



Mayors for
Economic Growth

**LOCAL ECONOMIC DEVELOPMENT
PLAN OF**

**SLOBOZHANSKA
TERRITORIAL COMMUNITY OF
DNIPROPETROVSK REGION**

Ukraine

November - 2020

Foreword



Dear community residents and partners!

Our native Ukraine confidently and firmly chose the path European development, began a system of reforms in various spheres of life, including the decentralization of power.

Decentralization is a dynamic process that makes it possible to more fully realize the potential of society in accordance with the new challenges of our time. One of such challenges was the voluntary creation of the Slobozhanska settlement territorial community. The residents of the community strive, first of all, to feel changes for the better in their daily lives.

We are all interested in creating a European community - a community of prosperity and opportunity, which is why we have joined the European Union Mayors for Economic Growth Initiative, guaranteeing the fulfillment of the tasks of strengthening partnerships with the private sector and civil society.

The plan of local economic development, is offered to your attention, aimed at real effective partnerships with the private sector, public organizations, activists and offers a number of measures that should give impetus to the economic development of our community and consolidate the achieved progress.

Over the past five years, a lot has been done to develop the economy of community and related areas, but a lot of challenges and problems still need to be addressed. Our goal remains unchanged - strengthening the competitive position of community and enhancing its economic growth, creating jobs, attracting investment and increasing the well-being of its residents on the basis of a strategic partnership between government, business and civil community organizations.

I am sincerely grateful to the group of the village council, the deputy corps and all the caring people who joined in the process of creating a plan for local economic development. I invite energetic and creative students with innovative ideas, experienced professionals in their field, people with important life experience, which will help to avoid many mistakes in the future, for cooperation. Only together we can create a comfortable environment conducive to economic growth and social well-being.

To replace the life-affirming expression "Yuvileine! The village of my dreams! The village of my life", comes the quite justified motto of the large, self-sufficient, modern and in all respects developed Slobozhanska community: "With new opportunities - to a new life! "

*Kind regards,
Settlement head*

Kaminskyi Ivan Mykolaiovych

«This Plan was prepared with technical support from the Mayors for Economic Growth initiative of the European Commission. It was reviewed by the experts of the World Bank and commended as good by the Mayors for Economic Growth initiative. Its content is owned by and remains the sole responsibility of Slobozhanska territorial community.»

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1 Summary

Slobozhanska territorial community was formed by the decision of the Dnipropetrovsk Regional Council dated August 14, 2015 No. 671-33 / VI. The STC includes two settlements: Slobozhanske settlement and Stepove village, in which 15.3 thousand people live. The community area is 166.4 sq. km. (16639.2 ha). The administrative center of the community is Slobozhanske settlement.

In August 2020, Slobozhanske community joined the **EU Initiative "Mayors for Economic Growth"**. The purpose of this step is the desire to improve the planning system for local economic development of community, create an effective partnership with the private sector and civil society, propose a number of development projects and implement them.

The economy of the community is characterized by the presence of defining enterprises in industry, trade and agriculture, which ensure a stable filling of the local budget. There are opportunities for further economic growth by expanding existing business, developing the recreational and tourism sector, and stimulating small businesses.

The analysis of the local economic structure and the SWOT analysis indicate that the key **advantages** of the community are its favorable location, natural and recreational potential, and the availability of land resources. At the same time, the **weaknesses** remain insufficient diversification of the economy, incomplete use of labor potential, and low entrepreneurial activity of citizens. **Threats** are political instability, lack of state support, rising energy prices, and the continuation of the military conflict in the east of the country. **Opportunities** for development are Ukraine's integration into the EU, improving the business climate, increasing demand for agricultural products, food products, and the like.

General vision of community:

Slobozhanska territorial community - a territory with a competitive economy, growth and active implementation of business ideas; an exemplary example of the effective use of natural resources for the development of industry, agriculture, recreation and tourism with an environmentally pristine area, ideal for comfortable and safe living; represented by proactive, enterprising and socially active people and open modern local government.

To achieve the vision, the following LED goals are proposed:

1. Creation of an effective system of support and provision of services for business, training and development of labor resources;
2. Strengthening the competitiveness of products produced in community;
3. Promotion of tourism. Development of public-private partnerships in tourism.

The main measures (actions) of the Plan are the formation of a mechanism for dialogue between government and business; development of labor resources; creation of a wholesale and retail market for agricultural products; creation of community tourism zones.

The expenses for the implementation of the Plan will be co-financed by the community budget, as well as by business and partners of the Slobozhanska territorial community, including donor organizations. The implementation of the Plan and monitoring of its implementation will be carried out in constant close cooperation with representatives of local business and civil society organizations.

2 List of tables and diagrams

Table 1. Action plan

Table 2. Financing scheme

Table 3. Indicators and monitoring mechanisms

3 List of abbreviations

AIC - agro-industrial complex

MA STS - Main Administration of State Tax Service

MA PFU - Main Administration of Pension Fund of Ukraine

DRIPA NAPA – Dnipropetrovsk Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine

EU - European Union

Media - media organization

Initiative - the initiative of the European Union "Mayors for Economic Growth"

CI- Communal institution

CC LED- Coordination Council of Local Economic Development
LED - Local Economic Development
SME - small and medium enterprises
NBU - National Bank of Ukraine
STC - Slobozhanska territorial community
BE- business entity
VGT- village green tourism
SSC - Slobozhanske settlement council
ST - sole trader
CDAS - Centre for the Delivery of Administrative Services

4 Introduction to the plan

In August 2020, the Slobozhanska Territorial Community joined the Initiative and committed to carry out a number of activities aimed at creating jobs, developing human potential, supporting small and medium-sized businesses, and building partnerships with the private sector and civil society.

Slobozhanske settlement is located in the central part of the Dnipropetrovsk region between the M04 (E50) and T0410 highways and directly borders in the north with the regional center - Dnipro city. Stepove village is located at a distance of 18 km from the center of the community - Slobozhanske settlement and 20 km from the regional center. Distance to the capital of the state, Kyiv city - 470 km, to the international airport "Dnipropetrovsk" - 20 km.

The community area is 166.4 sq. km. (16 639.2 hectares), the population as of 01.01.2020 - 15.3 thousand people (46% of men and 54% of women). The share of the working-age population is 58%. The population growth is provided by the migration inflow, which in 2019 amounted to 389 people, while according to the data of natural reproduction, there is a negative trend (a decrease by 56 people). Slobozhanske TC ranks first among the country's TCs in terms of income per capita and capital investments in the development of the territory. The budget revenues of the territorial community in 2016 compared to 2015 increased by 4.5 times, in 2017 against 2016 - by 36%, in 2018 against 2017 - by 4.3%, in 2019 against 2018 - 10, 2%, which is confirmed by information from official sources.

According to the assessment of individual indicators of the financial (budget) activities of territorial communities at the end of 2019, among 128 TCs of Ukraine with a population from 10 to 15,000 people, Slobozhanske TC took III place. According to the rating of the Regional Center for Economic Research and Business Support Foundation, among 1321 communities with a population of up to 100,000 inhabitants, at the end of 2019, Slobozhanske TC entered the list of the top hundred communities in terms of investment attractiveness, taking 51st place among Ukrainian communities and first place in the region.

The LED plan provides for specific measures aimed at uniting the efforts of the business community, authorities and civil society in order to improve the quality of life in community, growth and effective use of economic potential. The priority tasks within the framework of the implementation of the Plan are the development and scaling of the private sector of the local economy, stimulating the business activity of local residents and jobs, creating opportunities to improve the well-being of residents, providing conditions for their comfortable living, work, raising children and recreation, opportunities for easy business, safe and profitable investment.

The LED plan was developed in partnership with representatives of the private sector and civil society, who were included in the working group, and defines the joint activities of local authorities, business entities and local institutions to support business for the next two years. The working group selected the most attractive projects for implementation with significant sustainability indicators.

The plan of the Ministry of Economic Development is part of the Strategic Plan for the Development of the Slobozhanske settlement United Territorial Community for the period until 2027 and is coordinated with the Program for Development of Small and Medium-Sized Businesses, regulatory acts approved by the Slobozhanske settlement Council.

The local authorities will actively participate in the implementation of the activities of the LED Plan, partially financing projects and activities from the community budget and attracting funds from the regional budget, local businesses, business support institutions and donor organizations.

5 Process for developing a Local Economic Development Plan

The preparation of the LED plan was carried out in accordance with the methodology proposed by the EU Initiative on the principle of public-private dialogue of civil participation, partnership of the TC council with business representatives, experts and public activists. The initiator of the creation of a partnership in this format was the settlement head by issuing an appropriate order (Appendix 1.2). Prior to the signing of this order, a corresponding information campaign was held with announcements in the media, social networks and on the official website of the company for an open search for business entities who want to take an active part in the development of the LED plan. The working group included representatives of the executive committee, deputy corps, local entrepreneurs, public figures and activists. When forming the working group, the gender aspect was taken into account. The consultations on certain issues were additionally attracted by the Municipal Institution "Youth Center "Smart" SSC, the Public organization "Agency for Local Development"17". In the process of creating the LED Plan, four meetings of the working group were held. Given the quarantine restrictions caused by the COVID-19 pandemic, a number of meetings and consultations took place online, but with a high level of efficiency.

The LED plan is based on information obtained during a survey of key community stakeholders, holding meetings in settlements, discussions by members of the CC LED from data from statistics bodies, tax service, economic reports and other information freely available on the Internet. Also, in the preparation of the LED Plan, the previous joint developments of the community and the "Decentralization Offering Better Results and Efficiency (DOBRE)" program were used.

