012, the investments from the enterprises amounted to 86.8%, while the investments from physical individuals amounted to 13.2%. During 2012, legal entities of small and large enterprises realized 73.1% out of the total sales volume (goods and services) in the region.

**Household income.** Over a period of 11 years, there has been noticed a growth tendency of the disposable and real income in the region. In 2003-2013 more than 70% of the total consumption revenue earned per capita were spent in the region; the highest percentage was in 2013 (88.7%), the lowest was in 2005 (71.9%).

In 2013, the real income per capita amounted to 20964.6 UAH.; it is much higher than in Zakarpattia region ( 17898.2 UAH.), Chernivtsi region (18740.9 UAH.), and Ternopil region ( 18996.6 UAH.). Still, it is lower than in Lviv region (22622.9 UAH.). Inflationary tendency that occurred in the country greatly influenced the standard of living.

In 2013, the rate of an average monthly nominal wage of the staff employees, working at the enterprises and regional organizations with 10 and more employees, amounted to 2679 UAH. It is 18.0% lower than the average ratio across the country (3265 UAH.). In 2003, according to the average wage rate among Ukrainian regions, Ivano-Frankivsk region ranked the 14<sup>th</sup> place, and in 2013 – the 17<sup>th</sup> place. In 2013, in Ivano-Frankivsk region, as compared to the neighboring regions, the ratio of the average wage rate was 13.6% higher than in Ternopil region, 7.9% higher than in Chernivtsi region, 4.9% higher than in Zakarpattia region, and 3.9% lower than in Lviv region. In 2013, the nominal wage increased by 5.5%, real wage increased by 6.6% (in Ukraine by 7.9% and 8.2%, respectively).

**Labour force.** In 2013, the amount of man-power employed at the age of 15-70 years, numbered 562.7 thousand people, which is 2.6% higher than in 2012, and is 18.9% higher than in 2003. Occupation level of the population at the age of 15-70 years, numbered 55.4% (it is the lowest index among Ukrainian regions) as compared to 54.1% in 2012, and 46.7% in 2003. In 2012, compared to 2003, the number of employees decreased by 14.9%, and the proportion of this population category in the total share of employed workers decreased by 63.7% from 2003 to 46.8% in 2012. In 2013, unemployment rate under International Labor Organization methodology (ILO) totaled in 7.2%. It equals the average performance in Ukraine and is even 0.7% lower than in 2012, and 4.8% lower than in 2003.



**Housing and Utility Complex.** In 2013, the residents of 39 cities and towns as well as 738 residents of villages made use of the gas supply services along with natural and liquefied gasification systems. The number of localities which were supplied with natural and liquefied gas accounted for 100.0% among cities and towns; in villages this number accounted for 96.5%. At the beginning of 2014, a single length of street gas network totaled in 10180.4 km, 77.6% of which were located in villages and 22.4% in cities.

At the end of 2013, 48 localities in the region (15 cities, 14 townships and 19 villages) were supplied with utility water pipelines. There are 68 utility water supply pipelines in the region and 13 separate water supply systems which supply water to the residents, enterprises and organizations for household and practical needs. During 2013 region's water utility provided service to 158.6 thousand water consumers. More than 87.0% are supplied with water meters. In 2013, 1590 heating plants and 2 thermal electric power stations supplied residents with heat for household and practical needs. Thermal and steam -transmission distances (for two-pipe calculation) totaled in 460 kilometers; 21.7% of them are in a critical condition. For 2013, heat loss totaled in 164.4 thousand Gcal or 17.5% out of the volume of heat energy supplied to the network. Over the last three years, a perceptible reduction in production and heat supply to the residents has been a result of arrhythmic work of industrial enterprises in the region and the adaptation of indirect heating and water-heating systems.

**Tourism.** Ivano-Frankivsk region is one of the most inviting and popular tourist regions in Ukraine. The existing recreation facilities sector of various ownership forms (362 units with 17.6 thousand seats) provides an opportunity to increase the wellness, tourism and sporting services also for the international tourists. Today, almost 800 farmers host tourists in their own noble houses. Almost 100 tour operators and tour agents provide different services; almost 14 tourism information centers are operating now. Over the last 2 years, earnings from the visitor's taxes have increased by 1.4 times, in 2013, totaled in 956.3 thousand UAH.

**Conservation areas and objects.** 474 areas and objects (218.8 thousand ha.) in the region are related to the nature-reserved fund, which amounts 15.7% out of the total region's area, as well as 32 objects at a national rate (131.6 thousand ha.) and 442 objects at a local rate (87.2 thousand ha.).

Nature-reserved fund of the region is represented by: conservation area "Gorgany" (5.3 thousand ha.), 5 national natural parks (120.3 thousand ha.) "Karpaty national natural park"; national natural park "Hutsulshchyna", "Halych" national natural park, national natural park "Syniohora", national natural park "Verkhovynskyi"; 3 regional landscape parks (38.2 thousand ha.), 64 natural reserves (45.93 thousand ha.), 189 natural monuments (1.2 thousand ha.), 7 dendrological parks (0.15 thousand ha.), 9 garden art park-monuments (0.094 thousand ha.), 196 conservational boundaries (7.3 thousand ha.).

**Recreational resources and resort zones.** There are 10 places of public resort in Ivano-Frankivsk region. For the resort therapy climatic treatment, mineral baths and therapeutic muds are used. Separate types of tourism such as balneological and

spa tourism may be developed out of these therapies. The major resort zones are – low mountain Tatariv, Yaremche and Mykulychyn (Yaremche city council), Myslivka and Novyi Mizun (Dolyna district), Kosiv and Sheshory (Kosiv district), high-mountain Vorokhta and Yablunytsia (Yaremche city council) and balneological-mud submontane resort Cherche (Rohatyn district). For resort therapy climatic treatment and mineral baths are used.

The most famous tourist destinations of the region are:

- ◆Maniava skete (Bohorodchany district)
- ◆Hoshiv monastery (Dolyna district)
- ◆mountain Hoverla (2061 m, Chornohory range)
- ◆former observatory on the mountain Pip-Ivan (2026 m)
- ◆high-mountain lakes Nesamovyte, Brebeneskul, Maricheika (Chornohory range)
- ◆national conservation area “Davnii (Ancient) Halych”
- ◆Pysanka and folk Hutsulshchyna and Pokuttia art museum (Kolomyia town )
- ◆cliffs “Pysanyi kamin (Painted Stone)” (Verkhovyna district)
- ◆natural complex “Dovbush’s skeli (cliffs)” (village of Bubnyshche near Bolekhiv)
- ◆“sribliasti” (silver) waterfalls in village of Sheshory (Kosiv district)
- ◆light railway “Carpathian tram” (Dolyna and Rozhniativ districts)
- ◆Sokil range (Kosiv district).

There is also a popular ski resort “Bukovel” in the region. Tourists have an opportunity to ski in Palianytsia, Yablunytsia, Vorokhta, Kosiv, Vyshkiv and Verkhovyna. In the region 25 ski-lifts are operating. Water touring and different kinds of active team tourism are very popular nowadays. Water tourism infrastructure is developing in the area of Dnister canyon. Conditions for rafting are provided on the rivers Bilyi (White) and Chornyi (Black) Cheremosh, Prut and Limnytsia. One of the most popular places for walking tours is the Carpathian Mountains. Walking tours are of different difficulty categories from the easiest (for families and for children) up to the most difficult and many day-long for the trained tourists.

### **Natural resources and environmental protection.**

Air. During 2003-2013, the dynamics of pollutants emission into the atmosphere from the stationary sources located in Ivano-Frankivsk region had cyclical pattern. Load peak onto the atmosphere was recorded in 2006-2007 years. In 2013, 202.9 thousand tons of pollutants were released from the stationary sources, which is 6.2 thousand tons or 3.1% more than in 2012. Out of the total amount of pollutants, methane and nitrogen oxide (oxides of nitrogen) emissions (which belong to greenhouse gases) totaled in 9.2 and 0.5 thousand tons. Except these pollutants, around 11.0 million tons of dioxide were released into the atmosphere (0.3 million tons or 2.7% less than in 2012); this gas influences climate changing as well. The density of emissions from stationary sources per square kilometer of the region’s territory totaled in 14.6 tons of pollutants that is 146.8 kilograms per human.

In 2013, such institutions as a separate business unit “Burshtyn thermal station”, Public Joint Stock Company (PJSC) “DTEK Zakhidenerho”(90% out of total emissions in the region), gas transmittal pipelines administration affiliate “Prykarpattanshaz”, PJSC “Ukrtranshaz”, Dolyna gas refining plant PJSC “Ukrnafta”, production company (PC) government establishment (GE) international economic activity (IEA) “Ukrinterenerho”, “Kalush thermal station”, gas and oil producing enterprise “Nadvirna-naftohaz” and gas and oil producing enterprise “Dolyna-naftohaz” PJSC “Ukrnafta” were the main sources of the pollution in the region. From these enterprises 196.2 thousand tons (or 96.8% from total amount of regional emissions) of pollutants were released into the atmosphere.

Water resources in Ivano-Frankivsk region are very essential and important for its natural wealth. According to the general records concerning surface waters, the region takes the 3<sup>rd</sup> place in Ukraine. These surface waters meet the requirements of enterprises and residents for water supply which are territorially unequally distributed.

Regional surface waters are concentrated in the river basin of Dnister and Prut, in reservoirs, lakes and ponds. As many as 8294 rivers flow through the region (15754 km); 4688 rivers flow into Dnister basin (9111 km) and 3606 rivers flow into Prut basin (6642 km). From 13.9 thousand square km out of the total water catchment basin in the region, Dnister river system basin is accounted for 9.03 thousand square km, the rest – 4.9 thousand square km are accounted for Prut basin.

The main source of water resources renovation is the rainfall, annual volume of which reaches in average 12.5 billion cubic meters. According to the hydrochemical index, river waters are mainly hydro-calcium. Total mineralization is totaled from 0.15 to 0.64 g\ cubic decimeters. The clearest river in the region is the river Limnytsia, mineralization in the river totals in 0.15 – 0.26 g\ cubic decimeters.

Lakes and ponds. There are few natural basins in the region. They are represented by small lakes which were formed in the dead arms of the rivers and in glacial ancient forms of relief in Chornohory mountain range of the Carpathians. There are some karst lakes in Tlumach and Horodenka districts. According to the inventory, there are 1367 ponds (5077.9 ha.) and water surface areas of 3606.99 ha in the region. Water reservoirs and ponds are part of river runoff control; they are also used for fish breeding and cultivation.

Ground waters. Taking into account all water reservoirs fresh ground waters are the most essential for water-supply. They are much cleaner than surface waters and have a stable debit. There are 22 fresh ground water reservoirs. All these reservoirs are included into State Register of Mineral Reserves of Ukraine. Nine of them are drinking water reservoirs.

Water supply in rural areas is generally provided by means of ground waters. Drinking-water provision of such cities as Ivano-Frankivsk, Kalush, Kolomyia, Dolyna, Nadvirna, Bolekhiv and Yaremche, population of which is one third of the total region number, is carried out by mixed type waters (infiltration water intakes).

As for the qualitative composition (content of cations and anions, mineralization) of the Ivano-Frankivsk region ground waters, used for water supply,

substantially prevail hydro-sulphate, calcium-sodium waters with mineralization 0.2-0.8 g / dm<sup>3</sup>. Only in Horodenka field, fresh ground waters are with bicarbonate-sulphate calcium sodium content with total mineralization of 0.5-0.7 g / dm<sup>3</sup>.

Topsoil of the region terrain is diverse. There are almost all soil types that are peculiar to forest-steppe zone, foothill and mountain part of the Carpathian region. There are 22 types of soils in the region. The largest area is covered by brown mountain forest soils where forests grow. At the foothill area brownified-podsolic gleyed soils as well as sod, swamp and peat soils in the river valleys dominate. There are light, grey and dark-grey soils in the forest-steppe zone. There are vast massifs of black podzolized and black leached soils on the south-east (Horodenka, Sniatyn and partially Tlumach districts). In general region soils are fertile and provide high agricultural lands and forest areas productivity.

Ivano-Frankivsk region land resources are of 1392,7 thousand hectares, 645,4 thousand hectares of which are agricultural lands. Agricultural lands total area has reduced on 2851 hectares for the last 10 years. However, the positive tendency is observed towards the arable area.

Forest resources take the central place in the region natural-resources potential. Nearly half of the region territory (636.4 thousand hectares or 45.7% of the total area) is covered by forests, the area of which is 6% of Ukrainian's forests. The area of forests in the region per capita is 0.5 hectares in comparison with 0.2 hectares Ukraine average. Forests of the region are the part of forest resources of the Carpathians, being the largest Ukrainian raw material base. Nearly 50 % of ripe and overripe state plants concentrate here.

The region forests are located unevenly and generally occur in the mountainous part. Here, the forest land percentage fluctuates from 5.5% (Sniatyn district) to 68.2% (Dolyna district) On the plains and at the Carpathian foothills (up to 500 meters above the sea level) oak and oak-horn beam forests with beech, ash, rowan, and other trees, dominate. However, only a few forests remain here as the large areas are ploughed up or covered by meadows.

Preserve forests areas in the mountainous part of the region prevail in Nadvirna and Verkhovyna districts (the Carpathian national natural park and the Chyvychno-Hryniavskiyi landscape reserve of local character), Kosiv district (Hutsulshchyna national natural park), and in the plain area Halych district (Halych local landscape park), Tlumach and Horodenka districts (Dnistrovskiyi local landscape park), Dolyna district ("Ilmana", "Maryno" closed woods). In recent years tendency towards an increase of region natural reserve fund was observed that has 474 territories and objects of total area 218.8 thousand hectares , i. e. 15.7% of region total area including: 32 objects of nation-level character with area of 131.6 thousand hectares; 442 local character objects with area of 87.2 thousand hectares. There are 5 natural reserve fund institutions in the region (nature reserve "Horhany", Carpathian national natural park, Hutsulshchyna national natural park, national natural park "Verkhovynskiyi" and Halych national natural park). National natural park "Syniohora" is used on a permanent basis by GO "Syniogora", and doesn't function as natural reserve fund institution.

Waste management. As of January 1, 2014 in the region designated areas or enterprises territories objects there were accumulated 40636.3 thousand hectares wastes of hazard classes I-IV, i. e. on 12% less than as of 01.01.2004. Most of them (99.8 % or 40562.5 thousand tons) are the wastes of hazard class IV. Wastes of hazard classes I-III are 73.8 thousand tons (i. e. 22.2 thousand tons more than in 2003).

In the region territory nearly 760 thousand tons of solid domestic wastes, that are disposed at 27 solid waste landfills, appear. Landfills cover the area of 83,0 hectares and about 25.0 million tons of solid domestic wastes are accumulated there. Ivano-Frankivsk Public Utility “SDW Landfill” is the largest one in the region and accumulates annually 130000.0 tons of wastes. At present, there are over 25 commercial entities and private enterprises that are engaged in collecting and processing of sorted recyclable materials.

Most of the region operated landfills don't meet environmental safety requirements. Some landfills are located on the drained soils without watertight barrier arrangement (Burshtyn, villages of Verkhovyna, Rozhniativ, Zabolotiv, etc.).

Part of access roads to the landfills are in poor conditions and require repair and this, accordingly, effects operating of available machinery and time of SDW transportation. Ridging of many landfills is also absent as well as ditches around them.

Layer garbage covering with thickness of 2.0-2.5 meters by ground or insulation materials with thickness of 0.2 meters is not conducted and nearly all the landfills are not equipped with baths for cleaning garbage trucks running gears, motor-truck scale and rappers.

Landfill draining is undermine, filtrates exportation from landfills is carried out irregularly, the filtrate conduit construction from village of Rybne landfill to Ivano-Frankivsk City Council treatment facilities is not finished.

Valuable components of domestic garbage (PET – bottles, glass, scrap paper) separate collection is partially established in cities such as Ivano-Frankivsk, Dolyna, Kalush, Burshtyn, Horodenka, Nadvirna, Tlumach and villages of Hvizdets, Pechenizhyn of Kolomyia district, Bohorodchany, Verkhovyna. During 2013 nearly 20 thousand m<sup>3</sup> of recyclable materials have been sorted.

Accumulation, and reclamation of secondary raw materials are carried out by 26 entities, which have been granted a license.

The Regional target program of managing solid domestic wastes in the region up to 2016 was directed towards solving key ecological issues of the region connected with an ineffective recycling of solid domestic wastes in their place of disposal, improvement of technological support of the sphere, increasing the efficiency of the second waste exploitation by increasing the utilization volume which will cause decreasing influence of SDW on the environment and people's health.

The development strategy of the solid domestic wastes sphere has to be closely connected with the necessity for implementing the modern technologies of managing solid domestic waste, in particular, - the rational organizing of separate collection, sorting and processing of solid domestic wastes.

## **The significance of Ivano-Frankivsk for the region in the economic dimension**

Ivano-Frankivsk has a significant importance in economy of the region. Despite the fact that the number of population in Ivano-Frankivsk is less than 20% of regional population, more than one third of capital investment and almost half of direct foreign investment which are received, are invested in regional centre. A significant part of fully commissioned residential property (45.1%) and retail trade turnover (35.6%) also belong to Ivano-Frankivsk.

Business activity increases in Ivano-Frankivsk every year. It concerns huge and small enterprises. Due to the profitable business-climate in Ivano-Frankivsk was ranked first in the number of small enterprises on the 10.000 population (121) and was half ahead the average regional (53) and all-Ukrainian levels (63).

The city is the leader among separate regional centres of Ukraine with the same number of population according to the amount of dwellings accounting for 10.000 population – 11766, 3 m<sup>2</sup> (Chernivtsi – 4703.9 m<sup>2</sup>, Ternopil – 8076.7 m<sup>2</sup>, Khmelnytskyi – 5813 m<sup>2</sup>, Rivne – 2824.6 m<sup>2</sup>) and is one of the leaders in region.

In addition, the lion's share of scientific and educational potential is concentrated here: 6 higher educational establishments of I-III levels of accreditation (among 16 in the region), 5 from 6 establishments of III-IV levels of accreditation, 40 establishments of day general-education, 28 preschool educational establishments.

## **The main factors and development scenarios of the region**

### ***The analysis of strong points, possibilities of development, weak points and threats of the development in Ivano-Frankivsk region (SWOT – analysis)***

SWOT-analysis of Ivano-Frankivsk region was held taking into account the condition and trends of region development, current problematic issues concerning branches of economy and social sphere, conclusions to chapters of analytical and descriptive part of the strategy (socio – economic analysis of region development in 2002 – 2003), and also suggestions, given by the members of the regional work group on the development of the project of the Development Strategy of the Ivano-Frankivsk region for the period until 2020.

