

EVALUATING THE IMPLEMENTATION OF RURAL HROMADS DEVELOPMENT STRATEGIES IN UKRAINE

Iryna KOSTETSKA

National University of Ostroh Academy, Ukraine; irynakostetska@ukr.net, ORCID: 0000-0001-5340-0145

Purpose: This study addresses the lack of standardized evaluation procedures for rural hromada development strategies in Ukraine. The conceptual foundations of the effectiveness of local partnerships for improving efficient rural development have been explored. The study is particularly relevant in contemporary circumstances marked by a high degree of uncertainty due to the influence of military actions by the Russian Federation on the territory of Ukraine. Another significant factor contributing to the relevance of the research in the field of rural development is the demand for adopting European experience on the path of Ukraine's integration with the European community.

Design/methodology/approach: This study addresses the lack of standardized evaluation procedures for rural hromada development strategies in Ukraine. By employing a structured methodology involving critical analysis, comparative assessment, and statistical techniques, the research examines key indicators within the three hromadas of Lviv Oblast. Notably, the study offers a proposal to evaluate strategy implementation and goal achievement, utilizing readily available national and regional indicators, including those outlined in the examined strategies.

Findings: The findings underscore that the formulated proposal enables progress measurement towards goal attainment, even in the absence of explicit targets set by hromadas in Ukraine.

Originality/value: A methodology for monitoring the implementation of development strategies for hromadas in Ukraine has been developed. It is based on a dynamic rating that assesses the current state and strategic decisions regarding rural development.

Keywords: territorial communities, development strategy, territorial partnership, Ukraine.

1. Introductions

Rural areas are an important component of economic development and play a significant role in every country. The detailed study encompasses issues related to rural territories and the effective development of local strategic documents. The theoretical framework presents the main challenges of sustainable development and governance of rural territories in the European Union, as well as in the two analyzed countries, Poland and Ukraine. The main focus is on

comparing conditions, support mechanisms, and evaluating the current level of strategic documents for the sustainable development of rural territories.

In the European Union, popular associations and networks of non-governmental organizations are engaged in rural territory development. Poland also provides a good example in this field (Kołodziejczak, 2011; Szczepońska, 2021).

The aim of the research is to assess the functioning of rural communities and territorial partnerships, utilizing the potential of Local Action Groups (LAGs) as an additional instrument that enhances multifunctional rural territory development. The scientific problem for the study lies in the fact that monitoring and evaluation of community-led local development strategies (LDSs) formulated by LAGs are highly standardized compared to the evaluation of development strategies for Polish gminas. Therefore, it is necessary to standardize the monitoring and evaluation of community development strategies in Ukraine, which will help initiate the correct formulation of goals in the strategies and lay the groundwork for formulating community-led local development strategies in Ukraine in the future.

The research results in the assessment of the management and monitoring system of sustainable rural development in Ukraine. The ultimate outcome is a proposal for the improvement of support and management systems, as well as the monitoring of rural development strategies in Ukraine, following the example of Poland.

The research focused on studying Poland's experience in order to prepare proposals for Ukraine as EU candidate state.

2. Materials and methods

Intersectoral partnership is a voluntary cooperation between entities from three sectors (governmental, economic, and social) in the process of identifying societal issues and jointly developing ways to address them. Decentralization of public services combined with the implementation of the subsidiarity principle makes local policy a natural realm for such partnership. Intersectoral partnerships in Poland represent a distinct next stage in the genesis of the trend of governing public policies, which has been evolving since the 1990s, as well as a mechanism for decision-making in the European Union and supporting the implementation of its policies (Musiał-Malago, Marcisz, 2019).

A strategy is a roadmap for community development that is formulated to achieve important long-term goals and a formed vision, taking into account the community's internal strengths and weaknesses, external existing opportunities and threats, and reducing the level of uncertainty about the future. According to this perspective, researchers (Boryshkevych, Yakubiv, Zawicki, 2022) have developed a methodology for assessing the level of effectiveness of a hromada development strategy based on expert criteria evaluation. However, the objective

of the methodology is to enhance accountability for the implementation of the formulated strategy.