The decision on the main provisions and activities of the LED Plan was taken by the CC LED after consultations with all stakeholders and reaching a compromise. The development process was constructive, on the principles of democracy, transparency, responsibility, and was covered on the official website of the community and on Facebook.

The LED plan meets the strategic documents of community and aims to create favorable conditions for the formation and functioning of small and medium-sized businesses.

6 Local economic analysis

6.1 Analysis of the local economic structure

The economic development of community is ensured by industrial, commercial and agricultural enterprises. The total number of business entities (BE) that are registered on the territory of Slobozhanske TC is 1514, the most significant according to the results of the first half of 2020 are the trade (1005 BE or 66.4%), industry - (156 BE or 10.3%), agriculture - 95 BE or 6.3%. Comparison of these indicators with the indicators of 2018, when the total number of economic entities was 1246, and the largest share was in trade (33.23%) and agriculture (8.67%) showed that the number of enterprises is growing. These data correspond to the growth in the filling of the local budget due to taxes and fees and is a positive trend, the potential of which is not fully revealed and which can be scaled up in the future.

The sphere of trade is aimed not only at the residents of the community, but also at buyers from Dnipro city and adjacent TCs. A powerful shopping agglomeration of representatives of chain stores (super- and hypermarkets) operates along the main transport routes. The main contribution to the development of community from these enterprises is income to the local budget. The social aspect of their activities in community is not fully realized, since the enterprises mainly employ workers from Dnipro city, dialogue between community and the authorities is slow. Representatives of small and micro-businesses include 110 retail outlets, 38 public catering facilities, 6 pharmacies, 33 facilities for the provision of trade and repair services, a garden and exhibition center, 17 gas stations, 5 children's entertainment centers, and the like. An increase in their number over the past year by 12% indicates a simplified dialogue with the authorities, the effectiveness of measures to prevent corruption, and promote development through the use of tax loyalty and other mechanisms.

Industrial enterprises on the territory of the community are represented by big business: 2 meat processing plants, a confectionery factory, four medium-sized businesses, 84 small and medium-sized businesses (57 legal entities, 27 sole traders). Industrial enterprises are inclined to a more open dialogue with the authorities and the public in comparison with enterprises in other industries, declare the concept of social responsibility, including participation in social, charitable programs, sponsorship of significant cultural events.

In recent years, **agriculture** has reduced its role in the structure of the community's economy due to the growth of other sectors, but it contains statistical indicators on filling the community's budget with a slight upward trend. The absolute advantage is occupied by crop production, which accounts for 87% of enterprises (58 legal entities, 3 sole traders), animal husbandry is less developed (9 legal entities). Despite the fact that the agricultural land of the community is used in full, the methods of farming are somewhat outdated, therefore, the industry can

grow through the introduction of intensive methods of land cultivation and the use of innovative technologies, which requires capital investment.

In addition to agricultural enterprises and farms, 740 owners of shares in Stepove village independently cultivate land plots and sell agricultural products in the settlements of the community and the regional center. This testifies to the export potential of agricultural products of the community and the possibility of creating new state of emergency with registration on the territory of the community, will increase budget revenues. However, local products are not always able to compete with wholesalers who offer cheaper products through higher sales. Control over the environmental friendliness and safety of products with the issuance of appropriate certificates will help increase the competitiveness of a local manufacturer. In addition, to stimulate local producers and create more comfortable working conditions, a project has been developed to create a local market for agricultural products aimed at export to neighboring communities and Dnipro city.

The development of trade, industry and agriculture is a positive development, but the concentration of the economy around the largest and most competitive industries reduces its diversification, leads to an imbalance of the economy at the local level and creates potential risks. In a crisis, even in one of the three leading sectors, especially in the field of trade, the share of which is the largest, revenues to the local budget will significantly decrease, and the level of employment will decrease.

The analysis of economic activity revealed that the potential of other sectors of the economy, except for the above, is not fully disclosed. The recreational sphere has significant potential, since the TC is located in close proximity to Dnipro city, has natural resources (recreational land with an area of **87 hectares**) and can offer budget rest. Also on the territory of the community is part of Samara river with a sandy coast, which creates conditions for recreational fishing and village green tourism.

In terms of its tourist and recreational potential, the community has every opportunity to become a tourist attractive territory. The community has close proximity to the metropolis, its own unique brand, a set of natural and man-made objects that have comfortable properties and are suitable for creating a tourist product. The LED plan provides for the creation of a recreational and health-improving zone on the territory of residential community "Zoloti Kliuchi" to enhance intersectoral cooperation, develop the tourism potential of TC, create new jobs, increase the positive image of the community, and the like.

With regard to unlocking human potential, it was found that the majority of employees of large enterprises located on the territory of the community are not residents, but come to work from Dnipro city or other neighboring TCs, while residents of the community go to work in Dnipro city, sometimes working in positions requiring lower qualifications. Developing the workforce and channeling it to the needs of the community would free up the time workers need to travel to work for leisure and recreation.

The main advantages of the community's economy are: the presence of stable competitive-building trade and industrial enterprises, developed agriculture, the growth of private entrepreneurship, the available natural and human resources, the location along major transport arteries and in the immediate vicinity of Dnipro city, the interest of local authorities in establishing a dialogue with business and community, support for local development projects.

The main disadvantages of the community's economy are: a decrease in economic diversification, a reduced competitiveness of goods of small agricultural enterprises, outdated methods of land cultivation, insufficient qualifications of residents to occupy existing jobs, and incomplete development of the natural and tourist potential.

The prospects for the growth of the community's economy are seen in: further expansion of large enterprises with the involvement of labor resources among the residents of the community, support for small and micro-businesses in order to diversify the economy, strengthening the competitiveness of agricultural products to unleash their export potential, development of tourism, including on a public-private basis partnerships.

6.2 Intersectoral collaboration and local interaction

The management of Slobozhanske TC pays considerable attention to the creation and development of local mechanisms of cooperation with business and the public. The main principles that local authorities apply when establishing a partnership are: openness, duration, achievability of the goals set, equality of participation of each of the parties and general responsibility for the result of activities. All decisions important for the life of community are submitted for discussion, regular public hearings are held, the minutes of which are freely available on the official website of the community. Successful cooperation between government, business and the public is presented in the following forms: public hearings; conferences and forums; sociological surveys; official meeting on equal terms; thematic discussions.

Most residents do not believe in a constructive dialogue through the creation of associations, therefore, the authorities should conduct larger information campaigns on the results of successful projects and encourage the

public to dialogue, showing the openness of the authorities. A positive step on this path was the creation of the CC LED in April 2018.

In Slobzhanske community, operates Youth Council under the Slobzhanske settlement head, consisting of 37 people, which is an advisory and consultative, representative body on youth policy, designed to facilitate interaction between local authorities and youth. It is the youth who are the driving force behind the changes in the community - among the registered associations most of all are youth, young people participate in volunteer work.

Joint work on the Development Strategy of Slobzhanske TC and other program documents within the framework of cooperation with local business, as well as on this LED Plan, proved that an effective dialogue is possible and all parties are interested in it. Problems in the economic sphere can be solved only by combining their efforts at all stages: from planning measures to their implementation. To do this, it is necessary to show the real advantages of interaction between government, business and the public, to strengthen trust in institutions.

The main advantages of cooperation today are the application of the principle of participatory democracy in the formation of a policy of socio-economic development; local authorities are always open to the perception of new initiatives and are actively involved in all forms of cooperation. The main disadvantages of cooperation are the insufficient number of active and proactive citizens who want to work for the development of community, the impossibility of the authorities to implement all initiatives due to the lack of sufficient legislatively established powers, the mistrustful attitude of the residents of the community to the dialogue platforms, doubts about the effectiveness of interaction.

The LED plan provides for the short term: to create a system of information support for entrepreneurship, expand partnerships with the private sector, create promotional videos about opportunities in community, facilitate dialogue between various participants in economic processes, and simplify business.

The implementation of specific activities of the LED plan with measurable and demonstrable results will allow attracting more people to participate in economic processes in a constructive dialogue with private and public partners.

6.3 Transparent, corruption-free administration promotes business development

An open and transparent business environment is a prerequisite for a vibrant, efficient and healthy economy. The basic principles of local government are non-corruption, reaction to needs, orientation towards the customer of services (resident, entrepreneur).

The priority is to ensure the availability and quality of public services, which should be provided without queues, paperwork and bureaucracy in order to eliminate the possibility of corruption. Local authorities are carrying out work to combat corruption, in particular: **1.** Since 2016, Center for the Delivery of Administrative Services has been operating in the community on the principle of a "one-stop-shop service", the list of services of which in 2020 increased from 11 to 202; **2.** during the spatial planning of the territory, an open geoportal of Slobzhanske TC was put into operation, an invitation was posted in the media for citizens to make suggestions and comments to the plan, including in the section of its strategic environmental assessment; **3.** Draft regulatory acts with analyzes of their regulatory impact are published on the official website of the settlement council in a specially created section "Entrepreneurship / Regulatory Activities"; **4.** Since 2019, the community has been using the "Social Community Integrated Information System" software package, using electronic document management to receive administrative services of a social nature; **5.** the system of public procurement through the Prozorro system is used, which creates confidence and active participation in them on the part of business; **6.** In 2018, the Participation Budget (public budget) was launched - a competition for ideas of residents' projects on joint planning of the use of public spaces, social projects and infrastructural changes in community; **7.** in Slobzhanske settlement council, a "hot line" was created on the protection of investors' rights, countering illegal takeover and takeover of enterprises; **8.** on the official website of the settlement council, the section "Entrepreneurship" has been created and is kept up to date, which contains relevant information and recommendation materials ("General plan", "Economic profile", "Regulatory activities", "Local taxes and fees", "Grants and competitions", etc.), through the site you can submit electronic petitions, a public project, view the information portal of the community.