## SWOT-analysis of Ivano-Frankivsk region

| <i><b>Strong points</b></i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <i><b>Weak points</b></i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. positive demographic dynamics;</li> <li>2. proximity to EU borders;</li> <li>3. investment attractiveness of the region;</li> <li>4. well-developed industrial infrastructure;</li> <li>5. availability of skilled labor, scientific personnel, research personnel and scientific developments;</li> <li>6. availability of natural resources (earth depth, wood and its products);</li> <li>7. availability of renewable sources of energy and alternative sources of energy;</li> <li>8. availability of raw materials resources for agricultural sector's wastes;</li> <li>9. major tourist and recreational potential;</li> <li>10. national, religious and cultural traditions, authentic crafts;</li> <li>11. significant part of ecologically clean areas;</li> <li>12. high level of population self-organization;</li> <li>13. conscious, social-minded active youth;</li> <li>14. significant amount of revenue from migrant workers from abroad;</li> <li>15. high level of small and medium business development;</li> </ol> | <ol style="list-style-type: none"> <li>1. low diversification of industry, high dependence on gas;</li> <li>2. technological underdevelopment of industry, including energy intensity and low capitalization of industrial property objects;</li> <li>3. lack of development road and civil engineering infrastructure;</li> <li>4. high degree of deterioration of objects of housing and utility complex;</li> <li>5. high labour migration of population, outflow of intellectual resources out of the region;</li> <li>6. low level of formal employment, lack of workplaces in rural areas;</li> <li>7. irrational use of forest resources;</li> <li>8. underdeveloped, small-scale agro-production;</li> <li>9. non-conformity of the agricultural products to EU standards;</li> <li>10. low purchasing ability of population;</li> <li>11. low degree of environmental consciousness;</li> <li>12. unsatisfactory level of flood protection;</li> <li>13. insufficient provision of drinking water in some areas;</li> <li>14. unsatisfactory condition of waste management;</li> <li>15. difficult environmental situation of separate areas;</li> <li>16. high mortality rate of working-age population;</li> <li>17. insufficient level of innovation promotion.</li> </ol> |

| <b><i>Possibilities</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b><i>Threats</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1.intensification of cross-border cooperation;</li> <li>2.intensification of investment climate and involvement of foreign investments into the economy of the region;</li> <li>3.development of renewable and alternative energy sources;</li> <li>4.intensification of export and import relationships with the EU, emergence of new sales markets;</li> <li>5.development of infrastructure, first of all, of the road and housing and communal services;</li> <li>6.decentralization of power, administrative reform adoption, the increase of budgetary autonomy of the citizens;</li> <li>7.improvement of business climate in Ukraine;</li> <li>8.creation of recycling centres;</li> <li>9. signing of the economic part of the association agreement between Ukraine and the European Union;</li> <li>10.development of ecotourism, especially of the international type;</li> <li>11.investments of migrant workers.</li> </ol> | <ol style="list-style-type: none"> <li>1. growth of migrant workers and loss of human resources;</li> <li>2. weakening of export and import relationships with the Customs Union, reduction of investments from Russia;</li> <li>3. shortage of natural gas due to the overdependence on import;</li> <li>4. reduction of domestic turnover due to the people's low purchasing power;</li> <li>5. reduction of agricultural production due to the low competitiveness and lack of state support (if compared to European manufacturers);</li> <li>6. occurrence of natural (freshets, landslides, earth flows, soil erosion) and technological disasters.</li> </ol> |

### **SWOT-matrix of Ivano-Frankivsk region**

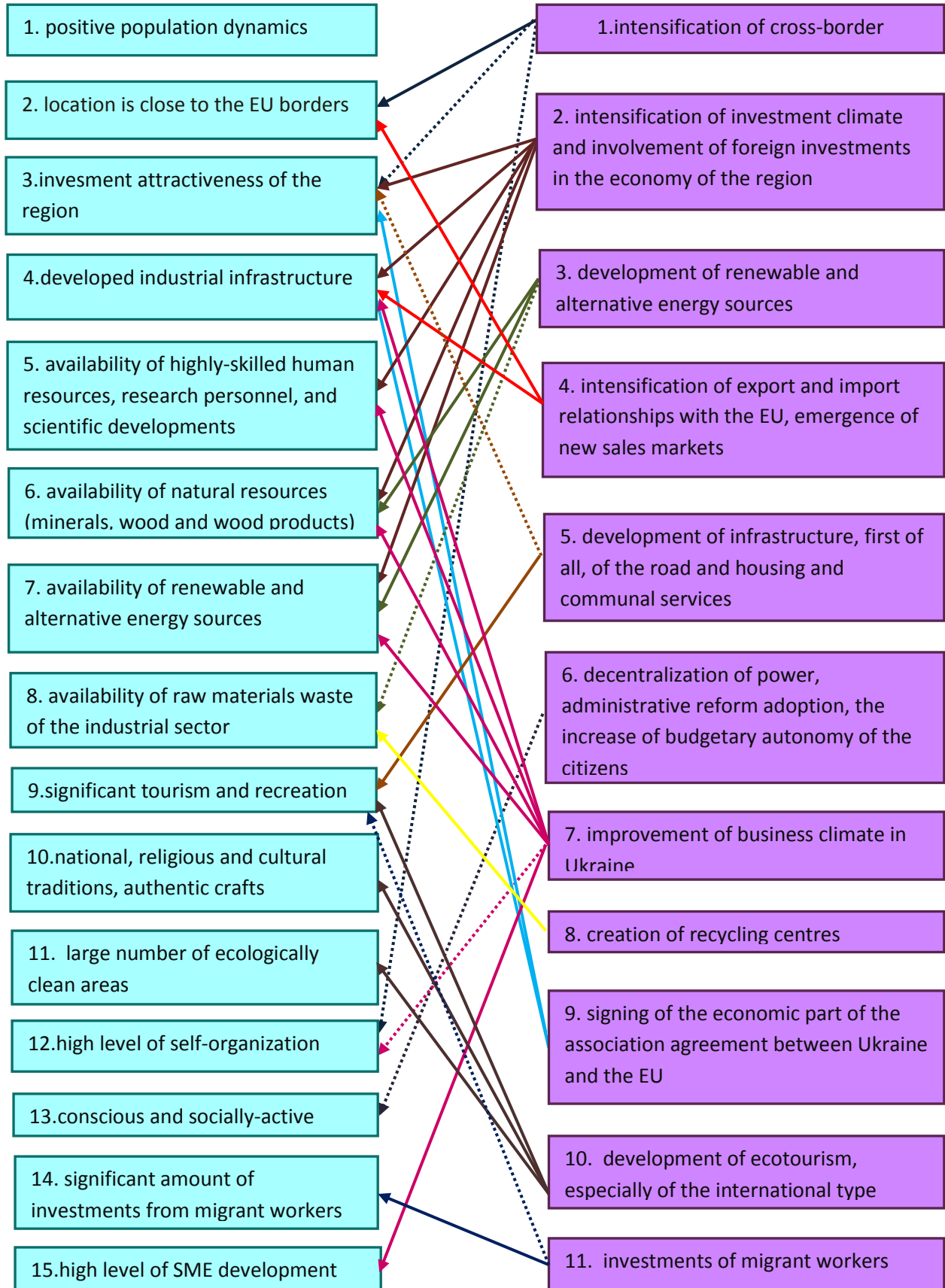
SWOT-matrix helps to discover the interconnection between the 'inner' (strong and weak points) and 'outer' (possibilities and threats) factors, which are of strategic importance for Ivano-Frankivsk region. Solid line symbolizes strong interconnection, dotted line stands for weak interconnection. Those interconnections help formulate comparative advantages, challenges and exposures which form the foundation for the strategic choice of operations and goals for the development of the region in a long run.



## COMPATIVE ADVANTAGES

### Strong points

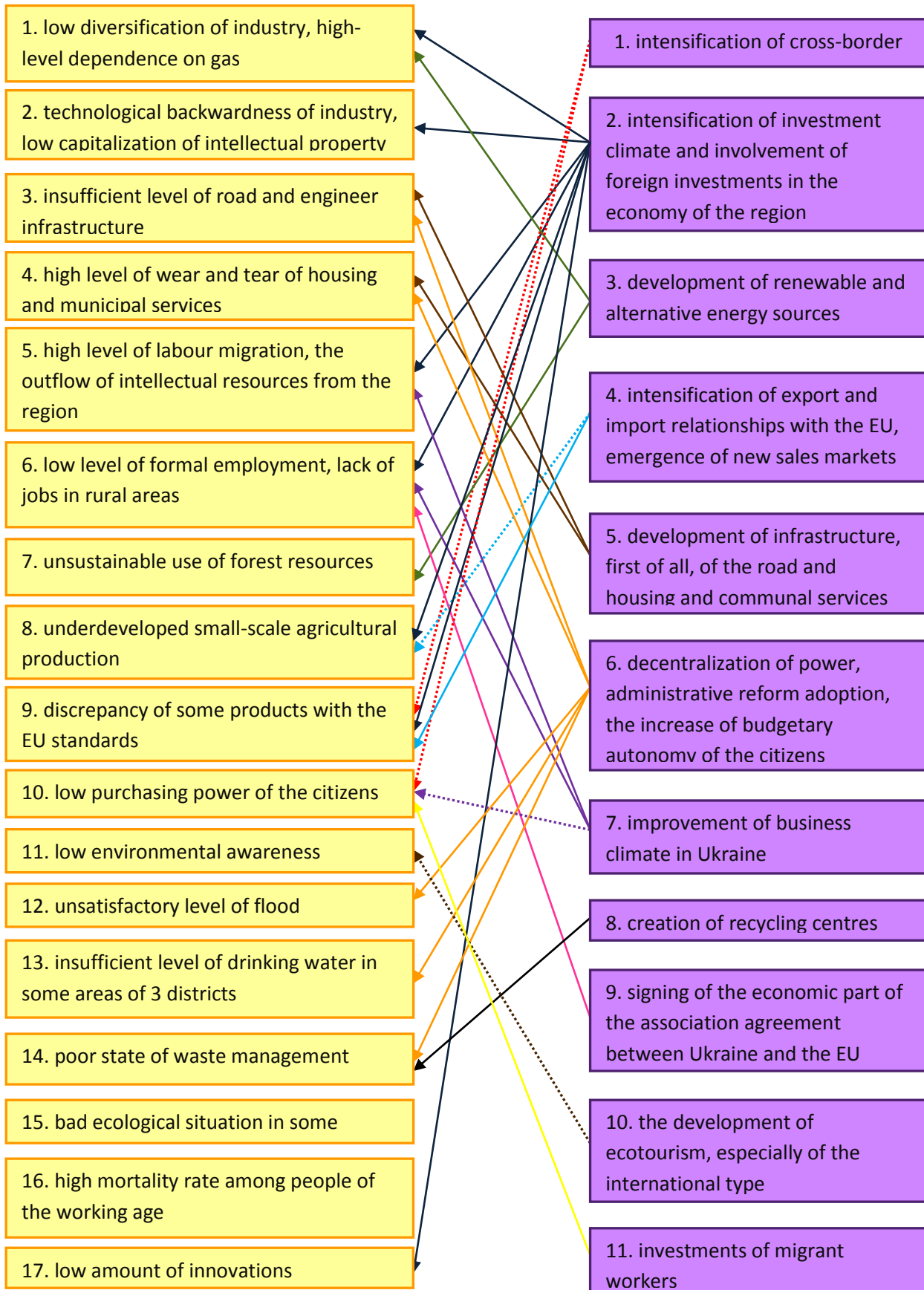
### Possibilities



## CHALLENGES

### Weak points

### Possibilities

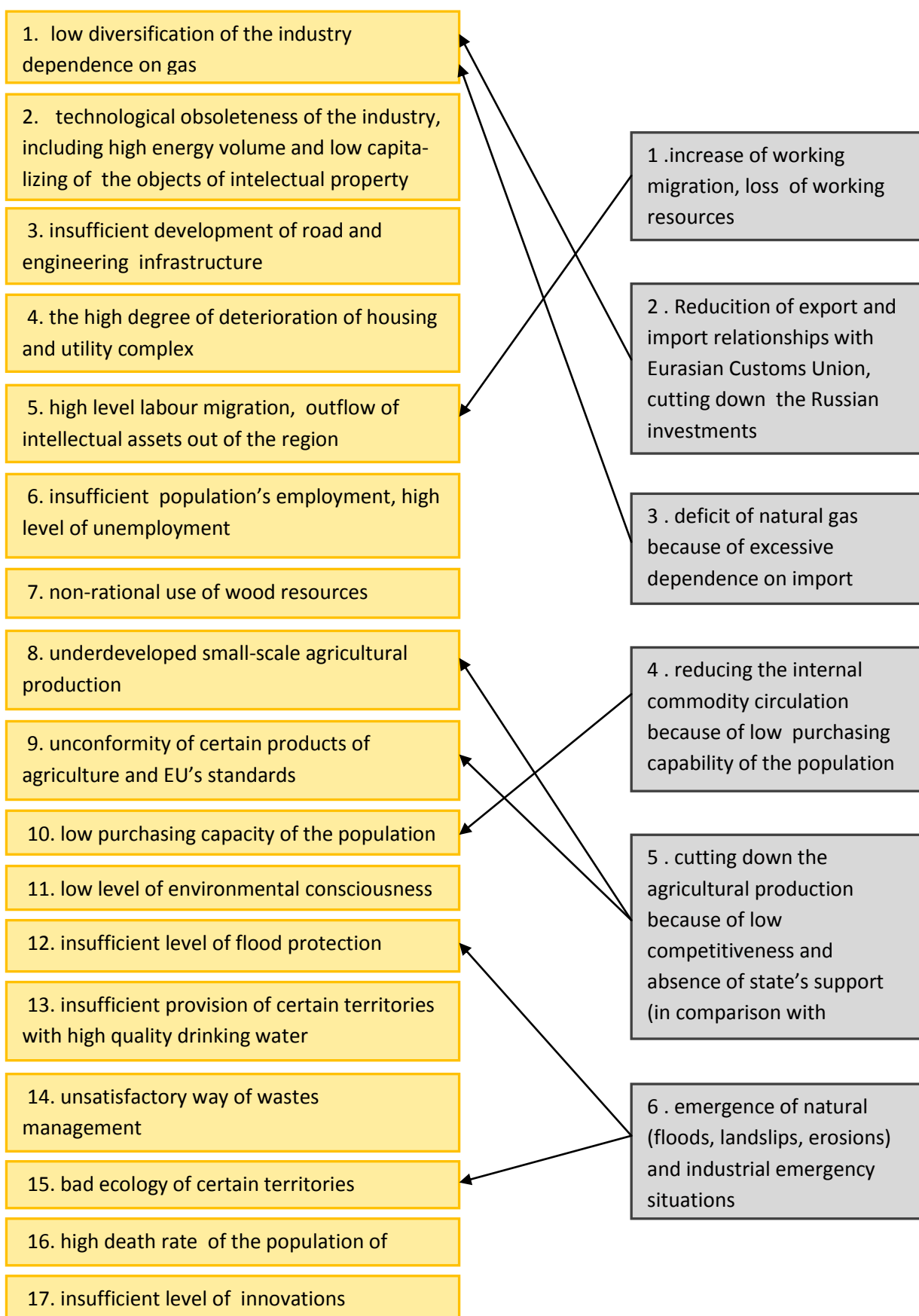


## RISKS

### Weak points

### Threats

STRENGTHEN



## **Comparative advantages, challenges and risks of the Ivano-Frankivsk region**

### ***Comparative advantages (determined by the analysis of strong points and opportunities)***

- The political and economic rapprochement between Ukraine and the EU and the consequent reactivation of the investment environment will be able to intensify the process of attracting foreign investments into the economy of Ivano-Frankivsk region, based on a number of the region's strong points, such as investment attractiveness (in comparison with other regions), existence of the developed industrial infrastructure, skilled workforce and natural resources.
- Ivano-Frankivsk region has significant tourist and recreational potential, preserved national, religious, cultural traditions and authentic crafts. The great part of the region is environmentally friendly. These strong points can be used for further development of eco-tourism, including the international sphere of it.
- Well-developed industrial infrastructure of Ivano-Frankivsk region, together with skilled workforce will get an additional impulse to the development due to improving business climate in Ukraine. Another strong point of the region which can benefit from improving business climate is the existence of some renewable and alternative energy sources in the region. Agricultural wastes of raw materials base can be used to provide some energy from the recycling process.
- The proximity of the Ivano-Frankivsk region to the EU, high level of self-organization of population are the comparative advantages of the region in terms of predicted intensification of the cross-border cooperation.
- Some residents of the region work beyond the region, which is not only a source of meeting the needs of the significant number of families, but also is an investment resource for small businesses nowadays. But on the other hand, this situation also causes a number of social problems and difficulties.

### **Challenges (determined by the analysis of weak points and opportunities)**

- Reactivation of the investment environment and attraction of the external investments in the region economy will reduce the impact of such weak points of the region as: a low-rate diversification of industry, low-rate innovation, technological backwardness of the industry, including high energy consumption, that requires reduction of the outflow of workforce from the region and increase of the employment rate.
- The process of decentralization of power, administrative reform will predictably increase the fiscal autonomy of communities and will be able to reduce the following region's weak points: insufficient development of road and engineering infrastructure, the high level of housing and utilities services deterioration, insufficient flood protection, insufficient availability of drinking water in some areas and the poor rate of waste management.

- Improving of the business climate in Ukraine will predictably lead to the development of small and medium businesses in the region and consequently, the employment creation and reduction of the outflow of the working population from the region.

### **Risks (determined by the analysis of weak points and threats)**

- Low-rate diversification of the regional industry and high dependence on gas creates the risk of some enterprises shutdown in terms of the export-import relations with the countries of the Customs Union and excessive dependence of Ukraine on imported gas.

- High-rate labor migration, the outflow of intellectual resources from the region could lead to a shortage of the workforce. An additional factor that will accelerate this process may be the implementation of visa-free regime with the EU.

- The region has underdeveloped, small commodity agricultural production, certain types of agricultural production do not meet EU standards. With the economic convergence with the EU there is a risk of collapse of a number of agricultural manufactures due to the low competitiveness and lack of government support in comparison with European manufacturers.

- Natural emergencies (floods, landslides, mudflows, erosion) and man-made disasters poses significant potential risk, taking into account the insufficient level of flood protection and poor ecological condition of certain areas.

### **Development scenarios of Ivano-Frankivsk region for the period until 2025**

Strategic planning of the region's development takes place in fundamentally different geopolitical and geostrategic circumstances in which Ukraine was forced into after the events of November, 2013 – February, 2014. During the three winter months, Maidan evolved from the classic civil protest to the phenomenon of supranational scale, which radically changed the country. In the public mind there was a "quantum leap" that quickly raised the motivational-behavioral plank and social expectations. The March Russian aggression which ended with the annexation of the Crimea and sabotage operations in the eastern Ukraine, following Moscow scenario, changed the pattern of world politics. This is not for the first time in Ukraine's History, when our country turned to be at the epicentre of a geopolitical split, on the collision verge of two civilizations: Western, European, based on -the political and economic freedom of the individual and eastern, despotic, based on complete submission of a man to a state. However, it is almost for the first time, when Ukraine in its confrontation gained the support of the entire civilized world and received a chance for the European perspective and, therefore, the chance to avoid the "inertial" scenario of development: economic stagnation continued until the collapse of the state as a system.

Modeling of Ivano-Frankivsk region's scenarios by 2025 is only possible on the background of the new political and economic realities. Therefore, any scenario can now be done under the slogan "Living in a new way!"