However, based on the trend of local partnerships, the study utilizes the evaluation algorithm of LDS indicators proposed by researchers Baran and Gdakowicz (2016). Using this as a foundation, an attempt has been made to analyze the strategies of Ukrainian hromadas as potential candidates for creating local partnerships.

International commitments, as well as the need to improve citizens' lives, compel both countries to develop an effective system that will efficiently combine economic development programming to enhance the functioning of rural areas (Pawłowska, Gąsior-Niemiec, Kołomycewa, 2014). To achieve this, it is necessary to establish formal foundations and a set of relevant tools that will enable the effective implementation of policies in rural development management at various levels of territorial division.

The research sample was selected based on regulatory acts, strategic documents and materials posted on the official websites of individual territorial units. The subject of a detailed study was the development strategies of individual hromadas in the Lviv Oblast of Ukraine. The territorial units were selected based on the following criteria:

- the region of Ukraine must have a direct border with the EU,
- three hromadas were selected in one of the rayons of Lviv Oblast, which should be located nearby (to be able to propose a local partnership and a common strategy in the future),
- all three hromadas should have an up-to-date strategy.

The research requires consideration of various sources of information, methods, tools and techniques. As part of the work, a review of literature and regulations was conducted, as well as an assessment of existing development strategies from different levels of territorial division of both countries. A comparative analysis of strategic documents was conducted. The characteristics also provide examples from the experience of local governments and their associations. The study made it possible to present the advantages and disadvantages of the existing systems in both countries, to formulate conclusions and recommendations.

The following methods were used in the study:

- critical analysis (review and evaluation of problematic literature),
- comparative analysis (list of activities in rural areas of Ukraine),
- monographic method (study of individual experience with the strategies for the development of rural Communities in Poland),
- case study (characterization of the directions prepared in the strategies and their effectiveness in Ukraine),
- abstract and logical method (formulation of concepts, conclusions and recommendations),
- statistical methods (processing of data from hromadas in Ukraine).

The research requires consideration of various sources of information, methods, tools and techniques. As part of the work, a review of literature and regulations was conducted, as well as an assessment of existing development strategies and rural development programs at different levels of territorial division of Ukraine. The characteristics also provide examples from the experience of local governments and their associations. The study made it possible to present the advantages and disadvantages of the existing system in Ukraine, to formulate conclusions and recommendations.

At the local level, three hromadas in Lviv Oblast - Radekhiv, Velyki Mosty, Dobrotvir - were selected, each with an up-to-date development strategy, but no separate rural development program. Their strategies have been drawn up for the period up to 2027 inclusive, so our monitoring is preliminary and can be seen as a rough attempt to assess the strategies of the newly created Ukrainian territorial communities, which can be improved and after the expiration of the strategies - a final evaluation of their implementation can be conducted. At the same time, since we do not use specific numerical targets, as they are not specified in the strategies, and for most indicators we use regional or national averages, which will also change until 2027, such monitoring can be conducted regularly, which can help draw the attention of communities to problem areas in the implementation of the indicators specified in their strategies, as well as demonstrate whether they are moving in the right direction from year to year.

In accordance with the criteria set out in the research methodology, the objects for the study were selected from Ukraine (Fig. 1).