These actions made it possible to neutralize the corruption component in the process of providing administrative services. These steps were especially effective for the development of small and micro-reception centers, since the simplification of registration and reporting procedures contributed to the opening of new sole traders. Existing industrial enterprises are not afraid to invest, they are expanding production with a corresponding increase in the number of jobs.

Measures to prevent corruption include information work among residents, clarification of their rights, informing about behavior in case of suspicion of lack of transparency of work at any stage of interaction with the authorities or other partners.

To stimulate entrepreneurship and support business in 2019, the competition "Best Entrepreneur of the Year in Slobozhanske TC" was established.

To attract more people, a link to the DIIA website is placed on the community website. Business, however, the number of people who want to become active users of the portal is not significant today.

The forms of partnership between government and business today differ significantly depending on the industry and the size of the enterprise. Better communication is established with medium-sized manufacturing enterprises that are interested in partner projects and need labor force, understanding social responsibility and striving for economic sustainability. They are the ones who are most actively involved in investment activities and the implementation of joint projects with the council.

Branch managers of large retail chains are not independent in making decisions, depend on central offices, hire workers not only from the community, but also in other localities, and feel less social responsibility. Interaction with them is often limited to tax revenues to the local budget, and the dialogue is fragmented. It is considered most effective to establish communication with the management offices, which decide on local work strategies.

Small and micro-business enterprises need more significant support from the authorities, they actively participate in competitions, exhibitions, official meeting on equal terms, festivals, are interested in opening the market for agricultural products. Most of the leaders are disposed to communicate, however, there are some entrepreneurs who have had unsuccessful contact experience in the past and do not trust the authorities. Only a new positive experience and a demonstration of the openness and transparency of the authorities can change this situation. It is planned to regularly conduct a survey of SME representatives in order to identify problematic issues, organize seminars with representatives of regulatory and other authorities on topical issues of doing business. The LED plan provides for the creation of a system for providing services to representatives of SMEs and entrepreneurs.

A positive example of ensuring the transparency of the actions of local authorities is the holding of public hearings and meetings of community residents, in particular, on the establishment of local taxes and fees, infrastructure development and socio-economic development of community. As a result of the discussion, changes were made to the community's budget, financing within the framework of the participation budget for those projects that residents consider the most urgent and useful was expanded. As part of the implementation of this Plan, local authorities plan to maintain and improve these and other practices of direct democracy.

The analysis revealed that the main problems are lack of confidence in the authorities on the part of citizens, low entrepreneurial activity of small businesses, fragmented dialogue with large trade enterprises located in the community. The main solution is a powerful information campaign aimed at strengthening confidence in the authorities and looking for new ways of dialogue with access to the management units of large retail chains.

6.4 Access to finance

Access to finance is a necessary factor in the development of the economy, an investment resource for updating the material and technical base, expanding the volume of production (goods, services, works), as well as for starting new activities.

Resources for financing local economic development projects are divided into: government funding, grants and charitable assistance (including international technical assistance), community funds (taxes and fees), mobilization of domestic resources, fundraising, crowd funding, investments, loans from financial institutions.

Community is a permanent participant in various competitions and programs for obtaining government funding. This indicator indicates the real possibility of obtaining funding as a result of filing applications for the relevant competitions. An example of successful fundraising in the TC was the construction and commissioning of an apartment building, the construction of a sports complex, the reconstruction of the Municipal Institution "Slobozhanske secondary school of the 1st stage No. 2 of the Slobozhanske settlement council" on the terms of co-financing from the regional budget and community.

Investment projects are implemented by large enterprises of the community by attracting investors or directing profits to the development of production. The task of local authorities is to create favorable and transparent conditions for their comfortable work, to show themselves as a reliable partner in resolving administrative issues.

Today the community should be an example of successful implementation of the international technical assistance project within the framework of the project of the United States Agency for International Development (USAID). It is planned to expand participation in grant competitions in order to attract additional financial and expert resources.

Grant projects are important sources of funding for the development of civil society, it is planned to carry out educational work with public organizations regarding the possibilities of obtaining assistance for the implementation of charitable and social projects, to involve more people in the creation of public associations that will strengthen the social potential of community.

The most problematic of the pressing issues is the financing of small and medium-sized businesses, which in most cases requires lending from banking institutions. Analysis of access to additional financial resources necessary for the development of local businesses showed that most of them are unavailable for reasons such as: unfavorable interest rates on loans in Ukrainian banks, the lack of collateral in SMEs, the lack of experience and knowledge of entrepreneurs to draw up documents for obtaining financing (business plan, justification, application, etc.), the need to confirm a partnership, sometimes international, high requirements for the applicant.

In order to simplify the access of SMEs to financing, the LED Plan provides for measures to provide advice to SMEs and practical assistance in preparing the documents necessary for obtaining a loan, grant application, etc. and popularization of self-employment of the population.

The analysis revealed that the community leaders understand and go through all the ways to obtain financial resources. Further development is seen in the continuation and expansion of the existing areas of activity. The most difficult situation is with the search for financial sources for the development of SMEs. In order to solve the problem within the framework of the LED plan, concrete actions are planned for implementation in the next two years. Another promising direction of attracting funds for social projects is the embodiment of the ideas of non-governmental organizations, for which it is planned to popularize and encourage their activities.

6.5 Land resources and infrastructure

The priority component of the activities of the local authorities of the Slobzhanske TC is to increase the efficiency of rational use and protection of land, meet the needs of business entities in land resources and engineering structures, meet the demand of the private sector for renting land plots in order to create new jobs and fill the local budget.

The area of the community is 16,639.2 hectares (166.4 sq. km.), including agricultural land and perennial plantings - 7838 hectares, built-up land - 1,309.3 hectares, water resources - 5814 hectares, recreational land - 87 hectares etc.

The basis of the economic stability of community is **agriculture**. The area of agricultural land is 9008.5 hectares or 54% from the total land area of the community. Agricultural enterprises are the largest land users of the community.

The built-up land for **industry, transport, communications, energy, defense and other purposes** is 771 hectares, or 4.6%. Despite the relatively small amount of land allocated for them, they are the leaders in filling the local budget. The SSC goes to meet the large agro-industrial complex and SMEs, quickly solving land and other issues to increase the production capacity of enterprises, is a key factor in increasing economic potential.

One of the promising **investment sites** in the company is the former warehouse of the "Rainford" store, which is currently not in use. Negotiations are underway on the use of its premises for arranging the agricultural market, the creation of which is envisaged under the LED Plan.

Residential and public buildings - 539 hectares (3.2%) - are located mainly on the territory of Slobzhanske settlement (529.2 hectares) with a developed communal and social infrastructure. The existing centralized heating, gas supply, water supply and sewerage networks have a long service life and require gradual replacement and repair work.

In Stepove village, there is no central water supply, the population uses wells to provide households with water, which are in almost every yard. Gas supplies are supplied to the village, excluding individual households. Centralized drainage is provided for two-storey houses.

Transport links ensure the accessibility of the residents of Stepove village to the administrative center of the community - Slobzhanske settlement by means of a transit bus, the final point of which is Chumaky village, Dniprovskiyi district. Therefore, on the eve of weekends or holidays, difficulties arise with the provision of quality services for the transportation of rural residents to the village, and in the opposite direction. In addition, transport links with residential community "Molodizhnyi" of Slobzhanske settlement do not sufficiently satisfy the population's need for passenger transportation, especially in the evening, so the authorities have carried out work to organize bus route No. 1, which connected residential community "Molodizhnyi" with the community center. Slobzhanske central hospital and SEC "Karavan".

An important issue is the **condition of the road surface** of roads and streets of state and communal property. Thus, the roads of national importance adjacent to the territory of the settlements of the community are in an emergency condition and need to improve their quality. During the years of the formation of the community, planned

capital repairs are being actively carried out to restore the roadbed of streets and roads of the communal property of the community. Most of the roads and streets of the community's settlements require major repairs, due to significant gross wear of the asphalt road surface and the lack of capital work for many years.

The **communal property** of the community is used in accordance with the regulations. The effectiveness of its use depends on the type of property. So, buildings and structures are used to the full: for the needs of local authorities, for the placement of public utilities that are leased; some of the buildings that were not used were transferred to private ownership. For communal lands, the efficiency of their use can be improved through the development of local tourism.

Small and medium-sized enterprises for the creation and development of activities require land plots with a certain infrastructure, including those with utilities, and premises: production, office, warehouse, equipped with utilities. With the support of donors, work has begun on the development of a territorial planning scheme for the territory of Slobozhanske TC - a comprehensive plan for the spatial development of community, which is both urban planning documentation and documentation on land management at the local level in order to ensure the efficiency and transparency of this process, high-quality development planning and public involvement in the discussion. The introduction of integrated spatial planning of the community's territory eliminates the need to develop several types of urban planning documentation, documentation on land management, environmental protection and cultural heritage sites.

An up-to-date vector cartographic basis in the USK-2000 state geodetic coordinate system has been developed as a set of geospatial data (topographic map M1:10000 in graphic and digital form, updated according to archival materials of aerial photography and cosmophotography). Deciphering of objects has been carried out. Thanks to this, every inhabitant of the community can see the spatial distribution of land and participate in planning the development of community.

Information about all vacant land plots and communal property premises is posted on the official website of the SSC. The transfer of land plots for use by business entities takes place exclusively on a competitive basis. The lease of vacant real estate also takes place on the principles of transparency, openness and competition. Citizens participate in the discussion of draft orders in the form of public hearings. Local authorities are committed to dialogue and are open to suggestions. Infrastructure projects that are planned aimed at the development of all types of business and meeting the needs of citizens.