### **Basic scenario assumptions (international and national levels):**

1. GDP per capita in Ukraine during 2014-2016 will fall and on the end of the period it will be 1%, and after 2016 we will observe the growth of 2-3% per year.
2. In the coming years the tax loading on business entities and the population will not decrease. Business rules simplifying can be expected.
3. Smooth devaluation of national currency will continue and will stimulate commodity production for export.
4. Expected significant redistribution of tax revenues between the state and region in favor of the latter.
5. EU standards as for production made in Ukraine will be gradually implemented.
6. The movement of goods to and from the EU will be duty free, which will expedite goods exchange between Ukraine and the EU.
7. The investment climate in Ukraine will become better. The country will become more attractive for European investors.
8. The prices for fuel and energy resources will further increase, especially for the population and utilities enterprises.
9. Incomes of the population for the next 2-3 years will be relatively low (compared to 2012-13 years), then will gradually increase by 2026.
10. The level of corruption will gradually decrease and public trust in government and business institutions will increase.
11. “Shadow” sector of the economy will gradually shrink.

### **The basic development scenario (region moves by inertia, social and economic situation in the country does not contribute to the development).**

The demographic situation in the region is generally positive, with a slight increase of the population loading. However, the working age population is less secured with jobs because of the decline in industrial production. Self-employment in small businesses will also increase slightly. Young people will increasingly face the employment issue in the region. The level of immigration to the West will increase, following abolition of the visa-free regime with the EU.

Dynamics of the region's GRP is generally positive and meets general Ukrainian trends, but its part in GDP is no longer higher than 2%.

According to the economic structure, Ivano-Frankivsk region remains industrial-agricultural region, although its economic profile slowly transforms from industrial towards trade and services, financial and intermediary, the real sector will continue to shrink.

The structure of industrial production remains unchanged – the lion's share is occupied by the low and medium technological enterprises of mining and energy industries.

The volumes of extraction of crude oil and associated gas in Nadvirna and Dolyna fields will be decreased due to their gradual depletion, technological complexity and high cost of production.

Extraction of shale gas in the Oleska area will begin not earlier than 2020. The process will be accompanied by social and environmental problems.

The major energy generating company in Western Ukraine "Burshtyn Power Plant" is likely to be upgraded and will move to 5-6 way of innovation, however, the volume of electricity production will slightly increase due to limitation of its supply to the European markets.

In agriculture, the region's gross output of the production of agricultural products will slightly increase as well as the efficiency in the agricultural sector in general. The households will continue to dominate in the manufacturers' structure, although the percentage of agricultural businesses will grow.

Small and medium business develops slowly, staying mainly in trade and services sector.

**Modernized scenario of innovative development of the region (the region actively exploits opportunities in the condition of rapid socio-economic development of the country).**

System reforms (administrative and territorial, tax, budget, etc.) are implemented being rapidly.

Territorial communities get significant material and financial resources for the gradual improvement of social and engineering infrastructure.

The authorities of the region together with local communities implement effective marketing strategy, and effective industrial and investment policy. The region is considered to be investment attractive. The main investment sectors are high-tech industry engineering, light, food and woodworking industries with significantly increased processing depth.

New high-tech enterprises are created in these industry sectors, which become the centers of economic growth.

Technological re-equipment of enterprises of the region's traditional industries of mining and power generation, improving their efficiency and product quality are carried out.

The agricultural sector is modernized both structurally and technologically: low-effective individual farms are replaced by effective cooperatives and small and medium enterprises. Processing sector of agricultural products is modernized, their quality is increased in accordance with EU standards, and this provides their penetration into the European markets.

Small and medium enterprises develop rapidly, gradually shifting from the sphere of trade and services into the sphere of production.

The tourism industry becomes an investment attractive sector of the economy of the region because of ecologically friendly mountain areas, preserved traditional Hutsul culture and traditions, well developed tourism infrastructure, basic skills of tourist activities of the population.

The territories are becoming equal in their development within several years.

Realistic development scenario (the region makes efforts concerning development, however socio-economic situation of the country doesn't contribute to it)

The reason for such scenario is the possibility of some restrictions to hypotheses of the modernization scenario.

According to this scenario, the implementation of system reforms in the region has some difficulties of legal, financial, organizational and psychological character, reflecting the general Ukrainian tendency.

As a result, the rapid increase of the investment attractiveness of the region becomes a significant challenge for the regional authorities, so the lion's share of the regional resources will be transferred to the territories, which are mostly prepared for this, creating some local "growth zones". The innovative development and the creation of new industry sectors and manufactures will become possible in these territories.

Such territories become a new model of territorial innovative development. The investment zones are formed there which attract strategic investors, creating new innovative enterprises both in industry and agriculture.

Small and medium enterprises develop in such territories, creating networks of logistics support of strategic investors. High-tech innovation enterprises of SMEs (connection, ICT) appear and develop successfully.



### **Strategic vision of Ivano-Frankivsk region development**

Strategic vision of development and mission of Ivano-Frankivsk region have been discussed at the extended meeting of the Working Group on the Development Strategy of Ivano-Frankivsk region on June 13, 2014. Following the discussion, Strategic Vision and Mission of the region have been formed based on research materials of the region's socio-economic situation and the views of local experts, scientists, local government and state authorities.

### **Strategic vision of Ivano-Frankivsk region development:**

PRECARPATHIAN REGION is a distinctive and self-sufficient area which combines European values with ancient national traditions, it is cultural, touristic, resort and recreation center of Ukraine open to cooperation. It is the region of innovative economy with comfortable and safe environment and high level of social and spiritual life.

### **Mission of Ivano-Frankivsk region is to:**

Provide well-being and high standard of living of present and future generations under the conditions of development of competitive and innovative economy based on preservation of cultural traditions, natural features and benefits of the region.

## Strategic, operational objectives and tasks

| Strategic objectives                              | Operational objectives                                  | Tasks                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Sustainable economic development               | 1.1. Investment attraction stimulation                  | 1.1.1. Investment products preparation<br>1.1.2. Creation of positive investment image of the region<br>1.1.3. Increasing investment support quality                                                                                                                                                                      |
|                                                   | 1.2. Small and medium business development stimulation  | 1.2.1. Development of business support infrastructure<br>1.2.2. Strengthening of manufacturers innovation capacity<br>1.2.3. Competitiveness support of small and medium enterprises                                                                                                                                      |
|                                                   | 1.3. Energy efficiency assurance                        | 1.3.1. Improving the efficiency of energy resources management<br>1.3.2. Alternative energy promotion                                                                                                                                                                                                                     |
|                                                   | 1.4. Improvement of the regional development management | 1.4.1. Formation of an effective system of regional management<br>1.4.2. Improving tools of communities interaction for joint problem solving<br>1.4.3. The improvement of tools for spatial planning<br>1.4.4. The increase of functioning activities of enterprises and organizations of water and waste water services |
|                                                   | 1.5. Environmental safety assurance                     | 1.5.1. Prevention and elimination of the consequences of environmental emergencies<br>1.5.2. Reducing the negative impact of industrial and residential facilities on the environment<br>1.5.3. Development of ecological network and biodiversity conservation<br>1.5.4. Environmental protection                        |
| 2. Development of tourist and recreational sphere | 2.1. Increasing tourist and recreational potential      | 2.1.1. Creation of new and support of available tourist products<br>2.1.2. Development of resort and recreational zones<br>2.1.3. Development of tourist and sports infrastructure<br>2.1.4. Development of ecotourism, including rural green tourism                                                                     |
|                                                   | 2.2. Tourism potential marketing                        | 2.2.1. Promotion and advertisement of local tourist products<br>2.2.2. Support for regional tourist marketing                                                                                                                                                                                                             |

|                                |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Rural territory development | 3.1. Increase in added value of agricultural production                    | <p>3.1.1. Technological upgrading of existing and creation of new highly technological enterprises for production and processing agricultural products</p> <p>3.1.2. Development of organic agriculture and food production</p> <p>3.1.3. Improving the access of farmers to the markets</p>                                                                                                                                                                                                                                                                                                                                                          |
|                                | 3.2. Rural territory and suburbs of small towns development                | <p>3.2.1. Development of the modern forms of cooperation in agricultural sector</p> <p>3.2.2. Support of the non-agricultural types of business development in the rural areas</p> <p>3.2.3. Improving the training of professionals for in small business in rural areas</p> <p>3.2.4. Promotion of self-employment in rural areas, especially - in the highlands</p> <p>3.2.5. Development of first medical aid system in rural areas, in particular establishment of outpatient departments in the localities of this regions</p> <p>3.2.6. Provision of rural areas, which have current problems of water supply, with quality drinking water</p> |
| 4. Human capital development   | 4.1. Promotion of population adaptability to the labor market requirements | <p>4.1.1. Improvement of system of preparation of the youth to the requirements of regional labor force market</p> <p>4.1.2. Improvement of personnel training for regional economic needs including the development of life-long education system</p>                                                                                                                                                                                                                                                                                                                                                                                                |
|                                | 4.2. Promotion of citizens' awareness and social activity                  | <p>4.2.1. Development of leadership and entrepreneurial skills of the youth</p> <p>4.2.2. Promoting the effective mobilizing mechanisms for residents to solve local problems</p> <p>4.2.3. Improvement of environmental culture of the population</p> <p>4.2.4. Meeting the current health needs and promoting healthy lifestyles</p> <p>4.2.5. Preservation of regional traditions and development of Ukrainian culture</p> <p>4.2.6. Increase of creative potential of the local residents</p>                                                                                                                                                     |

## **STRATEGIC OBJECTIVE 1. DEVELOPMENT OF ECONOMIC POTENTIAL**

Ivano-Frankivsk region is among the most industrialized regions of Western Ukraine and makes up 1.8% of sold industrial products at national level. According to this index, Ivano-Frankivsk region was ranked second, being inferior only to Lviv region, and topped the list by the volume of industrial sold products per capita (data of 2012). The main economy sectors of the region are industry, agriculture, tourism, building and construction, telecommunications. Gross regional product in 2012 was 26752 million UAH, which makes up 2% from the GDP. Industrial complex of the region covers engineering, fuel and energy, chemical, petrochemical, forest, timber, consumer and food – processing industries and in general is concentrated in such cities as Ivano-Frankivsk, Kalush, Kolomyia, Nadvirna, Dolyna. Ivano-Frankivsk region is characterized by certain peculiarities of industrial complex structure especially its excessive disproportion in favor of three industries, such as electricity, chemical and oil and gas production. These industrial production sectors make up nearly 70% of general regional production. In the region the electricity production is carried out by Burshtyn power plant, State enterprise “Kalush power plant”, isolated generating plant joint-stock company “Naftokhimik Prykarpattia”. The main electricity producer is powerful Burshtyn power plant that supplies electricity not only to Ivano-Frankivsk but also to neighboring Ternopil and Zakarpattia regions. Oil and gas production is concentrated in Dolyna and Nadvirna districts. Instead, engineering covers only 2% in industrial production structure of the region.

### **Tendencies**

During 2003-2012 the decrease in industry (by 6.4%), agriculture (by 5.7%), building and construction (by 1.2%) sectors was marked, however, there was some increase in trade and service industries (by 5.7%) and significant increase in others gross values added (probably in financial intermediary sector), and the real sector economy percentage is becoming less than 50 %. Changes in the gross values added structure are fully correlated with the employment structure and confirm the conclusion that Ivano-Frankivsk region is becoming more agricultural, trade and service region than industrial one. If current trends continue the significant industrial and agricultural potentials of the region will be preserved until 2015, however, their percentage will be gradually decreasing.

Chemical industry is characterized by a significant decrease connected with the change of market conditions and unprofitability of “Karpatnaftokhimik”. Instead, high-tech sectors such as engineering, consumer goods manufacturing (and other sectors) account for a little more than 5%.

Performed prognosis points to the main problems of the economic sector of the region:

- ◆ evident disproportions in favor of electricity, chemical and petroleum production;
- ◆ sharp decrease of chemical industry percentage and, accordingly, significant reduction of workplaces;

- ◆main percentage of industrial enterprises of the region refers to 3-4 technological modes that is low-quality, energy- demanding and environmentally unsound;
- ◆step-by-step steady decline of real economy sector percentage;
- ◆impossibly small percentage of industries with high value added.

To avoid dangers, causing the above-mentioned problems, the serious changes of economic sector towards the development of high-tech economy with high value added, increase of the processing depth in process industry, first of all in wood-processing and food industry, leveling of territorial disproportions, increase of the export products volume, etc. are required.

Interference into the sphere involves four directions:

- ◆investment promotion stimulation;
- ◆small and medium business development stimulation;
- ◆energy efficiency assurance;
- ◆improvement of the regional development management.

| <b>Strategic objective 1. Sustainable economic development</b> |                                                   |                                   |                                                    |                                   |
|----------------------------------------------------------------|---------------------------------------------------|-----------------------------------|----------------------------------------------------|-----------------------------------|
| <b>Operational objective 1.1.</b>                              | <b>Operational objective 1.2.</b>                 | <b>Operational objective 1.3.</b> | <b>Operational objective 1.4.</b>                  | <b>Operational objective 1.5.</b> |
| Investment attraction stimulation                              | Small and medium business development stimulation | Energy efficiency assurance       | Improvement of the regional development management | Environmental safety assurance    |

The activities within this strategic objective are completely in line with strategic objectives 2. Recreation and tourism development. 3. Rural development and 4. Human capital development. Particular interferences of these strategic objectives will directly and indirectly promote economic potential development.

It is expected that implementation of strategic objective 1 in mid-term will lead to the following results;

- ◆new high-tech enterprises established by strategic investors;
- ◆establishment of new small and medium enterprises – logistics service chains for the strategic investors;
- ◆increased percentage of real economy sector;
- ◆increased export potential of the region industry products;
- ◆increased energy efficiency of public sector institutions and heat supply system;
- ◆increased regional development management efficiency.

## **OPERATIONAL OBJECTIVE 1.1 Investment attraction stimulation**

Investments in economy are the key factor of regional social and economic development. Outside investments, which promote access to new markets and establish high-efficient management methods, are the main tools for technical and technological renovation of the industry providing the profitability level increase and economic competitiveness strengthening.

Although, investment policy is primarily formed at the Ukrainian government level, local authorities have direct influence on such factors as engineering and technical state, accessibility of buildings and sites for new housing development, region image, etc. Local marketing policy and organizational capacity for providing effective investment support play an important role in the investment attraction.

Ivano-Frankivsk region according to the results of 2013 was the 13<sup>th</sup> among 27 Ukrainian regions according to the foreign direct investments (FDI) volume and the 12<sup>th</sup> for the same period per capita. Region economy investments came from foreign investors from 53 countries, vast majority of which (nearly 90%) were investors from the European countries.

Region investment activity is characterized by low, however, stable level of foreign investments attraction. The FDI volume doubled (813 to 404 million dollars) during 2007-2013, however, as of 31.12.2013 almost all the volume accounts for Ivano-Frankivsk and Kalush (76 % of general volume). Only 24 % account for other areas.

In general volume of foreign direct investments in regional industry, investments in processing industry (73.7%) dominated. Chemical and petrochemical industries were investment-attractive, as well as food production and beverage industry, consumer goods industry and soft mineral goods production. Investment volume in enterprises from other soft goods production increased 3 times, in food and beverage production by 13.1% and made up 16.9 and 133.16 million dollars respectively (data of 2012).

Thus, regional investment activity is characterized by the following features:

- ◆ vast majority of FDI at the industrial level accounts for chemical and petrochemical industries;

- ◆ vast majority of FDI at the territorial level accounts for Ivano-Frankivsk and Kalush.

According to this, region investment policy should be directed towards high-technological industries which create value added without influencing environment, in particular, precision engineering, instrumentation, electronic and electric products manufacturing.

Region priority projects should be directed towards transport infrastructure, improving access to the region. Direct region investment activity increase should be followed by significant investment attractiveness and establishing tens of thousands of work places. Among potential projects that could significantly increase region investment attractiveness are:

- ◆ commissioning of the Ukrainian-Romanian state border checkpoint and construction of the road to it;

♦ establishment of industrial, scientific and technological parks (Industrial Park in Dolyna, “Oil & Gas Scientific and Technological Park”);

♦ general planning of areas promising for mountain resorts building and tourism development;

♦ “Ivano Frankivsk” international airport reconstruction.

One of the most important tasks is the improvement of image of the region as an investment-attractive area. Except central city of the region and Kalusch, investment attractive areas in other districts should be established by using objective advantages of Ivano-Frankivsk region.

Investment situation in the international market demands from local authorities strengthening of the cooperation with international financial institutions, banks, investment funds and permanent dialogues with domestic and foreign investors. It is important to establish constructive cooperation with them for eliminating the barriers on the way of investments attraction and realization, investments regulation based on the investor and region interests balance.

**Expected results:**

♦ investment image and region attractiveness improvement;

♦ establishing favorable conditions for investors activity;

♦ increasing investment activity level in the region;

♦ regional investment infrastructure improvement.

**Indicators:**

♦ foreign economic activity investments dynamics in proportion to the Ukrainian macroeconomic indicators;

♦ increasing the number of companies that have attracted foreign investment;

♦ foreign investment structure improvement;

♦ increasing the number of countries, residents of which have invested into the regional economy.

| Tasks                                                      | Possible spheres of projects implementation (partial list)                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1.1. Investment products preparation                     | <ul style="list-style-type: none"><li>♦ concept and techno-economic justification of regional industrial parks location;</li><li>♦ industrial park engineering infrastructure development;</li><li>♦ establishment of industrial parks in cities including the areas of the old industrial territories.</li></ul>                                                                                                                                |
| 1.1.2. Creation of positive investment image of the region | <ul style="list-style-type: none"><li>♦ inventorying of the region old industrial territories for investment promotion;</li><li>♦ database of researches, innovation projects and activities of the region;</li><li>♦ region investment opportunities promotion ( site and promo materials support);</li><li>♦ developing information materials for enterprises refocusing onto new markets under changing conditions of world demand.</li></ul> |
| 1.1.3. Increasing investment support quality               | <ul style="list-style-type: none"><li>♦ increasing institutional capability of executive agencies and local government in investment support matters;</li><li>♦ developing new investment projects.</li></ul>                                                                                                                                                                                                                                    |

## **OPERATIONAL OBJECTIVE 1.2. Small and medium enterprises development stimulation**

Currently the condition of small and medium enterprises in the region has particular disadvantages such as unequal concentration of small and medium enterprises at regional level (the highest number of these subjects are in Ivano-Frankivsk, Kalush, Kolomyia; Kolomyia, Kosiv and Nadvirna districts); unequal distribution of economic activity (relative share of small and medium enterprises subjects in trade and service sector is nearly 65% of the general volume, in manufacturing industry - 13%, in agriculture – 13.1%, in building – 9.2%), which indicates the significant number of registered small enterprises that are engaged only in fast profitable business activities; the large part of enterprises production isn't certified or doesn't meet the European standards; low level of innovations implementation into production (in countries with market economy small and medium enterprises play a very important role in technological innovation stimulation, creating them 2-2.5 times bigger than large companies), high level of domestic production energy-output ratio (the same index is 2.5 times higher than in the countries of the European Union).

These disadvantages do not promote the increasing contribution to gross domestic product creation and unemployment problem solving by small and medium enterprises.

The fulfillment of the operational objective involves: implementation of certification, and functioning of quality and environment management systems at enterprises, institutions and organizations in accordance with the ISO and OHSAS standards; granting of microcredits to small enterprises to pursuit their own businesses, introduction of new energy efficient, resource saving and environmental technologies and equipment.

### **Expected results:**

- ◆reducing time consumption on documentation turnover while carrying out licensing procedures, business climate improvement and positive image for investment attraction creation;
- ◆creation of work places, increasing the number of small and medium enterprises, finance and credit mechanisms activation;
- ◆increasing the number of small and medium enterprises that perform international economic activity;
- ◆increasing the number of small and medium enterprises that implement innovations, energy efficient, resource saving and environmental technologies.