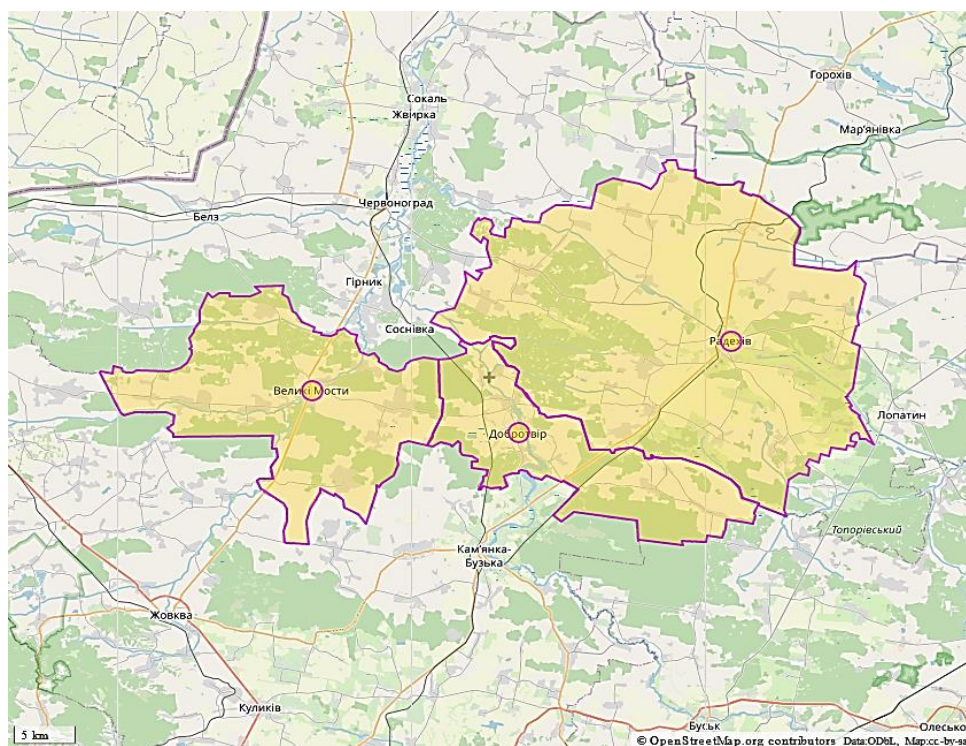


Figure 1. Target groups of the study on maps.

Source: <https://www.google.com/maps/>

To assess the state of implementation of individual goals, it is necessary to calculate the fulfillment of these indicators (in %) using the formula:

$$i_k = \frac{\text{actualindicatorlevel}}{\text{targetindicatorlevel}}$$

where i_k is the implementation index for the k-th indicator.

The value of the calculated index below 1 means that the target is lagging behind, if the value is equal to one, it means that the target is achieved, and if the value of the index exceeds one, it means that the target is exceeded - however, in further calculations we will use the value 1 for all target indicators that are met or exceeded.

The next stage of the evaluation is to calculate the aggregate indicators of the implementation of goal 1 (w_1 , Developed and Competitive Economy), goal 2 (w_2 , Human Development) and the entire strategy (w_s):

$$a_1 = \frac{\sum_{k=1}^8 i_k w_k}{\sum_{k=1}^8 w_k}, a_2 = \frac{\sum_{k=1}^3 i_k w_k}{\sum_{k=1}^3 w_k}, a_s = \frac{\sum_{k=1}^{11} i_k w_k}{\sum_{k=1}^{11} w_k}, \quad (1)$$

where:

a_1 is the aggregate indicator for goal 1,

a_2 is the aggregate indicator for goal 2,

a_s is the aggregate indicator for the entire strategy,

i_k is the evaluation of the implementation of the k-th indicator for goal 1, goal 2 or the entire strategy,

w_k is the weight of the k-th indicator for goal 1, goal 2 or the entire strategy.

As it can be seen from formula (1), goal 1 includes 8 indicators, goal 2 includes 3 indicators, and the entire strategy includes 11 indicators.

The target values cover both intuitive thresholds (100% self-sufficiency or positive population growth rate (100% or more)) and average (median for individual indicators) values for Lviv Oblast or Ukraine as a whole (the choice of the basis for comparison was often based on the availability of relevant data in the public domain under martial law). The average target for the region or country was chosen because individual hromada strategies clearly state that monitoring of strategy implementation is based, in particular, on the analysis of key indicators characterizing the situation in Ukraine as a whole and in Lviv Oblast that are strategically important for hromadas.

The calculated aggregate indicators range from 0 to 1 and actually indicate the % of the goal (or strategy) implementation.