6.6 Legal and institutional framework

The analysis of the economic development of community has revealed that the most dependent on the local legal framework are representatives of small and medium-sized businesses, which do not have permanent equity capital and are largely dependent on the external environment.

For the development of local business, it is necessary to remove administrative obstacles and the corruption component, simplify interaction with the authorities, transparent taxation, constancy of the legislative framework, and clear reporting forms. Local authorities, within their powers, are trying to cover all these components.

To eliminate administrative barriers in interaction with the authorities and to completely eliminate the corruption component, the list of services provided through CDAS is being expanded. Work is underway to transfer services into electronic form. To inform community residents about new services, regularly posted articles online communities, and brief information on billboards. A complete list of services and application forms that are submitted to CDAS, posted for review and download on the community website.

The simplification of the interaction of citizens with the authorities occurs by providing up-to-date information about the work of the SSC through the community website, maintaining a page on Facebook, and its own YouTube channel. Feedback is obtained through citizens' appeals, electronic petitions, public hearings and official meeting on equal terms. All these forms contribute to an increase in the effectiveness of the dialogue between the authorities and the public, but there is room for further improvement of work. So, electronic applications of citizens are accepted through the resource of the regional administration <https://e-contact.dp.gov.ua/>. To draw up a document, you need to register and after sending the appeal, wait for a response for 15 calendar days. For the residents of the community, this process is too long; they strive to receive more prompt answers to their queries. It is planned to simplify this process, reduce the processing time for applications and implement communication with citizens on the basis of the TC's own platform.

The SSC has developed and implements in its work a legal framework that regulates the activities of business entities at the local level. Taxation and economic relations in community are regulated by regulatory acts adopted at the session of the village council. Their object is local taxes and fees, land use, various agreements, the establishment of rental rates, trade, the development of the infrastructure of the TC and the like. Draft regulatory acts

are posted on the community website, go through public discussions, ready-made acts are published on the community website. To facilitate taxation, tax invoices with their decoding are also posted on the community portal. It is planned to further develop the mechanism of public discussions, attract more entrepreneurs to dialogue, inform about the use of taxes for the development of the community in order to stimulate transparent activities of enterprises.

The least controllable is changes in legislation at the highest level that lead to changes in local legislation. The settlement council is constantly working to update the existing regulatory acts, in connection with changes in the legislative acts of Ukraine. All regulations were adopted in compliance with the requirements established by the Law of Ukraine "On the foundations of state regulatory policy in the field of economic activity." This work is constant and necessary for the full functioning of business entities. The SSC through the mechanism of intersectoral cooperation (CC LED, public hearings, etc.) plans to prepare substantiated proposals for the central government bodies to solve existing problems that cannot be eliminated on their own.

In addition to the above actions, in order to solve the problems faced by business, it is planned to improve the procedures for the provision of administrative services for business, in particular in the direction of interaction of licensing authorities; replenishment of the information portal of the community with relevant information about free land plots and property, a list of services by utilities and institutions; creation of an information and consulting portal for business and the like.

6.7 Qualified labour forces, inclusiveness

The labor market is influenced by demographic changes and the socio-economic situation in community.

The population as of 01.01.2020 is 15,290 people (46% of men and 54% of women). The share of the working-age population is 8869 people or 58%.

In Slobozhanske TC, 328 persons or 3.7% of the total number of able-bodied persons have officially registered unemployed status. This indicator is better than the average in Dnipropetrovsk region, which is 8.5%, in Ukraine as a whole, this indicator is 9.2%. The relatively low unemployment rate is affected by the proximity to Dnipro city and the presence of large and medium-sized enterprises in the community.

The labor market in community is most developed in the sphere of trade and service provision, processing industry (production of meat products), budgetary sphere, and agriculture. Declining productivity and fluctuations in labor demand in these areas significantly affect the community's labor market.

Agricultural production index in January-September 2020 compared to the corresponding period of 2019 amounted to 87.7%, including in food production enterprises - 92.8%, in households - 81.5%. The result of the work of the industry in January-September 2020 versus January-September 2019 was an index calculated at the level of 83.1%. That is, there is a decline in two of the most important areas of community's activity, associated mainly with the dry growing season and the Covid-19 pandemic. This affects the ability to pay wages and expand staffing.

The average nominal wage of a full-time employee of enterprises, institutions and organizations in community (with the number of employees 10 or more people) in September 2020 increased by 3.6% compared to the previous month and amounted to 12,036 UAH. The real wage index (taking into account changes in consumer prices) in September 2020 to August of this year was 103.1%, in September 2019 - 106.7%. The consumer price index for January-September 2020 was 101.3%, which indicates the stability of the purchasing power of workers. This does not align with expectations of improved living standards and creates general dissatisfaction with performance.

The supply on the labor market in the Slobozhanske community today exceeds the existing demand, mainly due to the level of offered wages, the level of qualifications of personnel, and expectations from work. Potential workers do not want to work in conditions of low wages due to the constant rise in prices, and entrepreneurs are not able to ensure their increase due to lower incomes. On the other hand, the level of competence of local residents is sometimes not enough to fill more paid vacant positions in large enterprises. There is labor migration, in which residents of the community work in Dnipro city, and residents of other settlements come to work in the community. It is planned to improve the qualifications of personnel by promoting online training programs, promoting self-education, informing about the qualification requirements for occupying more paid positions, working with school graduates to further choose education in the spheres of work in demand in community.

The issue of unofficial registration of workers is especially acute for TCs. In order to ensure control of timely and full wages, compliance with minimum guarantees in wages, registration of labor relations, inspection and information visits to employers are carried out. To resolve these issues, a commission was created from representatives of the executive committee of settlement council, Main Administration of State Tax Service in Dnipropetrovsk region and Main Administration of Pension Fund of Ukraine in Dnipropetrovsk region.

Another problematic point is the lack of motivation of the population to start their own business and conduct business. It is planned to organize a campaign to popularize small business, create information resources to increase the number of self-employed persons.

The main coordinator of the processes taking place in the labor market of Slobzhanske TC is the Employment Center. Along with employment on a permanent basis, one of the areas is the provision of vocational training and career guidance services. In cooperation with the Center, constant organizational and methodological work is carried out with the involvement of unemployed people in business activities. So, to increase the competitiveness of the unemployed, training in the basics of entrepreneurial activity was carried out using the most effective training programs.

The SSC, within the framework of the LED plan for the development of entrepreneurship, provided for the implementation of measures that include: analysis of the need for labor resources of SMEs, increasing the level of interaction of SMEs with territorial authorities, close cooperation of employers, educational institutions and an employment center to exchange information on the needs and opportunities of training, retraining and employment, popularize opportunities for obtaining professions that are in demand in the labor market, develop business training programs, stimulating the development of entrepreneurship and increasing the education and competitiveness of small and medium-sized businesses, raising the level of the image of entrepreneurial activity among the population, holding consultative activities to open their own business in community.

6.8 External Positioning and Marketing

The decentralization reform, together with financial resources and powers, will inevitably lead to the need for community to find its "identity", the need to make its own advertising at the regional, national and other levels. Slobzhanske community is no exception and over the past three years has been paying attention to issues of external positioning - systematically and successfully.

In 2020, after a competition among residents, the SSC executive committee approved the community logo and is implementing measures to promote it and create a positive image of Slobzhanske TC in the region, other regions of Ukraine and abroad. Clear goals and concrete measures have been identified in the direction of creating external positioning and internal positive image of the community.

Community residents have a positive perception of their environment, which was facilitated by the construction of a kindergarten, the modernization of schools and kindergartens, the commissioning of new apartment buildings, the development of residential community "Molodizhnyi", the creation of a new bus route, and the repair of a water pipe.

Potential investors and partners understand the prospects of cooperation with community, which is influenced by the proximity of the community to the regional center, the economic indicators of past years, and the openness of the authorities.

The main actions within the framework of the work carried out by the SSC include: **1.** Maintaining the SSC's official Facebook page, pages of educational institutions, housing and communal enterprises with a total coverage of about 12 thousand people; presentation of the achievements of community on the websites of Dnipropetrovsk Regional State Administration, Regional Council, Center for the Development of Local Self-Government, Ukrinform, information agency "Informator" with a total coverage of more than 1 million people; **2.** Presenting the new community logo to local businesses for their use and promotion of the community's overall visual code. Despite the initial positive reaction, insufficient use of the materials provided should be noted, work in this direction continues; **3.** Constant monitoring by the SSC Executive Committee of grant and donor programs. In this direction, the first positive results in the form of implemented projects for increasing capacity and infrastructural development. Summarized information on participation in programs and grant opportunities for public organizations is posted on the website of the SSC; **4.** participation in inter-municipal projects initiated by the Dnipropetrovsk Regional State Administration, holding joint seminars with representatives of other communities in order to introduce partnerships and improve their image; participation in All-Ukrainian competitions and programs, in particular the exchange of experience within the framework of the competition "Best practices of local self-government"; **5.** production of promo, printing and souvenir products; **6.** Representatives of the TC participate in creative festivals and competitions at the regional and state level, in particular, the artistic director of the leisure center Anastasiia Kartvelishvili reached the final of the television show "Voice of the Country".

SSC continues to build a positive community image in order to form an attractive community brand based on its economic uniqueness and competitive advantages.

The main problems in the field of external positioning and marketing: insufficient public activity in the creation, development, dissemination and ensuring public recognition of the positive image of TC; low involvement

of local businesses in branding; underdevelopment of the tourism potential of community; lack of activity in international projects; low activity of public organizations.