### **Indicators:**

- ◆number of small enterprises per 10 thousand persons of present population;
- ◆number of market infrastructure elements;
- ◆number of implemented projects involving international technological support;
- ◆number of small and medium enterprises that implement innovations, energy efficient, resource saving and environmental technologies;
- ◆volume of granted microcredits to small and medium enterprises;
- ◆number of small and medium enterprises that perform international economic activity.



| Tasks                                                          | Possible spheres of projects implementation (partial list)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.2.1. Development of business support infrastructure          | <ul style="list-style-type: none"> <li>◆ establishment of business centers, business incubators and business consulting centers that provide outsourcing services at the local level;</li> <li>◆ conduction of polls of economic operators concerning the quality of administrative services in issuance of approval documents at administrative services providing centers;</li> <li>◆ implementation of the electronic document flow system between state and central administration, regional and local regulatory agencies;</li> <li>◆ sectoral studies in the SME (small and medium enterprise) sphere.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 1.2.2. Strengthening of manufacturers innovation capacity      | <ul style="list-style-type: none"> <li>◆ introduction, certification and functioning of quality and environment management system at enterprises, institutions and organizations in accordance with the ISO, OHSAS and other standards;</li> <li>◆ use of permanent procedures based on principles of risk analyses and control (regulation) in critical points (Hazard Analyses and Critical Control Points) at the agricultural sector enterprises;</li> <li>◆ deepening cooperation with higher educational institutes, scientific organizations, scientific-research institutes, etc, in the matters of prospective development projects implementation into production ;</li> <li>◆ establishing innovation scientific laboratories for the youth;</li> <li>◆ establishing the Center for Innovation Commercialization for providing information and consulting support of innovators who are interested in their developments commercializing;</li> <li>◆ organizing competitions for the best innovative development between researches;</li> <li>◆ organizing events for exchanging experiences, expanding business relationships and small enterprises opportunities in innovation sphere.</li> </ul> |
| 1.2.3. Competitiveness support of small and medium enterprises | <ul style="list-style-type: none"> <li>◆ granting of microcredits to small enterprises for running their own business through the Regional Fund for Entrepreneurship Support;</li> <li>◆ organizing fairs, business meetings, contract fairs for interregional and international partners search;</li> <li>◆ organizing seminars in the matters of international economic activity within small and medium enterprises and international technical support programs;</li> <li>◆ organizing trainings of managers abroad within Managerial Human Recourses for business field retraining program called “Ukrainian initiative”.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

### **OPERATIONAL OBJECTIVE 1.3 Energy efficiency**

Energy efficiency concept, which in the narrow sense is only the reduction of initial energy resources (IER) consumption for the production of the same amount of energy, due to the current situation in Ukraine is a matter of energy security, particularly in Ivano Frankivsk region.

The main energy problems in the region are:

- ◆ excessive energy intensity (volume of expended energy per production unit) of industrial enterprises;
- ◆ thermal energy critical dependence on imported natural gas (more than 90%);
- ◆ critically low level of energy efficiency (energy parameters) of public and residential buildings (nearly 270 kWh / sq.)
- ◆ extremely low efficiency, and deterioration of boiler rooms and central heating and power plants in heat generation systems;
- ◆ critical deterioration of district heating supply systems in towns and cities;
- ◆ absence of energy consumption systematic approach in everyday life.

These challenges present complex tasks for the region in several directions. Solution to these requires billions of investments. Today, however, neither state, nor region have such an investment resource and energy market, which could allow to invest in energy efficiency projects by using private capital, and financial mechanisms for financing energy efficiency measures by third party are not introduced.

More than half of the major energy recourses - gas and electricity in Ivano-Frankivsk region are consumed by population in everyday life, in apartment houses and private households. That's why, energy conservation measures for this category of consumers are priority ones.

Energy efficiency in budgetary institutions where public authorities have direct influence is also very important.

In the mid-term perspective the region can concentrate available development resources on such projects as:

- ◆ energy management system implementation in budgetary institutions according to the ISO 50001 standards;
- ◆ reducing thermal generation dependence on natural gas and replacing it by local and alternative fuels;
- ◆ main networks optimization and use of local heat supply system in urban neighborhoods;
- ◆ using solar energy collectors for water heat-up in budgetary institutions;
- ◆ alternative energy development, etc.

#### **Expected results:**

- ◆ reducing energy consumption volume in region budgetary institutions;
- ◆ reducing natural gas consumption in the region economic complex;
- ◆ increasing the renewable energy sources volume in IER region consumption structure providing maximum percentage of local energy components used in renewable energy sources;
- ◆ atmospheric emission of pollutants reduction;

- ◆ reducing imported natural gas percentage in IER structure in heat supply systems of the cities and villages of the region;
- ◆ reducing energy parameters of separate buildings of budget sector;
- ◆ reducing losses in transmission networks of heat supply systems by means of their optimization.

**Indicators:**

- ◆ dynamics of initial energy resources consumption in budgetary institutions;
- ◆ energy parameters of budgetary institutions buildings after partial modernization;
- ◆ percentage of heat losses in the main pipeline networks after their optimization;
- ◆ the share of budgetary institutions, supplied with water heating by solar collectors system;
- ◆ the number of implemented investment projects on energy efficiency;
- ◆ the number of boiler houses which use the alternative fuel;
- ◆ production of electricity from unconventional renewable sources of energy.

| <b>Tasks</b>                                                   | <b>Possible spheres of projects implementation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.3.1. Improving the efficiency of energy resources management | <ul style="list-style-type: none"> <li>◆ introducing energy management system according to the standard ISO 50001 in the budgetary institutions;</li> <li>◆ optimizing main pipelines networks in the systems of heat supplying in the cities and towns of the region;</li> <li>◆ creation of the database of renewable energy sources, considering their geographical location;</li> <li>◆ thermal renovation of social sphere buildings, residential buildings (on the basis of equal shared participation of residents) aimed at reducing the specific consumption of thermal energy for heating purposes;</li> <li>◆ development of system of incentives of the processes of effective use and saving of fuel and energy resources, and innovative developments.</li> </ul>                                         |
| 1.3.2. Alternative energy promotion                            | <ul style="list-style-type: none"> <li>◆ replacement of existing coal and gas-heated boilers for biomass boilers in the budgetary sector and municipal heat power engineering;</li> <li>◆ installation of solar collectors to heat water for hot water supply facilities in the budgetary institutions and private homes;</li> <li>◆ introduction of heat pumps, thermal storage heating and hot water supply systems;</li> <li>◆ construction and development of biofuel clusters that would allow to create a sustainable system for raising energy crops, processing and conditioning of forest, agricultural and energetic biomass, Network of Warehouses for conditioned biomass intermediate storing, its delivery to the customers and its processing into thermal and electrical energy with the ash</li> </ul> |

|  |                                                                                                                                                                                                                                                                                                                                                                                    |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | collection and disposal system;<br>♦ development and implementation of the mechanism of financing alternative technologies for electrical energy production, the use of biofuel (from waste) and other sources with promising potential;<br>♦ development of measures for stimulating and using renewable sources of energy, heat supply waste, combined heat and power generation |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### **OPERATIONAL OBJECTIVE 1.4. Improving regional development management**

Currently, significant disproportions in the development of regional territories exist and are being enhanced. They are caused by the imperfection of the system of governing and lack of tangible progress in conducting the reform of the administrative-territorial organization, civil service reform aiming at its professionalization, fiscal decentralization etc. Management mechanisms and tools of regional development require improvement considering the reform of the state regional development management system. These changes, first of all, involve establishing efficient mechanism of coordination of the regional council, regional state administration and local governments' activities to mobilize resources for the implementation of the Strategy Plan. To achieve this objective substantial investments in human capital are also required, i. e. educational and practical programs of professional development of specialists of local executive bodies responsible for the formation and implementation of management processes of the regional development.

##### **Expected results:**

- ♦ development of general layouts and construction schemes of territorial communities in the region;
- ♦ providing support for projects that are implemented on the principles of cooperation of local communities;
- ♦ ensuring effective coordination of the Strategy implementation;
- ♦ increase of the amount of involved funds of international technical assistance for the implementation of the regional development projects

##### **Indicators:**

- ♦ number of public services provided electronically;
- ♦ amount of involved funds of international technical assistance for the regional development projects implementation;
- ♦ number of established institutions for promoting regional and local development;
- ♦ number of implemented joint projects of local governments.

| <b>Tasks</b>                                                                                                     | <b>Possible spheres of projects implementation (partial list)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.4.1. Formation of an effective system of regional management                                                   | <ul style="list-style-type: none"> <li>◆ encouragement of establishment and support of the Regional Development Agency;</li> <li>◆ increasing the role of public organizations in the formation, introduction and monitoring of regional development priority directions implementation;</li> <li>◆ increasing the efficiency of the executive authorities and local governments activities, improvement of relationship between them and physical individuals and legal entities by the introduction of the e-governance (electronic control).</li> </ul> |
| 1.4.2. Improving tools of communities interaction for joint problem solving                                      | <ul style="list-style-type: none"> <li>◆ creation of information resources centers of access to socially significant information (including those in the libraries);</li> <li>◆ support of territorial communities cooperation projects;</li> <li>◆ support local communities associations;</li> <li>◆ creation of web portal for local governments with a wide range of information and communicative functions;</li> <li>◆ consolidation of efforts of local communities in water management.</li> </ul>                                                 |
| 1.4.3 The improvement of tools for spatial planning                                                              | 1. development and updating of urban planning documentation at the local level (schemes of territories planning , master plans for settlements, especially attractive for investment)                                                                                                                                                                                                                                                                                                                                                                      |
| 1.4.4. The increase of functioning activities of enterprises and organizations of water and waste water services | <ul style="list-style-type: none"> <li>◆ training cycle for senior staff and specialists of water and waste water services for effective management of municipal property and the property of the community;</li> <li>◆ advisory support of creation of business plans for the development of rural public services</li> <li>◆ procurement of equipment for district enterprises dealing with maintenance of water supply systems.</li> </ul>                                                                                                              |

### **OPERATIONAL OBJECTIVE 1.5. Control of the environmental safety of the region**

Environmental problems, that arose after the closure of potassium and magnesium production as well as mines of Kalush-Holinskii potassium salt field in the Kalush mining area declared to be the zone of environmental emergency in 2010, are among the most critical. They are associated with the flooding of Dombrowski open-cast, the presence of tailing dumps, storage tanks, salt tailings piles, mine fields of underground extraction and their elimination mainly by “wet” method and so on.

At the beginning of 2014 in the basin of Dombrowski open-cast mine more than 20 mln. m<sup>3</sup> of brine with a salinity from 120 g / dm<sup>3</sup> (surface) to 400 g / dm<sup>3</sup>(bottom) were accumulated. Each year, depending on the intensity of rainfall, the level of brine surface rises up to 2-3 m

Due to the absence of developed and approved in the established procedure project design documentation based on real scientific and monitoring investigations, environmental protection measures in the Kalush mining region during 2011-2014 years, were not taken.

To eliminate the negative effects, stabilize and improve environmental emergency situation in the area as defined by the Decree of the President of Ukraine of 10.02.2010, № 145 “On the announcement the territory of Kalush, villages of Kropyvnyk, Sivka-Kaluska of Kalush district of Ivano-Frankivsk region the area of environmental emergency” implementation of immediate design and technical solutions in the key directions is the most urgent.

Ivano-Frankivsk region is one of the most flood dangerous regions of Ukraine. The region is in the area of advanced atmospheric rain storming, i.e. in the area of water-related hazards occurrence and manifestations of their harmful effects, causing different in scales catastrophic flooding, underflooding and over watering of areas, the damage to engineering infrastructure and communications with devastating consequences. Over the last decade not only the number of catastrophic floods, but their scales have increased. Since 1955, there have been 86 floods, direct losses from which make up over 6.2 billion USD.

Because of the significant frequency of floods their prediction and prevention of harmful effects of water are complicated, floods in mountain rivers cannot be practically predicted and occur suddenly, especially local ones. The population living in the coastal towns and villages suffer from significant material and moral losses caused by floods and are in constant tension. This pertains to even those settlements, where there is a flood waterworks system. Due to lack of funds for operational activities and maintenance, these facilities every year lose their reliability, which leads to additional costs from the state budget to eliminate the harmful effects of water.

To achieve operational objectives in the region it is necessary to introduce a set of protective structures on rivers and reconstruct the existing installations. Most of the protective waterworks systems are built and are being built to solve local problems and are not sole system, designed for protection against catastrophic floods. Therefore, to prevent and minimize damage from the harmful effects of water, appropriate measures should be carefully studied and analyzed and certainly timely developed and implemented. Thus, to protect the population, minimize damage from harmful effects of water, it is necessary to ensure the reliability of complex protective structures.

Depreciation of wastewater treatment plants, especially in recreational areas, results in negative impacts on water bodies and the environment. Construction of sewage treatment plants is necessary in Bolekhiv, Yaremche, Halych, towns of Rozhniativ, Verkhovyna, Vorokhta and Pechenizhyn, as well as the reconstruction of treatment facilities in Kolomyia and Kosiv. In the territory of Yaremche City Council, Kosiv and Nadvirna districts there are no disposal sites for disposal, sorting and recycling of solid wastes, which often leads to contamination of forests, rivers and streams, roadside strips, which reduces the attractiveness of the region for the development of tourism and recreation industry.

To achieve the operational objective the construction of sewage treatment plants in towns of Bolekhiv, Yaremche, Halych, Verkhovyna, Vorokhta, Rozhniativ,

Pechenizhyn, and other settlements will be held. The installation of waste sorting stations in the territory of Yaremche City Council and in Kosiv district is expected as well as construction of waste recycling complexes in the towns of Kalush, Kolomyia, Tysmenytsia, and Nadvirna districts. Preservation of biotic and landscape diversity by creating new and improving existing nature reserve territories, the formation of the regional ecological network are priorities of the Reserve Management in Ivano-Frankivsk region.

According to recommendations of the hearings in the Committee on Environmental Policy, Natural use and Elimination of Chornobyl Catastrophe Consequences of Verkhovna Rada of Ukraine on "Nature Reserve Funds: Problems and the ways of Solution", approved by the decision of the Committee of 10.4.2014 № 22/1, the Action Plan for the establishment of new territories and objects of nature reserve fund in the territory of Ivano-Frankivsk region was developed and approved.

In addition, we plan to create a network of nature reserve fund objects of local significance (hydrological reserves, protection areas, etc.) to protect the mountain springs and rivers. One of the important directions of development of the ecological network area is obtainment of physical evidence on the land within sites and areas of nature reserve fund and taking their boundaries into nature. It is necessary to consider the humane treatment of stray animals, including the establishment of a system of their registration, sterilization and maintenance (building refuges).

#### **Expected Results:**

- ◆ creating safety conditions for the vital activity of the citizens of the region;
- ◆ flood protection of agricultural land;
- ◆ ensuring the regulation of flowing runoff to optimize flood costs;
- ◆ minimizing the amount of loses posed by harmful action of flood waters;
- ◆ renovation and maintenance of favorable hydrological mode and ecological state of rivers;
- ◆ creation of automated information-metering system of observation and prediction of harmful effects of water;
- ◆ ensuring ecological security of the region;
- ◆ reducing emissions of pollutants into the air from stationary sources of pollution;
- ◆ reducing the discharge of pollutants into water bodies;
- ◆ reducing the amount of waste placed in the environment;
- ◆ increasing the area of territories and nature reserve funds.

#### **Indicators:**

- ◆ number of restored water retaining hydraulic structures;
- ◆ number of reinforced embankments and river banks;
- ◆ funding of flood control measures;
- ◆ volume of investments in the construction of environmental facilities;
- ◆ amount of pollutants in the air, discharges into water, waste placed in the environment;
- ◆ areas of nature reserve funds.

| Tasks                                                                                          | Possible spheres of projects implementation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.5.1 Prevention and elimination of the consequences of environmental emergencies              | <ul style="list-style-type: none"> <li>◆ reducing the flow of saline water into the territory of Kalush mining area including Dombrovskiy open-cast mine by reclamation of external dumps № 1, № 4, tailing ponds № 1, № 2, using modern waterproof materials and technologies;</li> <li>◆ reduction of inflow from underground aquifers and the river Sivka in the northern edge of the Dombrovskiy open-cast mine;</li> <li>◆ construction of brine processing facilities which will ensure brine level decrease, saving raw materials and ecological balance in the area of the open-cast mine location;</li> <li>◆ development and implementation of alternative methods of brines lowering level in the Dombrovskiy open-cast area;</li> <li>◆ establishment of a permanent monitoring system on the basis of the single scientific institution, which would contain: a) hydrogeological monitoring; b) monitoring of the shift of the earth's surface (Surveying measurements on geodetic profiles), c) geochemical and biogeochemical monitoring; d) geophysical measurements in the areas of location of mining and processing facilities and in the sphere of their potential impact for providing recommendation and monitoring of nature protecting works;</li> <li>◆ creation of automated information-measuring system of observation and prediction of harmful effects of water;</li> <li>◆ construction and restoration of water retaining hydraulic structures;</li> <li>◆ construction of accumulating flood control capacities.</li> </ul> |
| 1.5.2 Reducing the negative impact of industrial and residential facilities on the environment | <ul style="list-style-type: none"> <li>◆ protection of free air (installation of dust filtering equipment, etc.);</li> <li>◆ protection and rational use of water resources (modernization, repair and reconstruction of existing and construction of new modern sewage treatment plants and sewage networks);</li> <li>◆ reduction of waste, implementation of a comprehensive system for collecting resource valuable waste components and rehabilitation of technologically-transformed areas, construction of facilities for their recycling and disposal;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



|                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                       | <ul style="list-style-type: none"> <li>◆ transition to environmentally-clean technologies using renewable energy sources and fuels, implementation and ensuring an effective system of environmental monitoring of the environment;</li> <li>◆ introduction of economic and other mechanisms for ecological safety, (eco-management and audit, environmental insurance, environmental assessment).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1.5.3 Development of ecological network and biodiversity conservation | <ul style="list-style-type: none"> <li>◆ creation of new and improvement of the existing conservation areas, formation of regional ecological network;</li> <li>◆ creation of the objects network of nature reserve fund of local significance (hydrological natural reserves, natural reserve boundaries, etc.) aimed at protection of the mountain springs and rivers;</li> <li>◆ receiving the physical evidence for land within objects and nature reserve fund areas and their demarcation;</li> <li>◆ grassing and afforestation of protected shoreline belts;</li> <li>◆ ecosystems protection against flooding by flood waters in the surrounding areas, close to water objects;</li> <li>◆ coastal zones biodiversity and water surface protection from pesticides penetration from agricultural lands</li> </ul> |
| 1.5.4 Environmental protection                                        | <ul style="list-style-type: none"> <li>◆ reducing emissions and pollutants discharge into natural environment, safety waste management;</li> <li>◆ achieving an environmental conditions , safe for human health;</li> <li>◆ ensuring an environmentally sustainable nature management</li> <li>◆ improving the level of public ecological awareness</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## **STRATEGIC OBJECTIVE 2.**

### **THE DEVELOPMENT OF TOURIST AND RECREATIONAL SPHERE**

Ivano-Frankivsk region is a famous tourist center in Ukraine which is able to receive 8.2 million tourists annually. Approximately 3.9 thousand places of historical, natural, architectural and archaeological heritage, more than 120 museums and tourist routes longer than 400 km., 10 ski resorts (total ski trails length is over 60 km.) are located here.