We have selected 11 indicators for which data are available. All of these indicators were mentioned in the strategies of 1, 2 or even 3 of the 3 analyzed hromadas. Thus, the weights for individual indicators were set to 1, 2, and 3, depending on the number of hromadas that mention these indicators in their strategies.

3. Empirical findings

In line with the current global challenges faced by society, the main trend in socio-economic policy at all levels of international and national in developed countries is the concept of sustainable development. It envisages a balance of economic, environmental and social vectors of sustainable development. In Ukraine, the percentage of the rural population is 31% of the total population (which is one of the lowest in Europe), and agricultural land accounts for 70% of the country's land fund, so the sustainability of rural development largely determines the sustainable socio-economic development of the country as a whole.

A key component in the development of the country's agricultural sector is the comprehensive development of rural areas aimed at ensuring sustainable agricultural production, improving working and living conditions, and preserving the natural environment.

The effective start of the rural development process began in early 2015 with the adoption of the Law of Ukraine "On Voluntary Amalgamation of hromadas", according to which, as of October 1, 2020, 907 amalgamated hromadas were established, of which 409 are rural and 205 are mixed (rural/urban), ie. hromadas with rural areas account for 67.7% of total hromadas. The empowerment of hromadas requires harmonization of the development of agricultural production and rural communities, the interests and initiatives of each villager to ensure high production and environmental efficiency and, on this basis, to improve the quality and safety of their lives (Kostetska, 2021).

The main document that lays down the model of rural development in Ukraine is the Concept of Rural Development (valid until 2025), approved by the Cabinet of Ministers of Ukraine on September 23, 2015, No. 995. The basic, regulatory and conceptual directions of the Concept are aimed at solving problems in the light of the Sustainable Development Goals, the State Strategy for Regional Development of Ukraine for the period up to 2020 approved by the Cabinet of Ministers of Ukraine (Resolution No. 385 of August 6, 2014) and the State Strategy for Regional Development for 2021-2027 (Resolution No. 695 of August 5, 2020), developed by the Ministry of Agrarian Policy and Food of Ukraine and supported by the National Reform Council of Ukraine - the Unified Comprehensive Strategy for the Development of Rural Areas.

Information on the implementation of the action plan for the implementation of the Concept of Rural Development in 2020 is published on the official website of the Ministry of Agrarian Policy and Food of Ukraine (dated 12.11.2021). According to the analysis, it should be noted that in the context of the political course of deepening reforms, decentralization of power and European integration, the demand for agricultural consulting has increased significantly. As of January 01, 2021, according to the Register of Agricultural Advisory Services (hereinafter - the Register), there are 30 advisory services. During 2020, 15 agricultural advisory services were included in the Register, which is twice as many as in the previous year.

According to the criteria set out in the research methodology, Lviv Oblast was selected for the regional level. The Comprehensive Program of Support and Development of Agriculture in Lviv Oblast for 2021-2025 is aimed at implementing the State Strategy for Regional Development for 2021-2027, approved by the Cabinet of Ministers of Ukraine dated 5.08.2020 No. 695, the State Program for the Development of the Ukrainian Carpathian Region for 2020-2022, approved by the Cabinet of Ministers of Ukraine dated 20.10.2019 No. 880, the Development Strategy of Lviv Oblast for 2021-2027 and the Action Plan for its implementation in 2021-2023, approved by the decision of the Lviv Oblast Council dated 24.12.2019 No. 948.

In accordance with the development strategies of Radekhiv, Velyki Mosty and Dobrotvir hromadas, the key performance indicators mentioned in these strategies were selected based on the availability of relevant publicly available statistics (Table 1). In particular, to assess the indicators of local budget revenues and expenditures, data were taken from the dashboards of the Lviv Oblast Military Administration; to assess the tax capacity index, data were taken from the Verkhovna Rada; to assess the level of self-sufficiency, capital expenditures per capita, the share of administrative expenditures, and the average cost of education per student, data were taken from the decentralization.gov.ua government portal; to assess the average score of the National Multi-Subject Test (NMT), data were taken from the Ukrainian Center for Educational Quality Assessment; to assess the number of registered legal entities and individual entrepreneurs, data were taken from the State Statistics Service of Ukraine; to assess the population growth rate - data from the State Statistics Service of Ukraine (for 2022) and from the strategies of individual hromadas (for 2020).