The Plan's activities provide for marketing, promotion and positioning to create and disseminate a positive image, as well as increase the investment attractiveness of community, taking into account the main aspect - economic development and diversification of the economy. Specific activities include participation in international competitions, seminars, projects; promoting tourism; receiving grant funding.

Based on the unique brand, it is planned to create a system of marketing and promotion of investment opportunities and community products. The Community Investment Passport will be distributed to citizens and potential investors. The planned results include informing potential investors about investment resources and conditions for placing investments, forming the image of the community as a territory with a favorable investment climate, showing the government's openness to fruitful cooperation, improving the lives of residents.

6.9 Analysis of COVID-19 Quarantine on Local Economy

The COVID-19 pandemic and quarantine measures aimed at reducing the incidence of the disease have had a significant impact on the local economy.

Enterprises in all sectors of activity have reduced the volume of production, stores have limited opportunities for selling goods due to weekend quarantine, the service sector and restaurant establishments have tangible losses. There is a change in consumer sentiment towards lower spending due to the desire to save money "for a rainy day."

Large and medium-sized enterprises of the community reduced the volume of activity: in January-September 2020, there was a decrease in the volume of output of products, goods and services in the processing industry, which is the main one for the local economy (index - 82.5%). Large enterprises use internal resources to maintain operations and ensure profitability. The greatest negative impact was suffered by medium-sized businesses, which do not have "insurance" capital and are not quickly flexible in adapting to changes in external conditions. During February-June 2020, wage arrears increased by 7.3 times and as of 01.07.2020 amounted to 934.4 thousand UAH. Thus, due to the introduction of restrictive measures in enterprises, force majeure circumstances arose in the performance of contracts, which, in turn, complicated the completion of work and settlements with customers. The authorities are watching the process and are in dialogue with the heads of the institution. Meetings were held on steps to prevent a recurrence of the situation in other enterprises.

At the same time, small entrepreneurs were able to quickly respond to changes and start selling their goods via the Internet. In January-June 2020, the largest contribution to the budget of the territorial community was made up of personal income tax. This is a national tax that is credited to the TC budget. A total of 114,800,000 UAH of tax was received, an increase of 10.7% or 11,100,000 UAH. The single tax from entrepreneurial activity was received in the amount of 14,300,000 UAH, an increase of 14.1% or 1,800,000 UAH. Accordingly, revenues to the local budget from agriculture have also decreased. The payment for the land was received in the amount of 13,300,000 UAH, which is less than last year by 1,200,000 UAH, or 7.7 percent. This once again proves the need to stimulate private entrepreneurship, open sole proprietorship and the importance of diversifying the community's economy.

At the moment, the primary task is to prevent morbidity among the population; maximum use of technical potential in order to organize and facilitate remote work; assistance to business entities who are most affected by the crisis; overcoming the epidemic and its economic consequences. This plan of the LED provides for the creation of an industrial and trade zone for the wholesale agricultural market and a modern logistics center. The settlement council will facilitate the allocation of a land plot (through negotiations) for placement, at the first stage of the market, and in the future, other infrastructure facilities that provide long-term storage of vegetables, fruits, grain (including those produced in compliance with organic production technology), their products processing, packaging, joint use of a fleet of cars, exhibition activities, service and consulting services, etc.) in the form of a modern logistics center, which will help revitalize the activities of agricultural producers, in particular, the formation of an agro-industrial cluster.

7 SWOT analysis

The working group, summarizing the results of the analyzes, including separate SWOT analyzes for each thematic block, developed a SWOT analysis for the Slobozhanske TC. A range of stakeholders were involved in the SWOT analysis: representatives of the business community of various industries, the SSC Executive Committee, business support institutions, and public organizations. The analysis was based on statistical data, data from the SSC Executive Committee, statistics, and previous community developments within the framework of the Decentralization Offering Better Results and Efficiency (DOBRE) project.

Strengths S (internal)	Weaknesses W (internal)
<p>Convenient location at the intersection of major highways of national importance, proximity to the regional industrial center Dnipro.</p> <p>Availability of natural and recreational resources, reservoirs, parks.</p> <p>A significant number of stable working industrial and commercial enterprises and the payment of significant amounts of taxes to the community budget by payers.</p> <p>Developed crop production, production of agricultural products.</p> <p>Established dialogue between the authorities and the public and business, the use of online platforms to discuss processes important for community.</p> <p>Attracting financial resources for local development from various sources.</p> <p>Efficient use of land resources, informing the population about the land available for investment, distribution of land on a competitive basis.</p> <p>Low unemployment rate, availability of jobs within the community.</p> <p>The presence of a unique brand (logo) of the community.</p>	<p>Insufficient diversification of the economy, the potential of the recreational, tourism and logistics sector has not been realized.</p> <p>Reduced competitiveness of goods of small agricultural enterprises, extensive methods of land cultivation,</p> <p>Insufficient qualifications of residents to occupy the existing high-paying jobs.</p> <p>Shady employment.</p> <p>A small number of active and proactive citizens, distrustful attitude of community residents to dialogue platforms, doubts about the effectiveness of interaction.</p> <p>Low entrepreneurial activity in starting their own business, insufficient awareness of the available financial resources and a lack of experience and knowledge among entrepreneurs required to draw up documents for obtaining financing.</p> <p>The negative impact of acute respiratory disease Covid-19 and related quarantine on all sectors of the economy.</p>
Opportunities O (external)	Threats T (external)
<p>Integration into the EU. Increasing international technical assistance and availability of external financial resources, including investments.</p> <p>An increase in the number of human resources with an increase in internal migration from the nearest regions.</p> <p>Improving the business climate in Ukraine.</p> <p>Stimulating the development of the agricultural sector and farming; demand for environmentally friendly agricultural products and food products.</p> <p>Demand for the services of a logistics center (wholesale market for agricultural products, exhibition activities, etc.).</p> <p>Transfer of powers and additional funds to the united communities.</p> <p>Development of renewable and alternative energy sources; energy efficient technologies.</p>	<p>Political instability, curtailment of key reforms.</p> <p>National currency instability and inflation.</p> <p>Growth in energy prices (gas, electricity, oil products).</p> <p>Lack of government support for economic development.</p> <p>Corruption in the public sector.</p> <p>Continuation of the military conflict in the east and south of the country.</p> <p>The growth of social and economic tension in community.</p> <p>Deterioration of agricultural production due to low competitiveness and lack of support from the state in comparison with European producers.</p> <p>Natural and man-made disasters.</p>

Based on the analysis of the available data, the strengths and weaknesses of the community, opportunities and threats were identified. Based on the results of the analytical-descriptive part and the SWOT analysis, the community chose a dynamic (competitive) strategy as a basis. It provides for the formation of competitive advantages by minimizing the influence of weaknesses. At the same time, community should make the most of its strengths.

8 Vision and goals

The strategic vision was formulated by the participants in the planning process and is a description of a better economic future.

Community vision:

Slobozhanske settlement territorial community is a territory with a competitive economy, growth and active implementation of business ideas.

Slobozhanske settlement territorial community is an exemplary example of the effective use of natural resources for the development of industry, agriculture, recreation and tourism with an ecologically clean area, ideal for comfortable and safe living.

Slobozhanske settlement territorial community is represented by proactive, enterprising and socially active people and open modern local authorities.

According to the vision, **three main objectives of LED** were identified:

1. Creation of an effective system of support and provision of services for business, training and development of labor resources;
2. Strengthening the competitiveness of products produced in community, in domestic and foreign markets;
3. Promotion of tourism. Development of public-private partnerships in tourism.

9 Action plan

In accordance with the set goals for economic development, the Working Group and other participants in economic planning discussed, identified and agreed on the key activities of the Action Plan, based on the principles: achievement of one or more of the set goals, planning, feasibility and financial charges over the odds. The planned activities should lead to visible and tangible results during the implementation period of the LED Plan. Plan actions are presented in Table 1.

Table 1. Action plan

<i>Thematic blocks</i>	<i>The main goals</i>	<i>Project (s) actions</i>	<i>Duration (start - end)</i>	<i>Involved partners</i>	<i>Planned expenses (UAH, EUR)</i>		<i>Results</i>	<i>Indicators for monitoring</i>
Legal and institutional framework Skilled workforce, inclusiveness Transparent, corruption-free administration promotes business development Access to finance	1. Creation of an effective system of support and provision of services for business, training and development of labor resources	1.1. Organization and provision of advisory services for SMEs	01.01.2021 – 31.12.2022	SSC, business support institutions, scientific institutions, entrepreneurs of community	20 000,00 UAH	591,02 EUR	Organized the provision of consulting services for SMEs	- the number of consultations (seminars, trainings, etc.) - at least 3 per quarter; - the number of entrepreneurs who have used the consulting assistance - at least 10 per month
		1.2. Organization and holding of events for the presentation of goods of local producers	01.01.2021 – 31.12.2022	SSC, business support institutions, scientific institutions, entrepreneurs of community	14 000,00 UAH	413,71 EUR	Organized and held events for the presentation of goods from local producers	- number of presentations - 4; - the number of people involved in the exhibition - 150 people; - the number of people familiar with the products of local producers - 1500 people
		1.3. Formation of a dialogue mechanism between government and business	01.02.2021– 01.03.2022	SSC, business support institutions, scientific institutions, local entrepreneurs	26 000,00 UAH	768,32 EUR	An effective response mechanism was introduced to solve problems and take into account business proposals	- held 2 forums of entrepreneurs; - 120 entrepreneurs were involved in the dialogue between government and business
		1.4. Implementation of draft participation budget	01.01.2021 – 31.12.2022	Department for Economic Development and Investments, structural subdivisions of the village council Coordination Council for the implementation of the participation budget	7 400 000,00 UAH	218 676,12 EUR	Participation budget projects implemented	- information and educational campaign - 6 articles 4 advertisements on the site 2 methodological manual; - training of authors - 4 online seminars; - implementation of projects - 40 projects;
		1.5. Improving the quality of providing administrative services for business	01.01.2021 – 31.12.2022	CDAS, department of state registration, entrepreneurs	88 600,00 UAH	2 618,20 EUR	Improved the quality of providing administrative services for business	- state registration of legal entities and individuals-entrepreneurs, public formations - increased by 18%; - the list of services has been expanded by 15; - services 5 were transferred to electronic form;
		1.6. Improving the efficiency of distribution of agricultural land between business entities	01.03.2021 – 31.10.2022	Department of Land Relations and Environmental Protection, agrarians, representatives of the public, CC LED	40 000,00 UAH	1 182,03 EUR	Improving the efficiency of distribution of agricultural land between business entities	- public discussions -4; - meeting of the Coordination Council -2; - articles on the site in the public domain -2; - land lease agreements - at least 20
		1.7. Workforce development	01.04.2021 – 30.09.2022	labor sector, employment center, business support agencies, academic institutions, community entrepreneurs.	18 000,00 UAH	531,91 EUR	The level of labor resources has been increased, the qualifications of the working-age population have been improved	- 1 trade fair for 100 young people under 35; - increased the level of business awareness for 12% of young people; - 50 career guidance and retraining events for 200 people; - increased employment opportunities for 8% of the working-age population