Tourism is one of the most promising sectors of economy of Ivano-Frankivsk region. Region has fair and reasonable preconditions for its development: natural-climatic potential, picturesque landscapes, pure air, healing mineral waters, attractive tourist routes, preserved national traditions and folklore, architectural monuments,

and recreational opportunities. Ukrainian Carpathians nature has exclusive value for tourism and recreational development all year round.

The region has nine resort areas and 38 sanatorium-and-spa institutions. Climatotherapy and mineral bathes are used for resort therapy.

Tourist services are provided by 73 travel agencies. Service, the most comfortable with western tourists, is provided by three star hotels "Auscoprut" and "Ukraina" in Ivano-Frankivsk, recreation facility "Karpaty" in Yaremche, holiday hotel "Karpatski zori" owned by "Sport-tour" firm in Kosiv, preventorium "Yaremche" in Yaremche, health and recreation resort " Dzherelo Prykarpattia" in the village of Novyi Mizun.

Currently, Ivano-Frankivsk region has gone problems with inefficient and irrational resources use, disparity between tourist industry development level and available potential. The services volumes do not meet the capabilities of the Ivano-Frankivsk region, since are inferior to optimal estimated tourists number, that region can receive. Because, according to the scientific studies, recreational capacity of Ivano-Frankivsk region is more than 2 million people.

The second threat is the potential rapid development of direct competitors of the region. Ivano-Frankivsk region competes in travel industry with Western Ukraine regions, Kyiv, neighboring countries which are members of the Carpathian Euroregion as well as countries that specialize in certain types of tourism, for example, ski resorts in Austria, France, Switzerland, Italy.

Strategic objective "Development of tourist and recreational industry " aims at improving the tourist and recreational region potential by creating an effective marketing system, development of tourist infrastructure by investment resources involvement, improving an available base of tourist and health-related facilities, involvement of entrepreneurs and individuals into travel industry, non-traditional tourism forms development, and increase of an ecological safety level.

Strategic objectives achievement is expected through implementation of two operational objectives:

| <b>Strategic objective 2. Tourist and recreational sphere development</b> |                                   |
|---------------------------------------------------------------------------|-----------------------------------|
| <b>Operational objective 2.1.</b>                                         | <b>Operational objective 2.2.</b> |
| Increasing tourist and recreational potential                             | Tourism potential marketing       |

The objective is correlated with other strategic objectives, in particular 1. Sustainable economic development and 3. Rural development.

Objectives implementation in the mid-term, as expected, will allow to achieve the following results:

- ◆improving the promotion effectiveness of Ivano-Frankivsk region tourist potential;
- ◆creation of new tourist products and services;
- ◆improving the dynamics of development of tourist infrastructure;
- ◆increasing the tourists flow into the region;
- ◆increasing local budgets revenues from tourist industry.

## **OPERATIONAL OBJECTIVE 2.1 Increasing tourist potential**

Ivano-Frankivsk region is on the list of the most attractive and popular Ukrainian tourist regions. Available recreational institutions base of various types of ownership (362 units per 17.6 thousand places) allows to increase tourism, health-related, sports services, including those for foreign tourists. Rural green tourism becomes more and more popular. Up to 800 farmers host tourists in their houses. Region has ten places of public resort. Climatotherapy, mineral baths are used for health resort therapy.

Complex of available tourist resources, forms the regional tourist product, which are essential components of effective tourism industry development in Ivano-Frankivsk region. The development of tourism, and particularly tourist products, takes place in a specific environment, which predetermines tourist potential usage, providing its protection and prevention of its state worsening. Environment preservation importance grows due to the increasing number of tourist attractions deterioration. Uneven distribution of the tourist attractions and tourist flows in the region can cause an imbalance in territories development, disrupt they overall development and lead to anthropogenic overload. As shown in the carried out researches, there is no spatial planning in region that causes chaos in development of separate branches, tourist infrastructure objects.

For effective tourist industry development it is necessary to clearly define the powers between tourist markets` participants, to form the governance structure of tourist industry and to ensure full use of region`s tourism potential, making it as affordable as possible for the consumer by establishing a high-quality tourism infrastructure.

### **Expected results:**

- ◆infrastructure development in tourist and recreational sphere in the region;
- ◆formation of an effective system of economic encouragement aimed at tourism and recreation development in order to provide accommodation for tourists;
- ◆ensuring balanced development and tourist environment management in the region;
- ◆exhilaration of the mechanisms of public-private partnerships and concessionary agreements in the infrastructure and tourism projects sphere;
- ◆creation of an attractive investment climate for projects implementation in tourism and recreation sphere;
- ◆improvement of staff assistance of tourism and hotel industry development.

### **Indicators:**

- ◆number of tourist routes;
- ◆number of equipped tourist and excursion sites, recreational areas, tourist shelters;
- ◆number of people employed in tourism and related services;
- ◆number of categorized homesteads;
- ◆number of recreational facilities;
- ◆number of conducted trainings for industry workers;
- ◆number of tourist facilities and natural resources in database.

| Tasks                                                           | Possible spheres of projects implementation (partial list)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1.1 Creation of new and support of available tourist products | <ul style="list-style-type: none"> <li>◆ development and advancement of excursion product in the region</li> <li>◆ creation of positive environment for experts activity in tourism guiding;</li> <li>◆ expansion of the tourist and excursion routes network and implementation of actions for the development of walking tourist routes (hiking, horse, car, bike routes, etc.);</li> <li>◆ creation of cross-border tourist routes and launching of the program for training specialists in tourist guiding (tour guides, guides in active tourism forms, organizing of horse ride walks, instructors in different types of sports tourism);</li> <li>◆ development, introduction and popularization of guided weekend tours, off-season sightseeing tours;</li> <li>◆ development of children and youth's tourism by supporting tourist and local history events, patriotic educational, sports and tourist activities of children;</li> <li>◆ monitoring the tourist services quality by tourists and guests polling in order to improve available tourist products;</li> </ul> |
| 2.1.2 Development of resort and recreational zones              | <ul style="list-style-type: none"> <li>◆ recreational activities development in nature reserve fund areas;</li> <li>◆ development of tourist infrastructure within the resort areas;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 2.1.3 Development of tourist and sports infrastructure          | <ul style="list-style-type: none"> <li>◆ development of tourist infrastructure, including the Dniester River canyon;.</li> <li>◆ network development and promotion of the work of tourist information centers;</li> <li>◆ support of information database of investment proposals in the tourist and recreational sphere operating;</li> <li>◆ improvement of recreational territories, tourist routes, river banks;</li> <li>◆ improvement of leisure areas and viewing platforms;</li> <li>◆ sign posts to the tourist sites installation;</li> <li>◆ assistance in tourism infrastructure development in compliance with the requirements of individuals with disabilities;</li> <li>◆ construction and arrangement of the tourist bus stops for drivers and passengers rest along the travel routes;</li> </ul>                                                                                                                                                                                                                                                                  |
| 2.1.4 Development of ecotourism, including rural green tourism  | <ul style="list-style-type: none"> <li>◆ promotion of rural green tourism by conducting training seminars for rural estates owners;</li> <li>◆ categorization of rural green tourism homesteads;</li> <li>◆ support of eco-tourism, construction and marking of tourist routes, ecological trails, climbing routes;</li> <li>◆ support of ecotourism visit-centers as part of nature reserve fund.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## **OPERATIONAL OBJECTIVE 2.2. Tourist potential marketing**

Geographical location of the region in the center of Europe and close neighbourhood to the European Union contributes to the organization of the tourist supply and development of cooperation with European partners in the spheres of infrastructure modernization including transportation. Development of information space should provide the creation of sole system that can operate efficiently and reliably, ensuring its continuous development and should be integrated with other regions of the country and abroad. Creation of this system will promote the discovery of new opportunities for attracting domestic and foreign investments, entering a world network with a regional tourist product.

Current tourism development tendencies demand creation and promotion of tourist product, meant for specific customer, who is today more informed, independent, liberated, demanding to the goods and services offered to him. Creation of the tourism product in which would correspond to the customer's needs requires introduction of an effective marketing and promotion system.

Reaching the operational objectives will be ensured through the formation of various tourism products of the region, their domestic and international market promotion by means of advertising and information campaigns, creation of tourism infrastructure which will meet modern European standards.

### **Expected results:**

- ◆ creation of an integral brand of region as a tourist one
- ◆ creating a positive tourist image of Ivano-Frankivsk region in the domestic and international tourism markets;
- ◆ ensuring the competitiveness growth of the region tourism supply in order to meet the international standards;
- ◆ formation of regional Internet resource on tourist Ivano-Frankivsk region;
- ◆ creation and introduction of a sole tourist information system of the region;
- ◆ increase of the domestic tourists number;
- ◆ increase in sales of regional tourist products.

### **Indicators:**

- ◆ amount of tourist tax revenues
- ◆ quantity of domestic and foreign tourists
- ◆ rate of web portal and tourist information centers visiting;
- ◆ average annual investment in the sphere;
- ◆ tourist average expenses while staying in the region.

| <b>Tasks</b>                                                 | <b>Potential spheres of projects implementation<br/>(partial list)</b>                                                                                                                                                                                                             |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.2.1. Promotion and advertisement of local tourist products | <ul style="list-style-type: none"><li>◆ the development and promotion of local tourism and excursion product;</li><li>◆ popularization of tourist potential using an Internet resources;</li><li>◆ placement of the tourist map-schemes at the bus and railway stations;</li></ul> |

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|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                              | <ul style="list-style-type: none"> <li>◆ mounting of information boards about tourist sites along the main tourist routes;</li> <li>◆ creation and distribution of promotional and scientific-methodical products (maps, schemes, booklets, guides-books, posters, reference books, almanacs, encyclopedias, manuals, flyers, calendars with events, cardboard packages, geographic information systems, video movies, commercials, etc. including those on electronic media billboards, in mass media, and so on);</li> <li>◆ holding cultural, sports and tourist events that involve different segments of target groups;</li> <li>◆ creation of sole list of cultural, sports, spectacular and tourist events and promotion of those;</li> <li>◆ organizing of regional competitions that encourage local population to preserve the natural and cultural environment;</li> <li>◆ organizing of competitions for the best tourist service place in different nominations;</li> <li>◆ promulgation of database on tourist enterprises and updating information on Internet pages of Ivano-Frankivsk regional state administration;</li> </ul> |
| 2.2.2 Support for regional tourist marketing | <ul style="list-style-type: none"> <li>◆ representation of the region at national and international tourist exhibitions in Ukraine and abroad, including investment proposals representation at these and other events;</li> <li>◆ creation and distribution of various advertising information about the region tourism potential;</li> <li>◆ marketing, analytical, sociological studies and polls in the sphere of tourism;</li> <li>◆ organizing and holding familiarization tours for representatives of travel agencies, the mass media from Ukraine and abroad.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

### **STRATEGIC OBJECTIVE 3. RURAL TERRITORY DEVELOPMENT**

More than 56% of the population of the region live in rural areas, which is significantly higher than the national average (31 percent.). Due to demographic forecast the number of rural population is going to decrease. The agricultural sector is a natural and traditional sphere of employment for the rural population. The agricultural production structure for the last 20 years has undergone significant changes that have led to reducing the quality of life in rural areas. Privatization of land and a new approach to the market economy did not give the expected results. Prices for agricultural commodities and food products are almost as high as in the developed European countries, while farming and animal breeding don't give bigger profit for workers and their families, who live in rural areas. Instead, farmers, especially small ones, faced the unstable market situation trying to improve productivity using outdated traditional technologies. Lack of good governance and planning system in animal breeding led to the decrease of livestock number that caused exhaustion of the soils due to organic fertilizers deficiency. Today agricultural sector is unable to provide the appropriate number of working places for rural population. Poor opportunities for employment and the decline of social infrastructure in rural and suburban areas are the main reasons for the low level of life and as a result the migration and ageing of population, that creates additional pressure on the towns of region and accelerates the decline of traditional villages. The village became unpromising for young people and it is actually dying, because as a rule only old people live there. The village is rapidly losing its cultural, social and economic infrastructure. Small settlements are typical of the rural areas. There is a need of diverse approach to the situation with the village development, mainly, with the help of politics and interference of the authorities (regional and local), followed by the actions that can be done due to this strategy.

Having analyzed comparative advantages, challenges and risks of the region, as well as taking into consideration the possibility to effect the solution of existing problems, the working group members determined that within strategic objective 3 "Rural Territory Development" primary focus should be on:

- ◆economic interference associated with an increase in value added of agricultural production; the formation of additional income for individuals by supporting small and medium agricultural producers(service cooperatives, utilities, associations of producers);

- ◆social and economic interference aimed at preserving and increasing the employment potential of rural areas, as well as developing rural infrastructure that allows to significantly enhance the economic and social development.

Fulfillment of the strategic objective is possible only after the implementation of two operational objectives:

| <b>Strategic objective 3. Rural territory development</b> |                                                        |
|-----------------------------------------------------------|--------------------------------------------------------|
| <b>Operational objective 3.1</b>                          | <b>Operational objective 3.2</b>                       |
| Increase in value added of agricultural production        | Rural territory and suburbs of small towns development |

Activities within this strategic objective are quite in line with the strategic objectives 1. Sustainable Economic Development. 2. Development of tourism and recreation sphere and 4. Development of human capital. Separate interference of these strategic objectives will directly and indirectly contribute to the development of the rural territories.

It is expected that the implementation of the strategic objective 3 in the mid-term will give the following results:

- ◆improving the efficiency of agricultural production;
- ◆diversification of agricultural production;
- ◆increasing the part of regional producers' agricultural production within the structure of region residents consumption;
- ◆increasing the individuals' income;
- ◆creating new vacancies in rural territories;
- ◆increasing the number of self-employed people in rural areas;
- ◆reduction of population aging dynamics in rural areas;
- ◆improving the state of engineering and social infrastructure in rural areas.

### **OPERATIONAL OBJECTIVE 3.1. An increase in value added of agricultural production**

There is a set of problems in the agricultural complex development that require a solution. The existing disparity in prices for agricultural products and material and technical resources, which are used in agricultural complex, cause the permanent lack of financial resources, make it impossible to ensure an adequate level of technical and technological re-equipment of agricultural production and transferring it to a new level of functioning. In addition, 70% of the agricultural production is concentrated in individual farms, which spontaneously respond to market needs and where it's quite difficult to use new technologies of production.

There is a number of possibilities, that are necessary to be engaged in order to improve the situation of rural areas. Ivano-Frankivsk region has unimproved potential in vegetable and fruit production and in foodstuffs processing. The basis for this potential is partially ill provided consumption requirements. The region has great potential in the production of organic food. Unfortunately, the given above possibilities are not often used. Cost of production doesn't differ from the cost in other countries, however, high intermediate expenditures (large number of intermediaries, taxes, lack of adequate facilities for food storage and distributional centers, etc.) cause the high sale price. For years, the big problem of this market segment has been a significant delay in the development of its logistics.

It is clear that the strategy can not impose the number of agricultural enterprises or products that are needed to be produced, but the modeling policy could improve the current situation.

The third, the strategy aims to provide a platform for the organization of markets based on two aspects: a) the physical market, where agricultural products are collected and offered for buyers (wholesale and retail centers) and b) mechanisms for



cooperation and supply channels that will provide the positioning of agricultural products producers in the chain of income and sufficient production planning. Organization charts of cooperation additionally provide the possibility to access services, capabilities and financial resources.

It is necessary to implement rural territory development through the increase of the added value on agricultural products, the creation and preservation of jobs, rational use of agricultural land. Organic agricultural production is consistent with the generally accepted concept of sustainable development as it provides stabilizing and recovery of quality parameters of land resources. Besides, it ensures the diversification of types of products in the country and provides residents with the qualitative food, offers the prospect of social and economic growth in rural areas, due to the export of certified products to world markets at much higher prices.

It's clear that none of the interferences in this operational objective will have any effect without diverse development of the producers' possibilities and without system of qualitative services. Both factors depend mainly on the willingness of regional and local authorities to prepare and support, and also to meet the basic needs of the industry. It does not require significant investment, directing administration attention to the support of the industry and its constituents and providing the basic medium for knowledge, skills and technology exchange.

#### **Expected Results:**

- ◆ increase in GDP of agricultural production;
- ◆ diversification of agricultural production;
- ◆ the establishment of mechanisms to stimulate the organization of the basic agricultural market;
- ◆ establishment and functioning of market centers for agricultural products in the cities;
- ◆ improvement of access for agricultural products to the market;
- ◆ reducing the possibility of mediators to influence the final product price;
- ◆ providing services, transfer of technology, innovative solutions and know-how to agricultural producers;
- ◆ development of agricultural production chains;
- ◆ introduction of new breeds of livestock and crop species for more efficient agriculture;
- ◆ ability of farmers, especially small ones to have access to the financial resources needed to improve technology and innovations for agriculture and use of new, more productive species and breeds.

#### **Indicators:**

- ◆ number of small and medium agricultural producers;
- ◆ efficiency of agricultural production per 1 hectare;
- ◆ number of agricultural markets in the region;
- ◆ number of proper storage facilities (modern vegetable stores) for long-term storage;
- ◆ level of individuals' income;
- ◆ number of new breeds of livestock and crop species that farmers use;

- ◆ amount of loans and micro-credits provided to farmers;
- ◆ share of organic agricultural products in the total agricultural production;
- ◆ number of agricultural enterprises with high innovation component.

| Tasks                                                                                                                                               | Potential spheres of projects implementation<br>(partial list)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1.1. Technological upgrading of existing and creation of new highly technological enterprises for agricultural products production and processing | <ul style="list-style-type: none"> <li>◆ assessment of needs and support of the creation of long-term storages for agricultural products;</li> <li>◆ development of a system of agricultural producers microcredit financing;</li> <li>◆ support of the development of individual farms;</li> <li>◆ purchase of equipment for cooperatives (utility companies) in the area of vegetable and berries production;</li> <li>◆ creation of the vegetable and berries selective base;</li> <li>◆ consultancy support of the agricultural producers as for the business plans development;</li> <li>◆ creation of a regional center for certification of agricultural products</li> </ul> |
| 3.1.2. Development of organic agriculture and food production                                                                                       | <ul style="list-style-type: none"> <li>◆ creating a culture of production and consumption of organic products;</li> <li>◆ monitoring the ecological state of agricultural land for the establishment of special raw material zones and growing environmentally-friendly agricultural products there;</li> <li>◆ the development of soil-protective and ecologically safe technologies for agricultural products growing and creation of informational companies for small farmers to get the information about their producing potential and marketing of organic products</li> </ul>                                                                                               |
| 3.1.3. Improving the access of farmers to the markets                                                                                               | <ul style="list-style-type: none"> <li>◆ establishing the retail markets for agricultural products;</li> <li>◆ support of the agricultural producers through the creation of cooperational units, marketing associations, processing enterprises;</li> <li>◆ consultancy support of agricultural producers as for the issues of products certification.</li> </ul>                                                                                                                                                                                                                                                                                                                  |

### **OPERATIONAL OBJECTIVE 3.2. Rural territory and towns' suburbs development**

Lack of governmental support and economic independence led to the decline, and sometimes - complete disappearance of some villages based on the physical and social degradation of the population. Farms and individuals, who are agricultural producers, with the increasing competition in the agriculture market faced the problem of marketing the products. Increasing price for energy, agricultural machinery, fertilizers and feed and at the same time low purchasing prices, the deficiency of stable and reliable channels of distribution of agricultural products makes their production wasteful. Insufficient development of cooperative agricultural market segment leads to a reduction of the number of persons, employed in individual farms, migration of working age population from the rural territory, decline of its social objects and engineering infrastructure.