Table 1.

Performance indicators of Radekhiv, Velyki Mosty and Dobrotvir hromadas

Indicator	Radekhiv	Velyki Mosty	Dobrotvir
Rank in terms of general fund revenues of the hromada budget (without transfers) per capita among 73 hromadas in Lviv Oblast (1st place = 73 points, 73rd place = 1 point)	51	65	60
Tax capacity index for 2023	0.76	1.8	1.1
Rank in terms of local budget expenditures per capita for the first quarter of 2023 among 73 hromadas in Lviv Oblast (1st place = 73 points, 73rd place = 1 point)	57	50	49
Level of self-sufficiency (100% - level of subsidization for the 4th quarter of 2021)	95.5%	89.7%	100.2%
Capital expenditures per capita in the 4th quarter of 2021	623.5	960.5	1684.2
Percentage of the general fund revenues of the hromada budget in the 4th quarter of 2021 that are not spent on administration (100% - % of administrative expenditures in the amount of general fund revenues)	84.6%	80.4%	70.6%
Average cost of education per student in the 4th quarter of 2021	44813.7	35925	36135.1
Average NMT score in 2022 among the 2022 graduates	470	463	482
Number of registered legal entities as of January 1, 2022 per 10 thousand population	180.57	108.78	114.56
Number of registered individual entrepreneurs as of January 1, 2022 per 10 thousand population	249.89	169.78	216.7
Population growth rate in 2022 compared to 2020	0.99	0.97	0.99

In terms of revenues of the general fund of the hromada budget per capita, the situation is the best in the Velyki Mosty hromada, the worst in the Radekhiv hromada, and the situation with the tax capacity index is similar. Instead, in terms of expenditures per capita, the situation is the best in Radekhiv hromada, and the worst is in Dobrotvir hromada.

At the same time, in terms of self-sufficiency, the Dobrotvir hromada is the only one among the analyzed hromadas that exceeded the 100% threshold. The level of subsidization in the Velyki Mosty hromada exceeds 10%.

Capital expenditures per capita are the highest in the Dobrotvir hromada, while in the Radekhiv hromada they are more than 2.5 times lower. At the same time, the percentage of expenditures on administration is also the highest in Dobrotvir hromada, and the lowest in the Radekhiv hromada among the analyzed hromadas.

The average cost of education per student is the highest in Radekhiv hromada, while in Velyki Mosty hromada this amount is the lowest among the analyzed hromadas. However, the average NMT score in 2022 was the highest among the graduates in Dobrotvir hromada, but the lowest again among the graduates in Velyki Mosty hromada.

In terms of the number of registered legal entities per 10 thousand people, Radekhiv hromada is the leader, and Velyki Mosty hromada is the outsider. The situation is similar with the number of registered individual entrepreneurs.

Velyki Mosty hromada recorded also the largest drop in population (in %) among the analyzed hromadas. However, none of hromadas managed to increase its population in 2022 compared to 2020.

Table 2.
Criteria and weights for evaluation indicators

Indicator	Target value	Weight of the indicator
Rank in terms of general fund revenues of the hromada budget (without transfers) per capita among 73 hromadas in Lviv Oblast (1st place = 73 points, 73rd place = 1 point)	Me = 36 points	3 (Dobrotvir, Radekhiv, Velyki Mosty)
Tax capacity index for 2023	The average index in Ukraine is 0.7	1 (Velyki Mosty)
Rank in terms of local budget expenditures per capita for the first quarter of 2023 among 73 hromadas in Lviv Oblast (1st place = 73 points, 73rd place = 1 point)	Me = 36 points	1 (Dobrotvir)
Level of self-sufficiency (100% - level of subsidization for the 4th quarter of 2021)	100%	1 (Velyki Mosty)
Capital expenditures per capita in the 4th quarter of 2021	The average level in Ukraine is UAH 74.89	2 (Radekhiv, Velyki Mosty)
Percentage of the general fund revenues of the hromada budget in the 4th quarter of 2021 that are not spent on administration (100% - % of administrative expenditures in the amount of general fund revenues)	The average level in Ukraine is 100% - 28.37% = 71.63%.	1 (Velyki Mosty)
Average cost of education per student in the 4th quarter of 2021	The average level in Ukraine is 9364.05 UAH	1 (Velyki Mosty)

Cont. table 2.