		1.8. Creation of a system for promoting employment and combating hidden employment of the population	01.01.2021 – 31.12.2022	labor sector, employment center, business support agencies, academic institutions, community entrepreneurs.	40 000,00 UAH	1 182,03 EUR	A system for promoting employment has been created, hidden employment of the population has been reduced	<ul style="list-style-type: none"> - Carrying out work with employers to legalize employment - at least 10 visits per month, at least 80 letters per year; - creation of new additional jobs - at least 200; - 5 days of open doors in production for 50 people; - increasing the level of staffing employers by 1.3%
		1.9. Creation of a mechanism for popularizing business education for youth	01.01.2021 – 31.12.2022	labor sector, employment center, youth center "SMART", community entrepreneurs.	4 000,00 UAH	118,20 EUR	Increased interest of young people in getting business education	<ul style="list-style-type: none"> - 8 meetings of young people with successful businessmen of the community on the basis of the youth center; - 4 trade fairs for 200 young people under 35; - psychological training "Future profession" for 20 youth activists; - the level of business awareness of young people about relevant and promising professions in the labor market has been increased by 12%; - young people have opened new sole proprietors - at least 10 per year
Transparent, corruption-free administration promotes business development	2. Strengthening the competitiveness of products with TC in domestic and foreign markets	2.1. Creation of a wholesale and retail market for agricultural products	01.09.2021 – 31.12.2022	SSC, business support institutions, scientific institutions, entrepreneurs of community	10 000 000,00 UAH	295 508,27 EUR	A wholesale and retail market for agricultural products has been created	<ul style="list-style-type: none"> - the number of sellers involved in wholesale and retail trade in the market - at least 50; - an increase in the volume of retail turnover of local farmers, individual farms by 11% - 1 industrial and trade zone for agricultural enterprises was created.
External positioning and marketing		2.2. Creation of a catalog of products from local producers	01.05.2021 – 30.10.2021	SSC, business support institutions, scientific institutions, entrepreneurs of community	33 000,00 UAH	975,18 EUR	A catalog of the company's products was created (in two three languages	<ul style="list-style-type: none"> - 50 manufacturers represented in the catalog; - 2000 potential buyers who are familiar with the products of local manufacturers
Access to finance		2.3. Information campaign on the possibility of SMEs in community	01.08.2021 – 30.10.2021	SSC, business support institutions, scientific institutions, entrepreneurs of community	45 000,00 UAH	1 329,79 EUR	Awareness of SME opportunities in community	<ul style="list-style-type: none"> - created 3 videos for 4 minutes about the SME community with translation into English; - 1,500 potential buyers are familiar with the products of local manufacturers
		2.4. Creation of an analytical base and dissemination of investment attractiveness	01.10.2021 – 31.12.2021	SSC, business support institutions, entrepreneurs of community	15 000,00 UAH	443,26 EUR	The level of informing potential investors about investment attractiveness has been improved	<ul style="list-style-type: none"> - the Investment Passport was developed, which was distributed among 1000 potential investors
		2.5. Investment forum	01.04.2022 – 01.06.2022	SSC investment funds, business support institutions, community entrepreneurs	120 000,00 UAH	3 546,10 EUR	Investment forum held	<ul style="list-style-type: none"> - the number of participants is at least 150; - the number of proposed investment proposals - at least 15; - concluded memorandums and agreements on cooperation - 4

		2.6. Increasing the marketing competitiveness of products produced in community through a unified branding	01.01.2021 – 31.12.2022	SSC, business support institutions, entrepreneurs of community	90 000,00 UAH	2 659,57 EUR	Promotion of products manufactured in community under a single brand	- distribution of the brand book among 400 enterprises of the community; - placement of the community logo in prominent places in the trading floors of enterprises - at least 15; - joint promotional videos with community business organizations using the community brand - at least 8
		2.7. Promoting the introduction of intensive farming practices	01.01.2021 – 31.12.2022	SSC, agricultural enterprises, scientific institutions	130 000,00 UAH	3 841,61 EUR	The introduction of intensive farming methods to increase yields	- organization of training for farmers - at least 11 events.
		2.8. Encouraging wholesale buyers to make purchases at company enterprises	01.01.2021 – 31.12.2022	SSC, business support institutions, entrepreneurs of community	20 000,00 UAH	591,02 EUR	Wholesale purchases at company enterprises	- mailing "direct-mail" - 500 sheets; - advertising in periodicals - 3 blocks; - increase in bulk purchases by 15%
External positioning and marketing	3. Promotion of tourism. Development of public-private partnerships in tourism.	3.1. Implementation of a unified designation system for community tourist routes	01.07.2021 – 31.12.2022	SSC, business support institutions, scientific institutions, entrepreneurs of community	8 000,00 UAH	236,41 EUR	Unified designation system for tourist routes of the community	- installed at least 15 tourist signs (in two languages)
Access to finance		3.2. Installation and arrangement of public toilets (composting toilet)	01.01.2021 – 31.12.2022	SSC, business support institutions, scientific institutions, entrepreneurs of community	700 000,00 UAH	20 685,58 EUR	Arrangement of public toilets (composting toilet)	- 6 public toilets (composting toilet) installed in the community
Skilled workforce, inclusiveness		3.3. Recreational and health-improving zones	01.09.2021 – 31.12.2022	SSC, business support institutions, scientific institutions, entrepreneurs of community	35 000 000,00 UAH	1 034 278,96 EUR	Available recreational and health areas	- at least 100 tourists per month who visited the recreation and health zone; - at least 1 concluded agreements with entrepreneurs on public-private partnership - 1 recreation area on the territory of the community; - involved at least 10 entrepreneurs of the community to provide services to guests of the zone
Legal and institutional framework		3.4. Providing free primary legal aid for tourism entities	01.04.2021 – 31.12.2022	Department of Legal and Contractual Work of the SSC	15 000,00 UAH	443,26 EUR	Provided primary legal aid for the subjects of tourism activities	Provided legal assistance to 20 business entities and introduced a quick response system to the legal needs of business entities
		3.5. Formation of the tourist image of the community	01.06.2021 – 31.12.2022	Youth Center "SMART"	90 000,00 UAH	2 659,57 EUR		Number of commercials - 11 number of articles in the media - 20 number of informed people (coverage of information resources) - 15,000
		3.6. Improving the efficiency of using the natural and recreational resources of the community	01.05.2021 – 31.12.2022	Department of Land Relations and Environmental Protection	1 200 000,00 UAH	35 460,99 EUR	Improved efficiency in the use of community natural and recreational resources	- scheme of spatial planning of the territory of the territorial community; - public discussions - 5 meetings - land management projects have been developed to establish water protection zones and coastal protection zones along

								water bodies - at least 6
		3.7. Creation of an information platform for promoting tourism resource potential to attract investment in tourism	01.05.2021 – 31.12.2022	Youth Center "SMART", Department of Information Technologies and Electronic Governance	20 000,00 UAH	591,02 EUR	Creation of an information platform for promoting tourism resource potential to attract investment in tourism	- created a community tourism portal based on the community website - prepared and posted 48 advertising articles - covered by the promotion of 30 potential investors monthly (starting from the 6th month of implementation) - attracted at least 5 investors
		3.8. Creation of a system for monitoring public opinion on the problems and prospects of tourism in the community	01.05.2021 – 31.12.2022	Department of Information Technology and Electronic Governance	16 000,00 UAH	472,81 EUR	A system for monitoring public opinion on the problems and prospects of tourism in the community has been created	- 4 sociological surveys were conducted among 1200 representatives of the community

10 Financing scheme

Completion of tasks and activities of this plan requires 55 152 600,00 UAH (1 629 804,96 EUR). Financing will be carried out at the expense of the community budget, as well as funds from local economic development partners and other sources, including funds from other budgets of other levels provided within the framework of the implementation of relevant programs, resources of business entities, resources of international technical assistance (donors).

At the NBU rate of November 27, 2020, it is 33.84 UAH per 1 euro.

Table 2. Financing scheme.