To achieve this operational objective we should overcome loss of agricultural production, improve its efficiency, expand employment and welfare of the rural population, encourage young people to stay and work in rural areas, improve the infrastructure of the rural areas.

It's obvious, that Ivano-Frankivsk region cannot radically improve the economic and social situation of its rural areas without significant support of the state. But something can be done at the local level from the point of view of quality of life in rural areas without significant support through the use of existing mechanisms and capabilities of self-organization.

There is a need for better harmonization and coordination of efforts between villages, towns and remote areas in a number of issues, such as efficient provision of first medical aid, optimization secondary education services in ungraded schools, and waste management.

The economic viability of rural areas depends on the entrepreneurial abilities of people, proximity to the cities as the economical centers and availability of mediator organizations in certain areas. The attention of strategic interference should be focused on improving possibilities of getting the income by the rural territory residents due to the creation of cooperatives, clusters within rural and urban processing industry, tourism and traditional goods production. Rural Development is more likely to be supported in those villages where you can strengthen existing relations with cities. First of all, these relations may lead to an increase of investments. In addition, suburbs often share the same needs and problems of cities, including: waste management, water and sanitation, road infrastructure, recreational facilities.

The working group members who worked on the Strategic development discussed the possibilities of increasing the residents self-employment. Also, additional efforts should be focused on improving the provision of rural territory with entrepreneurial mindset professionals and also workers.

#### **Expected results:**

- ◆ creation of new jobs in the rural territory;
- ◆ increasing the income of individual farms;
- ◆ improving the quality of human resources in rural areas;

- ◆ improving staffing support in rural areas;
- ◆ improving the quality of providing health services in rural areas;
- ◆ increasing the part of the village population covered by qualified medical help;
- ◆ reducing the morbidity and mortality rate due to tuberculosis, cancer pathology, cardiovascular and cerebrovascular diseases.

**Indicators:**

- ◆ level of unemployment in the rural areas;
- ◆ number of small agricultural producers;
- ◆ number of persons employed in non-agricultural businesses, particularly in the field of tourism, harvesting of biomass (wood chips) etc;
- ◆ quality of the labor force in rural areas;
- ◆ level of individual farms income;
- ◆ number of villages provided with medical ambulance stations;
- ◆ number of active centers of folk art.

| <b>Tasks</b>                                                                            | <b>Potential spheres of projects implementation<br/>(partial list)</b>                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.2.1. Development of the modern forms of cooperation in agricultural sector            | <ul style="list-style-type: none"> <li>◆ procurement of the equipment for processing agricultural products or the equipment for the development of new agricultural sectors;</li> <li>◆ establishment of energy cooperatives;</li> <li>◆ training and advisory support of initiatives for the development of agricultural cooperatives and their networks</li> </ul>                                                                                                    |
| 3.2.2. Support of the non-agricultural types of business development in the rural areas | <ul style="list-style-type: none"> <li>◆ equipping vocational schools' workshops to improve training in the field of information technologies, rural green tourism;</li> <li>◆ development of the village tourism service suppliers network;</li> <li>◆ procurement of the equipment for the utility service companies for heating with biomass;</li> <li>◆ rural green tourism training and advisory support;</li> </ul>                                               |
| 3.2.3. Improving the training of professionals for small business in rural areas        | <ul style="list-style-type: none"> <li>◆ creation of training and production enterprises on the base of vocational schools in the rural areas;</li> <li>◆ equipping vocational schools' workshop to improve training in the field of greenhouse facilities (business), gardening;</li> <li>◆ introduction of training to improve farmers' financial literacy;</li> <li>◆ training and advisory support of private farms, business initiatives in rural areas</li> </ul> |
| 3.2.4. Promotion of self-employment in rural areas, especially - in the highlands       | <ul style="list-style-type: none"> <li>◆ intensive training course for rural youth in order to teach them how to start a business in rural areas;</li> <li>◆ promotion of Ivano-Frankivsk region traditional products;</li> </ul>                                                                                                                                                                                                                                       |

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|                                                                                                                                                        | <ul style="list-style-type: none"> <li>◆ educational and marketing support of folk crafts;</li> <li>◆ educational and marketing support for craftspeople</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 3.2.5. Development of first medical aid system in rural areas, in particular establishment of outpatient departments in the localities of this regions | <ul style="list-style-type: none"> <li>◆ reconstruction of rural health clinics into outpatient departments in densely populated regions and those remote from medical aid;</li> <li>◆ equipment procurement for rural medical outpatient departments for disease diagnostics at early stages;</li> <li>◆ reorganization of rural health clinics into outpatient departments of general family practice: <ul style="list-style-type: none"> <li>– village of Kryvets, Bohorodchany district,</li> <li>– village of Kinashiv, Halych district,</li> <li>– village of Bodnariv, Kalush district,</li> <li>– village of Runhury, Kolomyia district,</li> <li>– village of Staryi Kosiv, Kosiv district,</li> <li>– village of Richka Kosiv district,</li> <li>– village of Smodna Kosiv district,</li> <li>– village of Richka №1 Kosiv district,</li> <li>– village of Stopchakiv Kosiv district,</li> <li>– village of Serednii Bereziv Kosiv district,</li> <li>– village of Hvizd, Nadvirna district,</li> <li>– village of Dobrotiv, Nadvirna district,</li> <li>– village of Zarichchia, Nadvirna district,</li> <li>– village of Fytkiv, Nadvirna district,</li> <li>– village of Cherche, Rogatyn district,</li> <li>– village of Nebyliv Rozhniativ district,</li> <li>– village of Tsineva, Rozhniativ district,</li> <li>– village of Krekhovychi, Rozhniativ district,</li> <li>– village of Rusiv, Sniatyn district,</li> <li>– village of Rudnyky Sniatyn district,</li> <li>– village of Zagvizdia, Tysmenytsia district,</li> <li>– village of Hrushka, Tlumach district.</li> </ul> </li> <li>◆ reorganization of district hospitals in Kosmach of Kosiv district, Biloberizka and Yablunytsia of Verkhovyna district, into outpatient departments of general family practice with day patient facilities;</li> <li>◆ establishment of the new outpatient department of general family practice in Mykytyntsi of Ivano-Frankivsk City Council;</li> <li>◆ establishment of rural health clinics in Verkhonii Verbizh of Kolomyia district and Patsykiv, Dolyna district;</li> <li>◆ procurement of ambulance transport for outpatient departments and new centers of first medical aid.</li> </ul> |

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| 3.2.6. Provision of rural areas, which have current problems of water supply, with high quality drinking water | <ul style="list-style-type: none"> <li>◆ creation of the rating of drinking water provision in rural areas;</li> <li>◆ control of drinking water quality in public wells for compliance with governmental quality standards;</li> <li>◆ building of new (reconstruction of existing) systems of centralized water supply in areas with current problems of water supply.</li> </ul> |
|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### **STRATEGIC OBJECTIVE 4. HUMAN CAPITAL DEVELOPMENT**

Human capital is one of the significant potentials of the region, which can be employed for economic development forcing. Protection and development of human capital should be the basis of Ivano-Frankivsk region social policy, since the absence of a stabilizing policy of the demographic processes according to experts, at the beginning of the 20s of the XXI century will result in dramatic (about 25-30%) reduction of the working-age population, in particular working age group up to 25 years of age. Ivano-Frankivsk region is one of five Ukrainian regions with the highest birth rate.

Since the Declaration of Independence of Ukraine, the Government of Ukraine has been implementing the policy of decentralization and involvement of citizens into local administration to improve the efficiency of government. In this context, several national and international agencies have been contributing to the citizens' involvement into governance and strengthening of decentralization in Ukraine for over 15 years. Local government is the closest and the most important element of power for the citizens, as it controls issues of everyday life. On the other hand, the essence of local government primarily anticipates active participation of citizens. Local government must promote transformation of passive consumers into active citizens, involve them into solving of local problems, including the most pressing problems as housing and utility services, and management of housing facilities. The experience of many countries shows that people do not need to wait to decide local problems. They just need to try to do something on their own. In today's world donor organizations, the state sector, governmental and non-governmental bodies recognize the fact that no single organization is able to cover and solve all local problems. Thus, they are looking for the appropriate partners to join efforts for coordinated solving of local problems. One of the most effective ways of achieving this objective is the revitalization of local communities, stimulating local development through the search for additional internal resources on the basis of state support for local processes. Youth involvement for harmonizing supply and demand for labor, creation of the conditions for the realization of potential population of older age groups will provide linearly balanced development policy.

As well as overall strategy, the strategic objective 4 focuses on the person and the fulfillment of the tasks of the objective that will help to improve the demographic situation in the region and to extend the duration of working age. Fulfillment of this

objective is only possible due to the maximum public activation since the formation of active civic stance for effective behavior under conditions of labor force market comes to the fore, as well as promotion of healthy lifestyles and intolerability of bad habits, social activities etc. Such work has to be implemented in different age and social environments. Increase of working age will help not only to solve a number of economic and social problems in the region, but therefore will become an important social factor allowing people to have more influence on the welfare of their families, being able to work.

For successful implementation of the tasks for this purpose effective partnership of public authorities and civil society organizations and religious communities should be established. Citizens having authority with local communities should also be involved into this process.

The change of paradigm of strategic development of human capital will let to focus attention on the life quality as a component of the competitiveness of the region, and will stimulate business activity and attract investments. On the other hand - improving the quality of life is the ultimate objective of the regional development, with which other strategic objectives should conform.

Having analyzed the comparative advantages, challenges and risks of the region as well as considering the possibility of influencing the existing problems, the members of the working group determined that within the strategic objective 4 “Human Capital Development” the primary attention should be paid to:

- ◆ Development of possibility of adaptation to rapid changes in the regional labor market. Thus the key challenge lies in stimulating citizens’ employment within the region rather than traveling for work to other regions/countries.

- ◆ Increase of citizens’ awareness on a wide range of issues related to the current challenges. Most often awareness is crucial in shaping human behavior in relation to the issues such as healthy lifestyle, culture of consumption, food culture, environmental behavior, etc.

Achievement of strategic objectives is only possible due to the implementation of two operational objectives:

| <b>Strategic objective 4. Human capital development</b>               |                                                      |
|-----------------------------------------------------------------------|------------------------------------------------------|
| <b>Operational objective 4.1.</b>                                     | <b>Operational objective 4.2.</b>                    |
| Promotion of population adaptability to the labor market requirements | Promotion of citizens’ awareness and social activity |

Activities within this strategic objective are quite in line with the strategic objectives 1. Sustainable economic development and 3. Rural development. Some of these strategic objectives will directly and indirectly contribute to human capital development.

It is expected that the strategic objective 4 in the mid-term, will lead to the following results:

- ◆ providing compliance of the educational activity network with labor market needs;
- ◆ reducing unemployment;

- ◆ involvement of vulnerable groups into active social life;
- ◆ improving regional human development index;
- ◆ increasing entrepreneurs participation;
- ◆ budget savings for local problems solving;
- ◆ involvement of additional human, material, information resources into local problems solving.

#### **OPERATIONAL OBJECTIVE 4.1 Promotion of population adaptability to the labor market requirements**

Amid challenges and risks caused by the global financial crisis, the most pressing factors of the labor market development are: professional qualification imbalance of demands and supply of labor, the discrepancy of employment patterns to innovative economic development, high level of illegal employment, and tangled situation with employment of rural citizens and vulnerable social groups.

The region is still considerably influenced by regional characteristics related to the economic structure of the previous economic period, which was characterized by the presence of a significant number of companies engaged in the military-industrial complex, large chemical and woodworking enterprises, which formed mono structural economic model of regions that haven't been completely reorganized. Due to this fact, redundant workers could not get jobs according to their skills and after a while lost them. However, the labor market persistence, the main factor of which is the human factor, is also present.

Another reason for the professional qualification disbalance of the labor market is a discrepancy of education services market to economy needs in quantitative, structural and qualitative terms and irrational approach of school graduates and their parents to choosing a direction for their further study.

Despite the significant excess of labor supply over the demand, many vacancies remain unfilled due to incompliance of qualitative characteristics of job applicants with the requirements of employers. Most of the unemployed do not satisfy employers due to special requirements for skills and experience of work, and problem of highly skilled workers employment is complicated by the low salaries at the workplaces that do not correspond to the level of their qualification.

There is also the influence of area features related to the predominance of rural and mountain areas.

Another feature of the regional labor market is the territorial imbalances of supply and demand for labor, since the vast majority of work places are concentrated in the three largest cities of the region - Ivano-Frankivsk, Kalush and Kolomyia, which in modern terms accumulate a significant number of employees.

At the same time, small towns, villages in mountain area, agricultural areas with small, mostly mono specialized industries that are remote from Ivano-Frankivsk, Kalush and Kolomyia, have narrow possibilities for local labor markets development and require further stimulation of employment.



Changes in the economy are also followed by changes in the labor market, including changes in employment status, employment structure, level of motivation of people to work, requirements for labor force quality.

To overcome these phenomena it is necessary to improve the system of preparing young people to regional labor market conditions and improve personnel training to meet the needs of the regional economy.

To overcome educational and qualification disbalance and promote people's adaptability to the labor market requirements in the region it is necessary to develop measures to strengthen the connection between education (including vocational) and labor force markets (including proactive participation of employers in creation of the statistical base for the prediction of human potential development, identifying fields of education of specialists at educational institutions and advanced training of employees).

**Expected results:**

- ◆ increasing the volume and level of economic activity and employment and reduction of unemployment level;
- ◆ reducing the imbalance between the needs of the economy in man power and personnel training;
- ◆ reducing unemployment;
- ◆ more flexible, focused on the needs of the regional labor force market, affordable educational system.

**Indicators:**

- ◆ occupational level;
- ◆ unemployment level;
- ◆ percentage of assignment gradulators according to their qualification;
- ◆ percentage of youth unemployment;
- ◆ percentage of employed people of age group over 45 years and vulnerable social groups;
- ◆ number of institutions with the implemented system of lifelong learning.

| Tasks                                                                                                                                          | Possible spheres of projects implementation (partial list)                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.1.1.Improvement of the system of preparation of the youth to the requirements of regional labor force market                                 | <ul style="list-style-type: none"> <li>◆ improvement of professionally oriented work with the youth;</li> <li>◆ volunteering stimulation as a part of future employment;</li> <li>◆ training in entrepreneurial thinking for students</li> </ul>                         |
| 4.1.2. Improvement of personnel training to meet the requirements of regional economic including the development of life-long education system | <ul style="list-style-type: none"> <li>◆ investigation of the current state and future needs of the labor force market;</li> <li>◆ procurement of equipment for vocational schools;</li> <li>◆ computer training for people of pre-retiring and retiring age.</li> </ul> |

## **OPERATIONAL OBJECTIVE 4.2. Promotion of citizens' awareness and social activity**

Traditional Soviet stereotype "I'm alright Jack" is an important factor that limits the possibility of involvement of community members into coordinated decision of local problems. Ivano-Frankivsk region has high unemployment rate, so many young people, people of working age and pensioners have much free time, which mostly is not used as a developmental resource. The experience of many developed countries shows significant opportunities of usage of community activity in the area of improving community development, support of social infrastructure facilities and other social urgent matters, on which traditionally deficient budgetary funds are spent. Long term experience in Ivano-Frankivsk of EU / UNDP project "Local public-oriented development" shows that community mobilization mechanisms can be used effectively under Ukrainian conditions.

Therefore, an important task to achieve operational objectives will be spreading the practice of social activity development of the communities, organization of their cooperation, creating conditions for more efficient and effective use of common resources. Support of community initiatives will stabilize social processes and ensure improvement of public confidence in local government.

An important task for achieving operational objective is the development of leadership and entrepreneurial skills of the population. These skills are the foundation for the establishing new economic initiatives and creation of new working places, especially in the segment of self-employment. Entrepreneurial thinking skills and business decisions may be generated through the introduction of appropriate methodologies for projects that have successfully proven themselves worldwide.

The formation of a pro-active role of citizens in the issues of environmental culture and a healthy lifestyle - is an effective way to invest relatively small resources today to achieve significant results in the future.

### **Expected results:**

- ◆ increasing social activity of young people;
- ◆ creation of self-organizing bodies of communities in most areas of the region;
- ◆ improving public welfare involving public initiatives;
- ◆ cooperation between public authorities, public, youth sports organizations, churches on the issue of formation of public demand for a healthy lifestyle;
- ◆ improving school training in a healthy lifestyle and formation of environmental culture;
- ◆ raising awareness of the population on the environment in the region and on the introduction of environmental technologies in everyday life;
- ◆ improving environmental culture of employees of companies that provide public utility services;
- ◆ increase of number of infrastructure objects for maintaining environmental behavior of residents and formation of healthy lifestyles.

**Indicators:**

- ◆ amount of financing competitions according to local communities support programs;
- ◆ number of population self-organization bodies;
- ◆ number of regional development projects implemented with the active participation of community residents;
- ◆ number of non-budgetary costs involved in the implementation of projects of local and regional development.

| <b>Tasks</b>                                                                               | <b>Potential spheres of projects implementation (partial list)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.2.1. Development of leadership and entrepreneurial skills of the youth                   | <ul style="list-style-type: none"><li>◆ stimulating the school self-governance development;</li><li>◆ improving self-organization possibilities among pupils;</li><li>◆ delivery of series of trainings on development of leadership and communication skills of young people;</li><li>◆ launching the school elective course on the development of entrepreneurial skills of children;</li><li>◆ delivery of an intensive training course for rural youth on doing business in the village.</li></ul>                                                                                                                                                                                               |
| 4.2.2. Promoting the effective mobilizing mechanisms for residents to solve local problems | <ul style="list-style-type: none"><li>◆ activization of rural communities and development of villages by the improved self-organization of inhabitants and carrying out of neighborhood clean-ups;</li><li>◆ conducting tenders on support of social and economic projects of local communities;</li><li>◆ establishing conditions to provide means for small mechanization to local communities;</li><li>◆ establishing resource centers of local communities and local development agencies;</li><li>◆ launching of pilot projects of information and analytical support of local governments;</li><li>◆ support of cooperation projects and functional association of local communities</li></ul> |
| 4.2.3. Improvement of ecological culture of the population                                 | <ul style="list-style-type: none"><li>◆ formation of proecological thinking of people including increase of awareness of the economic use methods of natural resources, including water, energy, domestic waste management;</li><li>◆ training of managers of enterprises, environmental protection and energy efficiency organizations;</li><li>◆ establishing infrastructure objects to support the environmental behavior of residents and promote healthy lifestyles.</li></ul>                                                                                                                                                                                                                  |

|                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.2.4. Meeting the current health needs and promoting healthy lifestyles        | <ul style="list-style-type: none"> <li>◆ establishment of Modern Regional Perinatal Center;</li> <li>◆ establishment of regional health center in Ivano-Frankivsk;</li> <li>◆ advocacy and promoting healthy lifestyle among students;</li> <li>◆ educating young people for responding to the challenges of modern age;</li> <li>◆ assembling children's playgrounds in district centers.</li> </ul>       |
| 4.2.5. Preservation of regional traditions and development of Ukrainian culture | <ul style="list-style-type: none"> <li>◆ procurement of equipment and marketing support of folk crafts;</li> <li>◆ certification of cultural heritage of local significance;</li> <li>◆ holding of rural festivals competitions;</li> <li>◆ development and distribution of set of materials for public service announcements to motivate young people to preserve the traditions of the region.</li> </ul> |
| 4.2.6. Increase of creative potential of the local residents                    | <ul style="list-style-type: none"> <li>◆ establishing innovative scientific laboratories for youth;</li> <li>◆ introducing scientific research stimulation system;</li> <li>◆ establishment of the Center for Innovation Commercialization aimed at informative and consultative support to innovators, who are interested in commercialization of their developments.</li> </ul>                           |

## **Launching and Monitoring of the Strategy Implementation**

Since the beginning of the strategic planning work, the launching and monitoring of the Strategy implementation was of particular importance. The success of the Strategy implementation will depend on the positive economic and social changes that affect the achievement of its goals and objectives.