Average NMT score in 2022 among the 2022 graduates	The average Ukrainian score for secondary school graduates in 2022 is 462	2 (Radekhiv, Velyki Mosty)
Number of registered legal entities as of January 1, 2022 per 10 thousand population	In Lviv Oblast, the indicator is 313	2 (Radekhiv, Velyki Mosty)
Number of registered individual entrepreneurs as of January 1, 2022 per 10 thousand population	In the Lviv Oblast, the indicator is 368	2 (Radekhiv, Velyki Mosty)
Population growth rate in 2022 compared to 2020	1 (100%)	2 (Dobrotvir, Velyki Mosty)

As it can be seen from Table 2, the highest weight (3 points) is given to the indicator of general fund revenues per capita, which was mentioned in the strategies of all analyzed hromadas. The indicators of the average cost of education per student, administrative expenditures, the level of self-sufficiency and the tax capacity index were mentioned only in the strategy of the Velyki Mosty hromada, and the indicator of expenditures per capita was mentioned only in the strategy of Dobrotvir hromada, so they were assigned the lowest weight (1 point).

Table 3 shows the degree of target indicator achievement for assessing the fulfillment of individual goals and the entire strategy of the three above-mentioned hromadas.

Table 3.

Target achievement percentages for selected indicators in three hromadas of Chervonohrad district of Lviv Oblast

Overall goal	Separate indicator	hromada		
		Radekhiv	Velyki Mosty	Dobrotvir
Developed and competitive economy	Higher than the median position in terms of revenues of the general fund of the hromada budget (without transfers) per capita among all communities in Lviv Oblast	1	1	1
	Exceeding the average level of the tax capacity index in Ukraine	1	1	1
	Ranked above the median in terms of local budget expenditures per capita among all hromadas in Lviv Oblast	1	1	1
	100% self-sufficiency (0% subsidization)	0.955	0.897	1
	Capital expenditures per capita are higher than the national average	1	1	1
	Lower than the national average % of apparatus expenditures to general fund revenues	1	1	0.986
	Above the average number of registered legal entities per capita in Lviv Oblast	0.578	0.348	0.366
	Higher than the average number of registered individual entrepreneurs per capita in Lviv Oblast	0.679	0.461	0.589

Cont. table 3.

Development of human potential	No negative population growth	0.989	0.972	0.987
	Higher than the average cost of education per student in Ukraine	1	1	1
	Higher than the national average NMT score in 2022	1	1	1

Of the 11 indicators we evaluated, all hromadas managed to achieve seven targets (64%). Other targets were accomplished in the range from 35 to 99%, which requires a more detailed analysis and attention to the indicators with the lowest percentage of target achievement or changing the target indicators to more appropriate ones. For example, the worst situation is with the number of registered legal entities per 10 thousand people, but it should be borne in mind that the target value was chosen as the average regional value, which is higher due to the significantly higher number of registered legal entities (even taking into account the larger population) in the regional center, Lviv.

All hromadas have reached the target level in terms of general fund revenues per capita, tax capacity index, local budget expenditures per capita, capital expenditures per capita, expenditure on education per student, and the NMT score. Only the Dobrotvir hromada did not achieve the target in terms of administrative expenditures.

Based on the partial degree of target achievement for some indicators, the level of fulfillment of individual goals and the entire strategy was calculated (Table 4).

Table 4.