<i>Project (s) actions</i>	<i>Planned costs, UAH / EUR</i>		<i>Sources of financing, thousand UAH / EUR</i>				<i>Lack of funding</i>	<i>Notes</i>
			<i>Local budget</i>	<i>Higher level budgets</i>	<i>Private sector</i>	<i>Donors</i>		
1.1. Organization and provision of advisory services for SMEs	20 000,00 UAH	591,02 EUR	10 000,00 UAH/295,51 EUR	-	-	10 000,00 UAH 295,51 EUR	-	-
1.2. Organization and holding of events for the presentation of goods of local producers	14 000,00 UAH	413,71 EUR	7 000,00 UAH/206,86 EUR	-	-	7 000,00 UAH 206,86 EUR	-	-
1.3. Formation of a dialogue mechanism between government and business	26 000,00 UAH	768,32 EUR	26 000,00 UAH/768,32 EUR	-	-	-	-	-
1.4. Implementation of draft participation budget	7 400 000,00 UAH	218 676,12 EUR	7 400 000,00 UAH/218 676,12 EUR	-	-	-	-	-

1.5. Improving the quality of providing administrative services for business	88 600,00 UAH	2 618,20 EUR	88 600,00 UAH/2 618,20 EUR	-	-	-	-	-
1.6. Improving the efficiency of distribution of agricultural land between business entities	40 000,00 UAH	1 182,03 EUR	40 000,00 UAH/1 182,03 EUR	-	-	-	-	-
1.7. Workforce development	18 000,00 UAH	531,91 EUR	9 000,00 UAH/265,96 EUR	9 000,00 UAH/265,96 EUR	-	-	-	-
1.8. Creation of a system for promoting employment and combating hidden employment of the population	40 000,00 UAH	1 182,03 EUR	40 000,00 UAH/1 182,03 EUR	-	-	-	-	-
1.9. Creation of a mechanism for popularizing business education for youth	4 000,00 UAH	118,20 EUR	4 000,00 UAH/118,20 EUR	-	-	5 000 000,00 UAH/147 754,14 EUR	-	-
2.1. Creation of a wholesale and retail market for agricultural products	10 000 000,00 UAH	295 508,27 EUR	2 000 000,00 UAH/59 101,65 EUR	2 000 000,00 UAH/59 101,64 EUR	1 000 000,00 UAH/295 50,82 EUR	-	-	-
2.2. Creation of a catalog of products from local producers	33 000,00 UAH	975,18 EUR	33 000,00 UAH/975,18 EUR	-	-	-	-	-
2.3. Information campaign on the possibility of SMEs in community	45 000,00 UAH	1 329,79 EUR	45 000,00 UAH/1 329,79 EUR	-	-	-	-	-
2.4. Creation of an analytical base and dissemination of investment attractiveness	15 000,00 UAH	443,26 EUR	15 000,00 UAH/443,26 EUR	-	-	-	-	-
2.5. Investment forum	120 000,00 UAH	3 546,10 EUR	40 000,00 UAH/1 182,03 EUR	40 000,00 UAH/1 182,03 EUR	-	40 000,00 UAH/1 182,03 EUR	-	-
2.6. Increasing the marketing competitiveness of products produced in community through a unified branding	90 000,00 UAH	2 659,57 EUR	90 000,00 UAH/2 659,57 EUR	-	-	-	-	-
2.7. Promoting the introduction of intensive farming practices	130 000,00 UAH	3 841,61 EUR	130 000,00 UAH/3 841,61 EUR	-	-	-	-	-
2.8. Encouraging wholesale buyers to make purchases at company enterprises	20 000,00 UAH	591,02 EUR	20 000,00 UAH/591,02 EUR	-	-	-	-	-
3.1. Implementation of a unified designation system for community tourist routes	8 000,00 UAH	236,41 EUR	8 000,00 UAH/236,41 EUR	-	-	-	-	-

3.2. Installation and arrangement of public toilets (composting toilet)	700 000,00 UAH	20 685,58 EUR	700 000,00 UAH/20 685,58 EUR	-	-	-	-	-
3.3. Recreational and health-improving zones	35 000 000,00 UAH	1 034 278,96 EUR	5 000 000,00 UAH/147 754,13 EUR	10 000 000 UAH/295 508,27 EUR	5 000 000,00 UAH/147 754,13 EUR	15 000 000 UAH/443 262,41 EUR	-	-
3.4. Providing free primary legal aid for tourism entities	15 000,00 UAH	443,26 EUR	15 000,00 UAH/443,26 EUR	-	-	-	-	-
3.5. Formation of the tourist image of the community	90 000,00 UAH	2 659,57 EUR	90 000,00 UAH/2 659,57 EUR	-	-	-	-	-
3.6. Improving the efficiency of using the natural and recreational resources of the community	1 200 000,00 UAH	35 460,99 EUR	1 200 000,00 UAH/35 460,99 EUR	-	-	-	-	-
3.7. Creation of an information platform for promoting tourism resource potential to attract investment in tourism	20 000,00 UAH	591,02 EUR	20 000,00 UAH/591,02 EUR	-	-	-	-	-
3.8. Creation of a system for monitoring public opinion on the problems and prospects of tourism in the community	16 000,00 UAH	472,81 EUR	16 000,00 UAH/472,81 EUR	-	-	-	-	-
Total	55 152 600,00 UAH/ 1 629 804,96 EUR		17 046 600 UAH/503 741,13 EUR	1 217 900,00 UAH/ 35 989,95EUR	6 000 000,00 UAH/177304,96 EUR	20 057 000,00 UAH/592 700,94 EUR		-

11 Indicators and monitoring mechanisms

Direct monitoring of the implementation of the measures provided for by LED Plan will be carried out by the department for economic development and investments of the executive committee of the Slobzhanske settlement council for about six months based on performance and efficiency indicators. To ensure the participation of partners in decision-making on the results of monitoring the implementation of the LED Plan, it is planned to create a working group on monitoring and implementation, or to authorize the working group that developed the Plan.

Table 3. Indicators and monitoring mechanisms

Project Actions / Ideas	Duration (start of action dd.mm.yyyy - end dd.mm.yyyy)	Expected results			
		from the 1st to the 6th month	from the 7th to the 12th month	from the 13th to the 18th month	from the 19th to the 24th month
1.1. Organization and provision of advisory services for SMEs	01.01.2021 – 31.12.2022	Provided free of charge advisory assistance to 60 entrepreneurs 6 seminars held	Provided free of charge advisory assistance to 120 entrepreneurs 12 seminars held	Provided free of charge advisory assistance to 180 entrepreneurs 18 seminars held	Provided free of charge advisory assistance to 240 entrepreneurs 24 seminars held
1.2. Organization and holding of events for the presentation of goods of local producers	01.01.2021 – 31.12.2022	1 presentations of local producers were held Attracted 25 people	2 presentations of local producers were held Attracted 50 people	3 presentations of local producers were held Attracted 100 people the number of people who got acquainted with the products 750 people	4 presentations of local producers were held. Attracted 150 people the number of people who got acquainted with the products 1500 people
1.3. Formation of a dialogue mechanism between government and business	01.02.2021– 01.03.2022	60 entrepreneurs involved in dialogue between government and business	Forum of Entrepreneurs	60 entrepreneurs involved in dialogue between government and business	The Forum of Entrepreneurs was held
1.4. Implementation of draft participation budget	01.01.2021- 31.12.2022	An informational and educational campaign was carried out - 3 articles 2 advertisements on the site 1 methodological manual. Training of authors - 2 Submission of at least 20 projects	Projects accepted for implementation 2020	An informational and educational campaign was carried out - 6 articles 4 advertisements on the site Training of authors - 4 Submission of at least 40 projects	Projects accepted for implementation
1.5. Improving the quality of providing administrative services for business	01.01.2021- 31.12.2022	Provided 4 informational electronic administrative online services for business entities monthly	The list of services has been expanded by 8	5 services have been converted into electronic form. The time for receiving public services has been reduced to 20 minutes	The list of services has been expanded by 8
1.6. Improving the efficiency of distribution of agricultural land between business entities	01.03.2021- 31.10.2022	The list of services has been expanded 2	The list of services has been expanded 4	Translated into electronic form 5 services.	The list of services has been expanded by 11 Increased state registration by 18%
1.7. Workforce development	01.04.2021- 30.09.2022	-	6 career guidance and retraining events were held for 30 people	1 fair of professions was held for 100 young people under 35 24 vocational guidance and retraining events for 100 people were held	The level of business awareness was increased for 12% of young people. Increased job opportunities for 8% of the working-age population 50 vocational guidance and retraining events for 200 people were held
1.8. Creation of a system for promoting employment and combating hidden employment of the population	01.01.2021- 31.12.2022	Individual work was carried out with employers to legalize hidden employment of the population - at least 10 visits per month, at least 40 pages 2 days of open doors were held in production for 20 people	Individual work was carried out with employers to legalize hidden employment of the population - at least 10 visits per month, at least 40 pages	Individual work with employers was carried out to legalize hidden employment of the population - at least 10 visits per month, at least 40 pages. 5 days of open doors were held in production for 50 people	Individual work with employers was carried out to legalize hidden employment of the population - at least 10 visits per month, at least 40 pages. The level of providing employers with personnel increased by 1.3%
1.9. Creation of a mechanism for popularizing business education for youth	01.01.2021- 31.12.2022	2 meetings of young people with successful businessmen of the community were held. A fair of professions was held for 50 young people under 35	4 meetings of young people with successful businessmen of the community were held. A 2 fair of professions was held for 50	6 meetings of young people with successful businessmen of the community were held. A 3 fair of professions was held for	8 meetings of young people with successful businessmen of the community were held. A 4 fair of professions was held for