Representatives of business, governmental bodies and local governments, educational institutions, public and other organizations, took part in the strategy development which ensures the realism of its implementation, and its credibility among the population.

To ensure the appropriate level of responsibility for the implementation of the Strategy, a system to monitor its implementation must be established. This system should include monitoring bodies; the document provision of a system for monitoring implementation of the Strategy; system of indicators (results) of Strategy launching (quantitative and qualitative).

The Strategy will be based on partnership, coordination and concerted action of all major participants of the process.

Launching of the Strategy of the Ivano-Frankivsk region development should be done through the implementation of complex organizational, financial and information activities to be undertaken by subjects of regional development of the area in accordance with the Plan of Implementation of the Strategy and other regional programs, that arise under the Strategy, as well as decisions of local governments, that are made to achieve the strategic objectives set out in the Strategy.

Providing the implementation is a managerial task that involves control of the activities of various organizations involved in the Strategy launching. This must be done by an appropriate body on implementation control formed of the representatives of local government, community and business. The issue of implementation of the projects and activities of the Strategy should belong exclusively to the competence of the body that is responsible for ensuring the relevance and feasibility of strategic and operational objectives and their fulfillment.

To synchronize the decisions and actions of local government and local administrations with the objectives of the Strategy appropriate changes should be amended in accordance with the operating procedures of these bodies that allow for the review of draft decisions in compliance with the Strategy, determine priorities of the use of budgetary funds of regional administrative units development. These changes must be consistent with the Strategy Implementation Plan.

Regional strategy can not predict all the actions of local, regional and national level, that will be implemented by 2020, and can contribute to the achievement of expected results. Therefore, in the way of its implementation this strategy is focused on operational objectives and measures that may be taken by means of targeted impact of local government with the active support of the state (subsidies for social and economic development of regions, target-oriented subsidy, funding from the State Fund for Regional Development), agreed program of donors' aid and private investments. The strategy substantially relies on the competence, commitment and willingness of the area residents to promote changes and improvement.

However, the strategic objectives defined by this document, actually determine the leverage points and use of resources areas (including private investments) in order to maximize their effectiveness from the point of view of the strategic vision defined in the Strategy.

Implementation of possibilities is a task for departments of regional and local authorities, public sector organizations and individuals who are engaged in various activities in the region development with the support of international technical assistance projects.

The strategy is structured in this way to make possible parallel implementation of all aims in order to extend the capabilities of the implementation, spatial distribution of impacts and financial affordability, although certain actions are prerequisite for others and therefore are considered to be priority in relation to the next actions. In this sense, the sequence of projects within the framework of Strategy implementation is built in such a way to avoid gaps and omissions in the performance of interconnected events of the projects.

Methodology of Strategy implementation involves determination of implementation priorities. The Strategy should be implemented in two successive and interrelated programming cycles (stages) included in two implementation plans:

♦ ***First - years 2015-2017.***

♦ ***Second – years 2018-2020.***

Every three years, based on the Strategy monitoring, assessment of the clarification need or revision of separate elements of the Strategy in the light of new trends and circumstances that may arise, and the impact of external and internal factors, should be done.

***Financial support of Strategy implementation is carried out due to:***

- ♦ State Regional Development Fund;
- ♦ funds of industrial (intra-industrial) state target programs and budget programs of central executive bodies, which are intended to the development of the particular areas in the regions;
- ♦ subsidies and other transfers from the state budget to local budgets;
- ♦ local budgetary funds;
- ♦ funds of international technical assistance from international financial institutions;
- ♦ investors funds and enterprises own funds.

## Monitoring of the Strategy Implementation

In the course of strategy monitoring strategy a number of tasks is solved:

- ◆ Strategy implementation control by and large.
- ◆ Assessment of progress according to strategic objectives, progress towards operational goals.
- ◆ Analysis of information about changes of external and internal factors of regional development for clarification and updating the objectives of the Strategy.
- ◆ Keeping bodies and structure of strategic planning in working condition.

Monitoring is based on consideration of a limited number of selected indicators. Indicators should be split into achievement indicators: indicators of strategic vision, strategic goals indicators and indicators of operational goals and projects.

The introduction of a monitoring system involves the use of indicators within the concept of "input, process, output, outcome," based on which the indicators that are divided into four groups are defined:

- ◆ input indicators describe resources and their volume;
- ◆ indicators of process that characterize the way in which measures with defined resources are taken;
- ◆ output indicators that characterize physical volume of goods and services;
- ◆ outcome indicators that characterize the expected changes.

Strategy implementation is carried out to achieve the strategic Vision:

**PRYKARPATTIA** (Percarpathian region) is a unique and self-sufficient region, which combines European values and ancient national traditions, open for cooperation cultural, tourist, resort and recreation center of Ukraine. It's the region of innovative economy with a comfortable and safe living environment and high level of social and spiritual life.

According to this vision parameters that characterize quantitative and qualitative indicators are subject to monitoring, characterizing the Strategy fulfillment - namely, the indicators used in the social and economic analysis of the region, in particular - gross regional product per capita, incomes of residents, demographic indices, level of environmental load per unit of area. While monitoring, all these indicators are compared with the indicators registered at the time of Strategy adoption, as well as those in regions as for which the comparison was carried out during the social and economic analysis of the region for preparation of the Strategy.

The absolute growth of indicators and increase rate of indicators (population improvement increase per 1000 persons, GRP per capita, UAH; incomes of residents, UAH; housing per 1000 persons; m<sup>2</sup>; the level of environmental load) compared to the Ukrainian average rates and the rates of competing regions will serve as evidence of positive result of Strategy implementation.

Monitoring of achievement of strategic objectives will be carried out according to the following goals:

- ◆ Goal 1. Sustainable economic development.
- ◆ Goal 2. Development of tourism and recreation industry.
- ◆ Goal 3. Development of rural areas.
- ◆ Goal 4. Development of human capital.

Similarly to general monitoring of the achievement of the strategic vision, the monitoring of the implementation of strategic objectives will be carried out. The main quantitative indicators for each strategic objective during the monitoring period will be indicators deriving from the list of projects, which are to be implemented within the framework of each strategic goal achieving.

Success indicators of the objectives fulfillment are set out in the Strategy. According to these indicators per each scheduled period of monitoring quantitative indicators, based on which the monitoring will be carried out, should be formed.

Thus, a compulsory prerequisite for ensuring the monitoring of the strategy implementation is the application of indicators system used to determine the effectiveness of implementation of the state regional development strategy for the period until 2020.

**Unified system of indicators for the State strategy of regional development-2020, regional development strategies, and their implementation plans:**

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>INPUT INDICATORS</b>  | <ul style="list-style-type: none"> <li>◆ Creating favorable conditions for the regulation of business.</li> <li>◆ Support of the development of innovative technologies.</li> <li>◆ Introduction of educational programs to meet the needs of high-tech businesses.</li> <li>◆ Improving the quality of administrative services provided to individuals and legal entities.</li> <li>◆ Creating conditions for unification and implement of the financial capacity of local communities.</li> <li>◆ Improvement of inter-regional and intra-regional physical infrastructure quality.</li> <li>◆ Development of inter-regional and intra-regional transportation system.</li> <li>◆ Creating conditions for town development.</li> <li>◆ Introduction of educational reform in rural areas.</li> <li>◆ Reform of medical services.</li> <li>◆ Establishment of programs to support rural development.</li> <li>◆ Implementation of programs of providing administrative services to the rural population.</li> <li>◆ Introduction of programs of intra-regional transportation system development.</li> <li>◆ Improvement of the quality of public transport service.</li> <li>◆ Establishment of inter-regional and intra-regional information and communication networks.</li> <li>◆ Allocation of funds for State regional development fund.</li> </ul> |
| <b>OUTPUT INDICATORS</b> | <ul style="list-style-type: none"> <li>◆ Increase of the number of innovative technologies introduction.</li> <li>◆ Increase of the number of innovative enterprises.</li> <li>◆ Increase of the number of people who work in high-tech economy sectors.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          | <ul style="list-style-type: none"> <li>◆ Increase of the level of intra-regional and inter-regional integratedness.</li> <li>◆ Increase of the communities evolvability.</li> <li>◆ Strengthening transport, information and communicative connection of cities, centers of economic growth with less developed areas.</li> <li>◆ Creating conditions for the expansion of innovative knowledge and experience.</li> <li>◆ Improvement of education quality in rural areas.</li> <li>◆ Increase of total incomes of the population in rural areas.</li> <li>◆ Reduction of morbidity rate in rural areas.</li> <li>◆ Reducing mortality among children aged up to 1.</li> <li>◆ Creating equal access to labor markets.</li> <li>◆ Increasing the level of public access, especially of remote and sparsely populated areas, to the main administrative and other services.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     |
| <b>RESULT INDICATORS</b> | <ul style="list-style-type: none"> <li>◆ Growth of value added share in gross regional product.</li> <li>◆ Increase of capital investments, direct foreign investments.</li> <li>◆ Increase in the share of innovative products production.</li> <li>◆ Increase of the share of high-tech export.</li> <li>◆ Development of small and other towns, including those of regional importance.</li> <li>◆ Increasing the income and consumption level in the rural areas and in towns.</li> <li>◆ Reducing the number of those who left rural areas.</li> <li>◆ Reduction of differentiation in household disposable income.</li> <li>◆ Reducing disproportions between life expectancy of population at birth in urban and rural areas.</li> <li>◆ Tackling poverty.</li> <li>◆ Increasing social justice.</li> <li>◆ Reduction of disproportion of services consumption between rural and urban population.</li> <li>◆ Reducing unemployment rate in rural areas and small towns.</li> <li>◆ Increase of the number of economic growth centers at the regional level.</li> <li>◆ Effective use of the potential of territorial specialization in economic development.</li> <li>◆ A number of projects funded by State regional development fund.</li> </ul> |

Indices for monitoring are collected according to the results of each year of strategy implementation. On the basis of collected data, the annual report and the report on the implementation of a three-year planning period are prepared.

Annual report consists of the list of key indices for each goal, each priority or action; has an information about achievement of each objective priority or execution of action; estimation of possibilities of goals fulfillment for a three-year planning cycle.

Final report on monitoring the three-year planning cycle to indicators that are provided in annual reports contains general evaluation of efficiency, effectiveness and sustainability of the achieved results.

Monitoring reports are open documents and are used for specification of tasks and budgetary programs of the region for the budget year following fiscal year.

The form of monitoring report, a person responsible for its preparation and deadlines, are determined by Regional State Administration according to its own power and structure.

Out of all possible forms of monitoring organization, the main is conduction of thorough tracking of tasks performance and projects implementation, adjustments and updating of the Strategy, if needed, due to changing situation, as some projects will be completed, and some replaced by others.

### **Consistency of the Strategy with programs and strategic documents**

The national system of strategic planning should be based on the consistent system of coordination of programs of strategic planning at the central, regional and local levels.

The development strategy of the Ivano-Frankivsk region by 2020 is consistent with:

- ◆ State strategy of regional development of Ukraine by 2020
- ◆ Economic, social, ecological, infrastructural, local and other aspects of region development.

Medium and short-term state strategic planning of regional development is consistent with the strategic planning of regions / areas and cities through the development and adoption of relevant strategic documents.

The strategy of Ivano-Frankivsk region development is consistent with the General scheme of Ukrainian territory planning, planning schemes of administrative and territorial units at various levels and places, as well as with local development strategies (strategies of cities and districts development).

The implementation of the Development Strategy of Ivano-Frankivsk region includes the development of the Strategy Implementation Plan in accordance with the determined cycles / stages.

Consistency with the State Strategy of Regional Development

The State Strategy of Regional Development for the period until 2020 (SSRD 2020) includes three strategic objectives:

1. Improving the competitiveness of regions,
2. Territorial social and economic integration and spatial development,
3. Effective public administration in the sphere of regional development.

The development strategy of the Ivano-Frankivsk region is developed in accordance with the State Strategy of Regional Development up to 2020 and the processes of the state strategic planning of development of individual sectors of the state's economy and its regions, taking into account the needs for their development, and the need for competitiveness increase.

**Consistency of the strategic objectives of the Development Strategy of Ivano-Frankivsk region with the State strategy of regional development for the period until 2020 objectives:**

| <b>Strategic objectives (Ukraine)</b>                                      | <b>Strategic objectives (Ivano-Frankivsk region)</b> |                                          |                      |                              |
|----------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------|----------------------|------------------------------|
|                                                                            | 1. Sustainable economic development                  | 2. Development of tourism and recreation | 3. Rural development | 4. Human Capital Development |
| 1. Increase of the competitiveness of the regions                          | X                                                    | X                                        | X                    | X                            |
| 2. The territorial social and economic integration and spatial development | X                                                    | X                                        | X                    | x                            |
| 3. Effective administration in the sphere of regional development          | X                                                    | x                                        | X                    | x                            |

Note: The capital letter "X" means greater consistency / coherence than the small "x".

The development strategy of the Ivano-Frankivsk region in addition to its own region development objectives contains objectives that are consistent with the terms and implementation of SSRD 2020, in terms of tasks and activities that require joint efforts of central and local executive authorities, and local self-government.

Sustainable economic development (Strategic objective 1) and Rural Development (Strategic objective 3) of the Development Strategy of Ivano-Frankivsk region are largely agreed with all the strategic objectives of State Strategy of Regional Development of Ukraine.

Development of tourism and recreation industry (Strategic objective 2) directly supports the Strategic objective 1. Increase of the competitiveness of regions, 2. The territorial social and economic integration and spatial development of the State Strategy of Regional Development of Ukraine.

Human Capital Development (Strategic objective 4) directly supports the Strategic objective 1. Increase of the competitiveness of the regions from the State Strategy for Regional Development of Ukraine.

**Consistency of Operational objectives of the Development Strategy of Ivano-Frankivsk region with the objectives of State Strategy of Regional Development for the period until 2020:**

| Operational objectives of the State Strategy of Regional Development for the period until 2020                   | Operational objectives of the Development Strategy of Ivano-Frankivsk region for the period until 2020. |                                                                 |                                  |                                                     |                                                 |                                                    |                                     |                                                       |                                                                      |                                                                  |                                                                         |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------|-----------------------------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------|
|                                                                                                                  | 1.1. Stimulating investment                                                                             | 1.2. Stimulating the development of small and medium businesses | 1.3. Energy efficiency providing | 1.4. Improvement of regional development management | 2.1. Increase of tourist recreational potential | 2.2. Ensuring environmental security in the region | 2.3. Marketing of tourism potential | 3.1. Increase in value-added of agricultural products | 3.2. The development of rural areas and periphery around small towns | 4.1. Increasing adaptability of population to labor market needs | 3.2. Raising awareness and social activity of inhabitants of the region |
| 1.1. Enhancing the role and functionality of the cities in the future development of the regions                 | +                                                                                                       | +                                                               |                                  | +                                                   |                                                 |                                                    | +                                   |                                                       | +                                                                    | +                                                                |                                                                         |
| 1.2. Creating conditions for promoting positive processes of urban development to other areas, rural development | ++                                                                                                      | ++                                                              | +                                | +                                                   |                                                 | +                                                  | +                                   | +                                                     | +                                                                    | +                                                                | +                                                                       |
| 1.3. Improving utilization efficiency of internal factors of regional development                                | +                                                                                                       | +                                                               | +                                | +                                                   | +                                               | +                                                  | +                                   | +                                                     | +                                                                    | +                                                                | +                                                                       |
| 2.1. Prevention of the growth of disparities that prevent development of the regions                             |                                                                                                         | +                                                               | +                                | +                                                   | +                                               | +                                                  | +                                   | ++                                                    | ++                                                                   |                                                                  | +                                                                       |
| 2.2. Providing comfortable and safe living environment for all persons, regardless of place of residence         |                                                                                                         |                                                                 | +                                |                                                     | +                                               | +                                                  | +                                   | +                                                     | +                                                                    | +                                                                |                                                                         |
| 2.3. Development of interregional cooperation                                                                    |                                                                                                         |                                                                 | +                                | +                                                   |                                                 | +                                                  | +                                   |                                                       | +                                                                    |                                                                  | +                                                                       |
| 3.1. Improving the strategic regional planning at the national and regional level                                |                                                                                                         |                                                                 |                                  | +                                                   |                                                 |                                                    |                                     |                                                       |                                                                      |                                                                  |                                                                         |
| 3.2. Improving the quality of state administration of regional development                                       |                                                                                                         |                                                                 |                                  | +                                                   |                                                 |                                                    |                                     |                                                       |                                                                      |                                                                  |                                                                         |

|                                                                                                  |  |  |  |   |  |   |   |  |  |  |   |
|--------------------------------------------------------------------------------------------------|--|--|--|---|--|---|---|--|--|--|---|
| 3.3. Strengthening inter-sectoral coordination in planning and implementation of regional policy |  |  |  | + |  | + | + |  |  |  |   |
| 3.4. Institutional support for regional development                                              |  |  |  | + |  |   |   |  |  |  |   |
| 3.5. The reform of territorial government organization and local authorities                     |  |  |  | + |  |   |   |  |  |  | + |

### **Consistency of the Strategy with the main aspects of regional development**

Consistency of strategic objectives of Ivano-Frankivsk region with key sectors of development has also been analyzed. Mark "x" was inserted in a field where there is consistency, contribution or appropriate link.

| <b>Sectors</b>                              | <b>Strategic objectives (Ivano-Frankivsk region)</b> |                                          |                              |                              |
|---------------------------------------------|------------------------------------------------------|------------------------------------------|------------------------------|------------------------------|
|                                             | 1.Stable development of economy                      | 2. Development of tourism and recreation | 3.Development of rural areas | 4. Human Capital Development |
| Economy and Trade                           | X                                                    | X                                        | X                            | x                            |
| Industry and infrastructure                 | X                                                    |                                          | X                            | x                            |
| Agriculture, forestry, food processing      | x                                                    | x                                        | X                            | x                            |
| Transport and roads                         | x                                                    | x                                        | x                            | x                            |
| Environment and natural resources           | x                                                    | X                                        | X                            | x                            |
| Education and Youth                         | x                                                    | x                                        | x                            | X                            |
| Health, Social Protection, Family and Child |                                                      | x                                        |                              | X                            |
| Culture and Tourism                         | X                                                    | X                                        | x                            | x                            |
| Information exchange                        | X                                                    | x                                        | X                            | X                            |
| Public utility services                     | x                                                    | x                                        | x                            | X                            |
| Territorial development, land and cadastre  | X                                                    | x                                        | X                            | x                            |

Note: The capital letter "X" means greater consistency / coherence than the small "x".