Degree of target achievement for individual goals and the entire strategy in three hromadas of the Chervonohrad district, Lviv Oblast

The entire strategy	Goals	The level of fulfillment					
		of individual goals			of the entire strategy		
		Radekhiv	Velyki Mosty	Dobrotvir	Radekhiv	Velyki Mosty	Dobrotvir
The entire strategy	Developed and competitive economy	0.882	0.809	0.838	0.914	0.859	0.882
	Development of human potential	0.996	0.989	0.995			

Both goals and the strategy were implemented to the fullest extent in Radekhiv hromada, and to the least extent in Velyki Mosty hromada. The first goal — Developed and Competitive Economy — was achieved by 81% in Velyki Mosty hromada, which is a satisfactory result. The second goal - Human Potential Development - in Radekhiv hromada was achieved by 99.6%, which is very close to full achievement. In other communities, the indicators are also very close to full target achievement, but the lowest one - 98.9% - is in the Velyki Mosty hromada.

4. Conclusions

The article evaluates the implementation of the strategies of three Ukrainian hromadas in Chervonohrad district of Lviv Oblast: Radekhiv, Velyki Mosty and Dobrotvir. The hromadas are located in the region bordering on Poland, have developed strategies, and largely consist of rural areas. Unfortunately, the strategies of Ukrainian hromadas only descriptively mention the indicators that should be used to evaluate the implementation of the strategies without clearly setting targets to be achieved.

We managed to select 11 key indicators, based on which we assessed the effectiveness of the strategies' implementation - eight indicators to assess the achievement of Goal 1 (Developed and Competitive Economy) and three indicators to assess the implementation of Goal 2 (Human Potential Development).

The target values used to assess the degree of implementation of the strategies (in %) include both intuitive thresholds (in the case of 2 key indicators) and average (or median) values for the region or the country as a whole (the choice of the basis for comparison was mostly based on the availability of relevant data in the public domain).

The weights for individual indicators were assigned values of 1, 2, and 3, depending on the number of hromadas that mention these indicators in their strategies.

Of the 11 indicators we assessed, all hromadas managed to achieve seven targets (64%). Other targets are achieved in the range from 35 to 99%, which requires a more detailed analysis and attention to the indicators with the lowest percentage of implementation or changing the target indicators to more appropriate ones.

Based on the partial degree of achievement of some targets, the level of achievement of individual goals (1 and 2) and the entire strategy was calculated.

Both goals and the strategy were implemented to the fullest extent in Radekhiv hromada, and to the least extent in Velyki Mosty hromada. The first goal - Developed and Competitive Economy - was achieved by 81% in Velyki Mosty hromada, which is a satisfactory level, so we can conclude that these hromadas of Chervonohrad district, Lviv Oblast are generally on the right track and are able to partially or fully implement the strategies they have developed by the end of their validity period.

However, it should not be forgotten that not all Ukrainian hromadas have developed strategies, and that Lviv Oblast, due to its proximity to the EU border and distance from the front line, is a favorable place for territorial development. We also recommend that Ukrainian hromadas set clear targets in their strategies to be achieved, which will facilitate monitoring of their strategy implementation and eliminate the shortcomings of the methodology we have proposed, which involves using average regional or national indicators as targets, even if such targets are obviously imperfect.