		psychological training "Future profession" for 20 youth activists	young people under 35 Young people have opened new sole proprietors- at least 10 per year	150 young people under 35	150 young people under 35 Young people have opened new sole proprietors- at least 20 per year The level of business awareness of young people about relevant and promising professions in the labor market has been increased by 12%. A fair of professions was held for 200 young people under 35
2.1. Creation of a wholesale and retail market for agricultural products	01.09.2021 – 31.12.2022	Approval of design and estimate documentation, construction work	Construction works	Construction works	An industrial and trade zone was created. Increase in retail turnover of local farmers and individual farms by 11% At least 50 people are involved in trade
2.2. Creation of a catalog of products from local producers	01.05.2021 - 30.10.2021	A catalog of community products was created.	A catalog of community products was created. 80 manufacturers represented in the catalog; 2000 potential buyers who are familiar with the products of local manufacturers	-	-
2.3. Information campaign on the possibility of SMEs in community	01.08.2021 - 30.10.2021	Created 2 videos	1 video was created. 1,500 potential buyers are familiar with the products of local manufacturers	-	-
2.4. Creation of an analytical base and dissemination of investment attractiveness	01.10.2021 - 31.12.2021	-	An Investment Passport was developed and distributed among 1000 potential investors	-	-
2.5. Investment forum	01.04.2022 – 01.06.2022	-	-	An investment forum was held. The number of participants is at least 150. Memorandums of cooperation signed - at least 4 The number of proposed investment proposals is not less than 15	-
2.6. Increasing the marketing competitiveness of products produced in community through a unified branding	01.01.2021 – 31.12.2022	Brand book distributed among 400 community enterprises	The community logo was placed in prominent places in the trading floors of enterprises - at least 15	Filmed joint promotional 4videos with community business organizations using the community brand - at least 4	Filmed joint promotional videos with community business organizations using the community brand - at least 8
2.7. Promoting the introduction of intensive farming practices	01.01.2021 – 31.12.2022	Training of farmers organized - at least 2 events	Training of farmers organized - at least 4 events	Training of farmers organized - at least 6 events	Training of farmers organized - at least 11 events
2.6. Increasing the marketing competitiveness of products produced in community through a unified branding	01.01.2021– 31.12.2022	Distribution "direct-mail" was carried out - 200 sheets	Advertisements are placed in periodicals - 3 blocks	Distribution "direct-mail" was carried out - 300 sheets	Wholesale purchases at community enterprises increased by 15%
3.1. Implementation of a unified designation system for community tourist routes	01.07.2021 - 31.12.2022	-	6 tourist signs established in the community	Established 10 tourist signs in the community	Established 15 tourist signs in the community

3.2. Installation and arrangement of public toilets (composting toilet)	01.01.2021 - 31.12.2022	Location of public toilets identified	2 public toilets installed	4 public toilets installed	6 public toilets installed
3.3. Recreational and health-improving zones	01.09.2021 - 31.12.2022	Approval of design and estimate documentation, construction work	Construction works	Construction works Concluded at least 1 transactions with entrepreneurs on public-private partnership	A recreational and recreational zone has been created. Involved at least 10 community entrepreneurs to provide services to guests of the zone
3.4. Providing free primary legal aid for tourism entities	01.04.2021 - 31.12.2022	-	Provided legal assistance to 5 business entities and introduced a quick response system to the legal needs of business entities	Provided legal assistance to 13 business entities	Provided legal assistance to 20 business entities
3.5. Formation of the tourist image of the community	01.06.2021 - 31.12.2022	-	Posted 3 commercials, 6 articles in the media	Placed 7 commercials, 11 articles in the media	Placed 11 commercials, 20 articles in the media
3.6. Improving the efficiency of using the natural and recreational resources of the community	01.05.2021 – 31.12.2022	-	The scheme of territorial planning of the territory of the united territorial community has been developed. Public discussions held - 5 meetings	Developed land management projects to establish water protection zones and coastal protection belts along water bodies - at least 6	Normative documents approved
3.7. Creation of an information platform for promoting tourism resource potential to attract investment in tourism	01.05.2021 – 31.12.2022	-	A community tourism portal was created based on the community website	Prepared and posted 48 advertising articles	Covered by the promotion of 30 potential investors monthly (starting from 6 months of implementation) Attracted at least 5 investors
3.8. Creation of a system for monitoring public opinion on the problems and prospects of tourism in the community	01.05.2021 – 31.12.2022	1 sociological survey was conducted among 300 representatives of the community	1 sociological survey was conducted among 600 representatives of the community	1 sociological survey was conducted among 900 representatives of the community	1 sociological survey was conducted among 1200 representatives of the community

Appendices

Appendix 1. Order on the establishment of CC LED



УКРАЇНА
МІСЦЕВЕ САМОВРЯДУВАННЯ

Виконавчий комітет Слобожанської селищної ради
Дніпровського району Дніпропетровської області

РОЗПОРЯДЖЕННЯ СЕЛИЩНОГО ГОЛОВИ

від 01 червня 2018 року

№ 189-р

Про внесення змін до розпорядження
селищного голови від 04.04.2018 року №94-р
«Про створення Координаційної ради
місцевого економічного розвитку
Слобожанської селищної територіальної громади»

Керуючись ст. 42 Закону України «Про місцеве самоврядування в Україні», з метою ефективною роботи Координаційної ради місцевого економічного розвитку Слобожанської територіальної громади (далі – Координаційна рада МЕР), врахувавши пункти 1, 2 Протоколу засідання Координаційної ради МЕР №1 від 14.05.2018 року та пропозиції членів Координаційної ради МЕР

НАКАЗУЮ:

1. Внести зміни до розпорядження селищного голови від 04.04.2018 року №94-р «Про створення Координаційної ради місцевого економічного розвитку Слобожанської селищної територіальної громади», виклавши додаток 1 до розпорядження в новій редакції, що додається.
2. Контроль за виконанням цього розпорядження залишаю за собою.

В.О.СЕЛИЩНОГО ГОЛОВИ

Л.ЛАГОДА

Appendix 2. Composition of CC LED

Додаток
до розпорядження
селищного голови
від 01.06.2018 року № 189-р

СКЛАД Координаційної ради місцевого економічного розвитку Слобожанської селищної територіальної громади

Голова СМОЛЬНЮК Г.В.	- директор ПСП «Деметра»
Заступник голови КОНДРАТЮК В.В.	- фізична особа-підприємець
Секретар ЛЮБАШЕВСЬКА Л.І.	- бухгалтер КЗ «Дошкільний навчальний заклад (ясла-садок) комбінованого типу №2 «Берізка» Слобожанської селищної ради»
	Члени Координаційної ради
ВУСИК С.М.	- заступник селищного голови з питань діяльності виконавчих органів селищної ради
КОРИННА Є.Я.	- староста с. Степове
КОНОНОВА Т.О.	- депутат селищної ради, голова постійної депутатської комісії з питань планування, фінансів, бюджету та соціально-економічного розвитку
РИБАЛКО М.П.	- директор КЗ «Степнянський сільський будинок культури» Слобожанської селищної ради, депутат селищної ради
БРОВКО І.В.	- директор ФГ «Обрій»
ЄРМАК А.Я.	- голова громадської організації «У єднанні сила»
ЧУМАСОВА М.М.	- бухгалтер-експерт по оподаткуванню ПП «Інфо-комф»
МИКИТЬОН Л.О.	- начальник відділу з питань економічного розвитку та інвестицій виконавчого комітету Слобожанської селищної ради
САКУН С.В.	- начальник відділу земельних відносин
ЖОРНЯК Т.В.	- начальник відділу інформаційної діяльності та комунікацій з громадськістю
ШЕРСТЮК І.О.	- головний спеціаліст юридичного відділу виконавчого комітету Слобожанської селищної ради
Секретар селищної ради (виконкому)	Л. Лагода



УКРАЇНА
МІСЦЕВЕ САМОВРЯДУВАННЯ

**Виконавчий комітет Слобожанської селищної ради
Дніпровського району Дніпропетровської області**

**РОЗПОРЯДЖЕННЯ
СЕЛИЩНОГО ГОЛОВИ**

від 25 січня 2021 року

№ 52-р

Про внесення змін до розпорядження
селищного голови від 1.06.2018 року №189-р
«Про внесення змін до розпорядження
селищного голови від 04.04.2018 року №94-р
«Про створення Координаційної ради
місцевого економічного розвитку
Слобожанської селищної територіальної громади»

Керуючись ст. 42 Закону України «Про місцеве самоврядування в Україні», з метою ефективної роботи Координаційної ради місцевого економічного розвитку Слобожанської територіальної громади (далі – Координаційна рада МЕР), у зв'язку із змінами у структурі та на підставі рішення Слобожанської селищної ради від 05.11.2020 року №14-1/VIII «Про затвердження старости Степнянського старостинського округу»,

НАКАЗУЮ:

1. Внести зміни до розпорядження селищного голови від 1.06.2018 року №189-р «Про внесення змін до розпорядження селищного голови від 04.04.2018 року №94-р «Про створення Координаційної ради місцевого економічного розвитку Слобожанської селищної територіальної громади», шляхом виведення зі складу Координаційної ради КОРІННОЇ Євгенії Яківни та введенням до складу Координаційної ради ЛІФІРЕНКО Валерія Михайловича, старосту с. Степове та МЕЛЬНИКА Юрія Миколайовича, заступника начальника відділу з питань економічного розвитку та інвестицій.

2. Контроль за виконанням цього розпорядження залишаю за собою.

СЕЛИЩНИЙ ГОЛОВА

І.КАМІНСЬКИЙ