**APPENDIX 1. The group that have worked on  
the Development Strategy of Ivano-Frankivsk Region**

| <b>№</b> | <b>First, Last Name</b> | <b>Position</b>                                                                                                                                                                                                                         |
|----------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.       | Lesia Aronets           | The Head of the Youth Centre “Etalon”                                                                                                                                                                                                   |
| 2.       | Ivan Andriishyn         | Deputy Director of the Department of Agricultural Development of Regional State Administration                                                                                                                                          |
| 3.       | Lesia Balahura          | Deputy Director of Finance of Regional State Administration                                                                                                                                                                             |
| 4.       | Zoriana Baranska        | Deputy Head of Economic Development and Trade of Tlumach District State Administration                                                                                                                                                  |
| 5.       | Yurii Basarab           | The acting Head of Department for Municipal Services of Housing and Communal Services, Housing, Utilities Construction and Architecture of Regional State Administration                                                                |
| 6.       | Bohdan Bilyk            | Head of Economic Development and European Integration Committee of Ivano-Frankivsk City Council                                                                                                                                         |
| 7.       | Olena Blinnikova        | The Head of Statistics Department of the region                                                                                                                                                                                         |
| 8.       | Volodymyr Bodnarchuk    | The Head of the Department of State Lands Agency in Ivano-Frankivsk region.                                                                                                                                                             |
| 9.       | Mykhailo Boiko          | The Head of Kolomyia District Administration                                                                                                                                                                                            |
| 10.      | Bohdan Boliuk           | The Chairman of Kolomyia District Council                                                                                                                                                                                               |
| 11.      | Zoia Bordun             | The Head of the Travel Company “Halychanka IF”                                                                                                                                                                                          |
| 12.      | Olha Brehin             | The Director of Audit Company “Vektor Audytu”                                                                                                                                                                                           |
| 13.      | Yaroslav Brynskii       | The Deputy Head of Kolomyia District Administration                                                                                                                                                                                     |
| 14.      | Valentyn Valentiiev     | The Chairman of Public Organization “Halytska Rada”, the Deputy Chairman of the Regional Branch of the Ukrainian Union of Industrialists and Entrepreneurs, Board Member of the Regional Public Association “Dilovi Liudy Prycarpattia” |
| 15.      | Halyna Vasylichenko     | Associate Professor of Economics Theory and Management of Ivano-Frankivsk National Technical University of Oil and Gas, The Chairman of Public Organization “Dilovi Initsiatyvy”                                                        |
| 16.      | Volodymyr Velykochii    | The Director of the Institute of Tourism Studies of Vasyl Stefanyk Subcarpathian National University                                                                                                                                    |
| 17.      | Mykhailo Vyshnevskii    | The Chairman of Tlumach District Council                                                                                                                                                                                                |
| 18.      | Ihor Voloshnyiuk        | The Director General of a public company “Induktor”                                                                                                                                                                                     |

| <b>№</b> | <b>First, Last Name</b> | <b>Position</b>                                                                                                                                                        |
|----------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 19.      | Volodymyr Haburak       | The Head of Tlumach District State Administration                                                                                                                      |
| 20.      | Nataliia Herasymchuk    | The Head of Economic Development and Trade of Rozhniativ District State Administration                                                                                 |
| 21.      | Andrii Hihliuk          | The Deputy Head of Economics Department of Tysmenytsia District State Administration                                                                                   |
| 22.      | Liubov Hlushkova        | The Head of Economic Development and Trade of Kolomyia District State Administration                                                                                   |
| 23.      | Petro Hnidan            | The Chairman of Sniatyn District Council                                                                                                                               |
| 24.      | Hennadii Hovorkov       | Board Member of the Regional Public Association “Dilovi Liudy Prycarpattia”                                                                                            |
| 25.      | Yaroslava Hohol         | The Head of Bohorodchany District State Administration                                                                                                                 |
| 26.      | Vasyl Holovchak         | The Deputy Director of the Department of Environment and Natural Resources of Regional State Administration                                                            |
| 27.      | Mykhailo Holovchuk      | The Chairman of Bohorodchany District Council                                                                                                                          |
| 28.      | Hryhorii Horbal         | The Head of Regional Employment Centre                                                                                                                                 |
| 29.      | Liliana Horal           | The Director of the Institute of Economics and Management in Oil and Gas Sector of Ivano-Frankivsk National Technical University of Oil and Gas                        |
| 30.      | Pavlo Horishevskyi      | The Head of the regional branch of the Union for Promotion of Rural Green Tourism in Ukraine, the head of the Regional Tourist Information Center (in Ivano-Frankivsk) |
| 31.      | Olha Hranda             | The Head of Kolomyia Economic Executive Committee of the City Council                                                                                                  |
| 32.      | Bohdan Hrechanyk        | Associate Professor of Economics and Business Department of Ivano-Frankivsk National Technical University of Oil and Gas                                               |
| 33.      | Viktoriia Hryn          | The Deputy Head of Economic Development, Foreign Economic Affairs and Tourism Department of Executive Committee of Bolekhiv City Council                               |
| 34.      | Vasyl Hrodiuk           | The Chairman of the Regional Public Association “Dilovi Liudy Prycarpattia”                                                                                            |
| 35.      | Ihor Debenko            | The Head of the Department of Information and Public Communication of the Regional State Administration                                                                |
| 36.      | Serhii Derevianko       | The head of Education and Science, Youth and Sports Department of the Regional State Administration                                                                    |
| 37.      | Vasyl Dzundza           | The Chairman of Kalush District Council                                                                                                                                |

| <b>№</b> | <b>First, Last Name</b> | <b>Position</b>                                                                                                                                           |
|----------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 38.      | Oleksandr Dolishnii     | The Head of the Regional Entrepreneurs Council at the Regional State Administration                                                                       |
| 39.      | Svitlana Dubrovskia     | The Head of Economic Department of Horodenka District State Administration                                                                                |
| 40.      | Dmytro Diakur           | The Chairman of Sniatyn District State Administration                                                                                                     |
| 41.      | Hanna Ersteniuk         | First Vice Rector of Ivano-Frankivsk National Medical University                                                                                          |
| 42.      | Mykola Zhovnir          | The Chairman of Kalush District State Administration                                                                                                      |
| 43.      | Halyna Zdrok            | The Deputy Head of Analysis and Forecasting of Economic Department of the Regional State Administration                                                   |
| 44.      | Mykola Zelinskyi        | The Chairman of Tysmenytsia District State Administration                                                                                                 |
| 45.      | Myroslava Ivanylo       | The Head of Economic Development and Trade of Rohatyn District State Administration                                                                       |
| 46.      | Nazarii Ivaniv          | The Chairman of Rozhniativ District Council (by consent)                                                                                                  |
| 47.      | Mykhailo Ivanochko      | The Chairman of Nadvirna District State Administration                                                                                                    |
| 48.      | Ihor Iliuk              | The Head of LLC Managing Committee of Assets "IC Holding"                                                                                                 |
| 49.      | Viktor Klid             | The Head of the Ecology Department of the Regional State Administration                                                                                   |
| 50.      | Bohdan Kobylanskyi      | The Chairman of Horodenka District Council                                                                                                                |
| 51.      | Vasyl Kovalchuk         | The Head of Industry and Infrastructure Department of the Regional State Administration                                                                   |
| 52.      | Iryna Kovalchuk         | The Chairman of the "Galician Innovational Cluster"                                                                                                       |
| 53.      | Oleksandr Kovalchuk     | The Head of the Department of Regional Development, Housing and Utility Services, Housing, Construction and Architecture of Regional State Administration |
| 54.      | Vadym Kozlenko          | The Deputy Head of Industry and Infrastructure Department of the Regional State Administration                                                            |
| 55.      | Mykhailo Korolyk        | The Head of the Implementation of Innovations Department of the Chief Department of the Ministry of Income of Ukraine                                     |
| 56.      | Petro Kurliak           | The Mayor of Burshtyn (by consent)                                                                                                                        |
| 57.      | Mykhailo Kutsyk         | The Head of Economic Development and Trade of Dolyna District State Administration                                                                        |
| 58.      | Yaroslav Lahan          | The Head of Social Policy Department of the Regional State Administration                                                                                 |



| <b>№</b> | <b>First, Last Name</b> | <b>Position</b>                                                                                                                                     |
|----------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 59.      | Tetiana Lapka           | The Head of the Department for Religious Affairs, Culture and Nationalities of the Regional State Administration, The Deputy Head of the Department |
| 60.      | Vasyl Letiuk            | The First Deputy Head of the Chief Department of the Ministry of Income of Ukraine                                                                  |
| 61.      | Volodymyr Lutskyi       | The Chairman of Dolyna District Council                                                                                                             |
| 62.      | Yurii Liashevych        | The Head of the Department of Social Sector Development of Economic Department of the Regional State Administration                                 |
| 63.      | Ivan Makivnychuk        | The Chairman of Verkhovyna District Council (by consent)                                                                                            |
| 64.      | Zenon Makota            | The Mayor of Bolekhiv                                                                                                                               |
| 65.      | Myroslava Mylenka       | The Director of Natural Sciences Institute of Vasyl Stefanyk Precarpathian National University                                                      |
| 66.      | Olha Maletska           | The Acting Head of the Department of Economy and Industry Committee of Yaremche City Council                                                        |
| 67.      | Oleh Mandryk            | The Vice Rector for Scientific and Academic Affairs of Ivano-Frankivsk National Technical University of Oil and Gas                                 |
| 68.      | Roman Mateichuk         | The Head of Kosiv District State Administration                                                                                                     |
| 69.      | Mariia Melnyk           | The Head of Economic Development and Trade of Kalush District State Administration                                                                  |
| 70.      | Roman Melnyk            | The Head of Health Department of the Regional State Administration                                                                                  |
| 71.      | Yevhen Mykytiuk         | The Head of the Regional Business Support Fund                                                                                                      |
| 72.      | Rostyslav Mykytiuk      | The Head of Youth and Sports Department of the Regional State Administration                                                                        |
| 73.      | Vasyl Mynailiuk         | The Head of Economic Development and Trade of Verkhovyna District State Administration                                                              |
| 74.      | Ivan Myroniuk           | The Head of Organic and Analytical Chemistry Department of Institute of Natural Sciences of Vasyl Stefanyk Subcarpathian National University        |
| 75.      | Vasyl Melnychuk         | The Head of Horodenka District State Administration                                                                                                 |
| 76.      | Mariia Nazar            | The Head of Burshtyn Economic Executive Committee of the City Council                                                                               |
| 77.      | Anatolii Nazarov        | The Head of the Region Pension Fund                                                                                                                 |
| 78.      | Vasyl Nasadiuk          | The Deputy Head of Economic Department of the Regional State Administration                                                                         |
| 79.      | Halyna Naumova          | The Head of Economic Development and Trade of Bohorodchany District State Administration                                                            |

| <b>№</b> | <b>First, Last Name</b> | <b>Position</b>                                                                                                                                                                                                                              |
|----------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 80.      | Halyna Nosenko          | The Deputy Chief of Stockbreeding, Beekeeping, Fish Farming, Economics, Forecasts and Processing Department<br>The Head of the Department of Economics, Forecasts and Processing of Agricultural Department of Regional State Administration |
| 81.      | Ihor Oliinyk            | The Chairman of the Standing Committee for Industrial Development, Construction, Architecture, Communications, Roads, House and Municipal Economy (by consent)                                                                               |
| 82.      | Roman Oliinyk           | The First Vice Chief of Regional Agency of Forest and Industrial Management                                                                                                                                                                  |
| 83.      | Vasyl Onutchak          | The Chairman of Yaremche City Council                                                                                                                                                                                                        |
| 84.      | Svitlana Oryshko        | Associate Professor of the Institute of Tourism Studies of <a href="#">Vasyl Stefanyk Precarpathian National University</a>                                                                                                                  |
| 85.      | Mykola Palamarchuk      | The Chief of Mobile-Operative Group on Emergencies and Protection of the Population from Consequences of Chornobyl Disaster                                                                                                                  |
| 86.      | Ruslan Panasiuk         | The Deputy head of Ivano-Frankivsk City Council                                                                                                                                                                                              |
| 87.      | Volodymyr Pankivskyi    | The Head of Rohatyn District State Administration (by consent)                                                                                                                                                                               |
| 88.      | Vasyl Parpan            | The Director of P. S. Pasternak Research Institute of Mountain Forestry, the Head of the Biology and Ecology Department of <a href="#">Vasyl Stefanyk Precarpathian National University</a>                                                  |
| 89.      | Oleksandr Pasichnyk     | The Director of Ukrainian – Canadian Enterprise “MBERIF Biznes-Tsentr”                                                                                                                                                                       |
| 90.      | Vitalii Pernerovskyi    | The Deputy Chief of Regional Water Resources Agency                                                                                                                                                                                          |
| 91.      | Viktor Petrenko         | The Head of the Management and Administration Department of National Technical University of Oil and Gas                                                                                                                                     |
| 92.      | Ihor Petryshyn          | The Principal Research Associate of State Enterprise “Ivano-Frankivskstandartmetrolohiia”                                                                                                                                                    |
| 93.      | Vasyl Popovych          | The Chairman of Nadvirna District Council                                                                                                                                                                                                    |
| 94.      | Yevhen Revtiuk          | The Doctoral Candidate of the Menegment and Administration Department of IvanoFrankivsk National Technical University of Oil and Gas                                                                                                         |
| 95.      | Olena Reshetylo         | The Director of Executive Board of Territorial Office of Taxpayer Association                                                                                                                                                                |
| 96.      | Vasyl Rybchak           | The Head of Rozhnativ District State Administration                                                                                                                                                                                          |

| <b>№</b> | <b>First, Last Name</b> | <b>Position</b>                                                                                                                                                                        |
|----------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 97.      | Petro Rymarchuk         | The State Administrator – the Director of Regional Leisure Centre of Regional State Administration                                                                                     |
| 98.      | Tetiana Savchyn         | The Head of Regional Territorial Office of State Antimonopoly Committee                                                                                                                |
| 99.      | Volodymyr Semeniv       | The Chairman of Tysmenytsia District Council                                                                                                                                           |
| 100.     | Vitalii Semkiv          | The Deputy Director of Department for International Cooperation, European Integration, Development of Tourism Infrastructure of Regional State Administration                          |
| 101.     | Liubov Semianiv         | The Director of Ivano-Frankivsk Scientific Research Centre of Agricultural Business Productivity                                                                                       |
| 102.     | Bohdan Serediuk         | The Head of Regional Organization Society of Inventors and Innovators                                                                                                                  |
| 103.     | Yaroslav Skymatchuk     | The Head of Verchovyna District State Administration                                                                                                                                   |
| 104.     | Volodymyr Slobodian     | The Head of Regional Farmers' Association                                                                                                                                              |
| 105.     | Ihor Sliuzar            | The Chairman of Kolomyia City Council                                                                                                                                                  |
| 106.     | Yurii Sokolovskyi       | The Chief of Economic Development Agency of Executive Committee of Kalush City Council                                                                                                 |
| 107.     | Rostyslav Stasko        | The Deputy Chief of Staff – the Chief of Organizational Staff Work Department of Regional State Administration                                                                         |
| 108.     | Petro Strembitskyi      | The Chairman of Halych District Council                                                                                                                                                |
| 109.     | Zhanna Tabanets         | The Chief of Economic Development and Trade Department of Halych District State Administration                                                                                         |
| 110.     | Vasyl Tymkiv            | The Deputy Chief of the Department of Culture, Nationalities and Religions of Regional State Administration                                                                            |
| 111.     | Oleh Tkach              | The Vice Rector for Scientific and Pedagogical Work, and Social and Economic Development of <a href="#">Vasyl Stefanyk Precarpathian National University</a>                           |
| 112.     | Iryna Tkachuk           | The Director of Precarpathian Scientific-Analytic Centre, the Head of the Department of <a href="#">Vasyl Stefanyk Precarpathian National University</a>                               |
| 113.     | Mariia Tkachuk          | The Chief of Agency of Economic Reforms, European Integration and Investment of Regional State Administration                                                                          |
| 114.     | Iryna Turchak           | The Assistant Professor of Civil Law and Proceedings Department of King Danylo Halytskyi Ivano-Frankivsk University of Law, the Director of the Tourist Private Enterprise “Dovira IF” |

| <b>№</b> | <b>First, Last Name</b> | <b>Position</b>                                                                                                                                                                |
|----------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 115.     | Yaroslava Ulvanska      | The Deputy Director of Social Policy Department –<br>The Chief of Labour Department of Regional State<br>Administration                                                        |
| 116.     | Vasyl Uniat             | The Chief of Economic Development and Trade<br>Department of Nadvirna District State<br>Administration                                                                         |
| 117.     | Olha Ursuliak           | The Chief of Economic Development and Trade<br>Department of Sniatyn District State<br>Administration                                                                          |
| 118.     | Oksana Fedorovych       | The Director of Ivano-Frankivsk Regional Centre<br>of Investment and Development                                                                                               |
| 119.     | Volodymyr Fedorchenko   | The Vice Rector for Scientific and Pedagogical<br>Work and Medicine in Ivano-Frankivsk National<br>Medical University                                                          |
| 120.     | Ruslan Frankiv          | The Head of Dolyna District State Administration                                                                                                                               |
| 121.     | Anatolii Furda          | The Head of the Council of NGO “Competitiveness<br>and innovativeness support network”                                                                                         |
| 122.     | Yurii Tsymbaliuk        | The Deputy Chief of Department for Monitoring of<br>Regional Programs and Budget Analysis                                                                                      |
| 123.     | Yurii Chornopyskyi      | The Chief of Regional Road Service                                                                                                                                             |
| 124.     | Volodymyr Chuiko        | The Head of Halych District State Administration                                                                                                                               |
| 125.     | Mukhailo Shatruk        | The Chairman of Kosiv District Council                                                                                                                                         |
| 126.     | Svitlana Shkunda        | The Deputy Director of Economic Department of<br>Regional State Administration                                                                                                 |
| 127.     | Volodymyr Shtohryn      | The Chairman of Rohatyn District Council                                                                                                                                       |
| 128.     | Yaroslav Shchepanskii   | The Chief of Judicial Department of Regional State<br>Administration                                                                                                           |
| 129.     | Halyna Yavorska         | The Deputy Chief of Department for Social and<br>Economic Development, The Chief of Analysis and<br>Forecast Office of Economic Department of<br>Regional State Administration |

## **List of abbreviations**

SWOT-analysis – analysis of strong and weak points, possibilities and threads

AC – agricultural complex

RDA – Regional Development Agency

ATU – administrative territorial unit

GDP – gross domestic product

GRP – gross regional product

EU – European Union

HUS – housing and utility services

LU – law of Ukraine

SMB – small and medium business

ITA – international technical assistance

NGO – non-governmental organisation

RSA – regional state administration

LA – local authorities

VS – vocational schools

DSA – district state administration

SDW – solid domestic wastes

Official publication

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OF THE IVANO-FRANKIVSK REGION  
for the period until 2020**

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