References

1. Action Plan for the Implementation of the Lviv Oblast Development Strategy for 2021-2023, approved by the decision of the Lviv Regional Council dated 24.12.2019, No. 948.
2. Baran, P., Gdakowicz, A. (2016). Diagnozowanie efektywności funkcjonowania lokalnych grup działania – aspekty prakt. *Studia i Prace WNEIZ US, N45/2*, pp. 107-120.
3. Boryshkevych, I., Yakubiv, V., Zawicki, M. (2022). Methods for Evaluation of the Effectiveness Level of the Territorial Community's Development Strategy. *Journal of Vasyl Stefanyk Precarpathian National University, 9(3)*, pp. 28-35.
4. *Comprehensive Support and Development Program for Agriculture in Lviv Oblast for 2021-2025*.
5. *Concept of Rural Development, Order of the Cabinet of Ministers of Ukraine*, dated 23 September 2015, No. 995-p.
6. *Decree of the President of Ukraine regarding the Sustainable Development Goals of Ukraine until 2030*, dated 30th September 2019, No. 722/2019.
7. *Development strategy of the Dobrotvir community until 2027* (approved by decision No. 2 of the twenty-fifth session of the VIII convocation dated December 9, 2022).
8. *Development strategy of the Radekhiv urban territorial community of the Lviv region until 2027* (approved by decision No. 4 of December 21, 2021).
9. *Development strategy of the Veliko Mostov United Territorial Community for 2020-2027* (approved by decision XXXV of the regular session of the VIII convocation of the Veliko Mostov City Council dated June 02 No. 1051).
10. Koliński, K., Kołodziejczak, A. (2021). Strategie lokalnych grup działania jako podstawa tworzenia przyszłych strategii rozwoju ponadlokalnego gmin. *Rozwój Regionalny i Polityka Regionalna, 55*, pp. 91-110.
11. Kołodziejczak, A. (2011). Lokalne Grupy Działania jako czynnik rozwoju wiejskich obszarów peryferyjnych w województwach lubelskim i podlaskim. *Studia Obszarów Wiejskich, 28*, 127-139.
12. Kołodziejczak, A., Szcześpańska, M. (2021). Partnerstwo terytorialne jako stymulator rozwoju obszarów wiejskich. In: Kołodziejczak (Ed.), *Obszary wiejskie w zintegrowanym planowaniu rozwoju* (pp. 53-66). Poznań: Bogucki Wyd. Nauk.
13. Kostetska, I. (2021). Perspektywy decentralizacji na Ukrainie: doświadczenia Polski. *Wschód Europy, 7(1)*, 47-61.
14. *Law of Ukraine "On Territorial Planning and Development"*, dated 12.03.2011, 3038-VI.
15. *Law of Ukraine "On the General Plan for Territorial Planning of Ukraine"*, dated 18.11.2012, 5459-VI.
16. *Law of Ukraine "On Voluntary Amalgamation of Territorial Communities"*, dated 16.04.2020, No. 562-IX.

17. *Lviv Oblast Development Strategy for the period 2021-2027.*
18. Musiał-Malago, M., Marcisz, J. (2019). *Lokalne grupy działania i ich działalność na obszarach wiejskich na przykładzie województwa małopolskiego, Vol. 1(3), 158-71.*
19. *Regulation of the Cabinet of Ministers of Ukraine "On Approval of the National Action Plan for Environmental Protection for the Period up to 2025"*, dated 21st April 2021, No. 443.
20. *Regulation of the Ministry of Regional Development, Construction, and Housing and Communal Services of Ukraine "On Approval of the Methodology for the Development, Monitoring, and Evaluation of the Effectiveness of Implementing Regional Development Strategies and Action Plans"*, dated 31st March 2016, No. 79.
21. *Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure for the Development of Regional Development Strategies and Action Plans, as well as the Monitoring and Evaluation of the Effectiveness of Implementing Specific Regional Strategies and Action Plans"*, dated 11th November 2015, No. 932.
22. *State Strategy for Regional Development for 2021-2027, resolution of the Cabinet of Ministers of Ukraine*, dated 5 August 2020, No. 695.
23. *State Strategy for Regional Development of Ukraine until 2020, approved by the Cabinet of Ministers of Ukraine*, dated 6 August 2014, No. 385.
24. *Sustainable Development Goals. Transforming our world: the 2030 Agenda for Sustainable Development*, 25.09.2015.
25. *Unified Comprehensive Strategy for Agricultural and Rural Development for 2015-2020 (draft)*. Ministry of Agrarian Policy and Food of Ukraine.
26. Wiza, P.L. (2021). The functioning of the Czarnkowsko-Trzcianecka Local Action Group as an example of creating local development in the Wielkopolska Region. *Regional Development and Regional Policy*, 55, 111-140.
27. Zajda, K., Sykała, Ł., Janas, K., Dej, M. (2016). *Metody i instrumenty rozwoju lokalnego LEADER, RLKS innowacje społeczne*. Łódź: Wyd. UŁ.