



# CHERNIHIV REGION:

FROM RECOVERY  
TO DEVELOPMENT



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# INTRODUCTION

Since February 24, 2022, both Ukraine and the region have been living and working in the face of unprecedented challenges as a result of the full-scale invasion of the Russian Federation.

All communities of Chernihiv region were in the combat zone or under occupation.

The amount of destruction is quite significant. Numerous infrastructure facilities, housing, educational, healthcare, sports, cultural, administrative buildings, engineering networks, and road facilities have been damaged or destroyed.

Many businesses have suspended operations either because of the destruction or because of blocked access to markets or raw materials. In this context, not only the system of inter-industry relations, but also the structure of the economy and social sphere are undergoing a radical change.

Despite the retreat of the Russian invaders from Chernihiv region, the security situation is not conducive to the development of the region. Chernihiv region has more than 450 km of common borders with two unfriendly countries – the aggressor Russia and its satellite Belarus – and the border communities of the region are under shelling or its constant threat.

The current crisis situation in Ukraine means that the region is forced to develop its socio-economic potential in an uncertain environment.

"Chernihiv Oblast: From Recovery to Development is a strategic document (hereinafter referred to as the Strategy) that defines the main ways of recovery and priorities for regional development of Chernihiv Oblast in the coming years. It focuses on key tasks and areas of activity aimed at restoring infrastructure, economic processes, human potential and improving the quality of life of the region's residents, as well as increasing the region's competitiveness. The document was developed taking into account previous strategic documents of national and regional importance and drafts of new plans and programs that meet today's realities.

The Strategy identifies the main measures to be taken by local executive authorities, territorial bodies of central executive authorities, local governments, as well as enterprises and organizations of all forms of ownership, and other regional development entities to address existing problematic issues in the reconstruction and development of various sectors and areas of activity in the region in order to implement a unified state policy of recovery and development of Ukraine at the regional level under special circumstances caused by martial law and after its end.

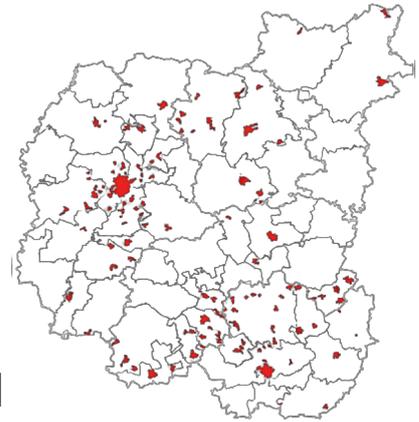
The initial conditions for recovery and development are based on the analysis of the situation in 2022 and the current situation, taking into account the consequences of the impact of the full-scale armed aggression of the Russian Federation.

This document contains an analysis of the region's development scenarios that define the vision of realizing the potential and results of the future development of Chernihiv region.

The level of socio-economic development of the region in the medium term will depend on the further course of hostilities, as well as the ability of the state and the region to successfully recover after their end.

The document takes into account the key threats and also provides for the region's own unique opportunities that exist in the region or have emerged during this period.

# THE MAIN TRENDS AND PROBLEMS OF RECOVERY AND DEVELOPMENT OF THE REGION



## **ANALYSIS OF THE CURRENT SECURITY AND SOCIO-ECONOMIC SITUATION**

Active hostilities took place in the region for more than a month. However, shelling of the border areas continues almost daily, and 19/08/2023 Russia hit the centre of Chernihiv with a missile.

In general, as of 28 August 2023 in the Chernihiv region, as a result of missile, mine and artillery shelling, as well as explosive devices of various kinds, 677 people were killed, 26 children among them, 1317 people were injured, including 80 children.

In addition, there were repeated cases of violations of human rights and international humanitarian law, citizens of the region were subjected to torture, inhuman treatment, illegal deprivation of liberty, the Russian military took people hostage and used civilians as a shield.

As a result of systematic and numerous hostile attacks, the region's settlements, critical infrastructure facilities, and business entities suffered significant destruction/damage.

In general, as a result of shelling and bombardments in the Chernihiv region more than 12.6 thousand objects have been damaged, including 39 bridges, more than 1 thousand kilometres of roads, more than 1.5 thousand objects of critical infrastructure (energy, water supply and sewage).

Among the damaged objects 83% is accommodation (more than 10 thousand objects – 9.3 thousand private houses and 1.1 thousand apartment blocks), 1.2 thousand cannot be restored (1206 private houses and 9 apartment blocks).

A number of social infrastructure facilities were also damaged. These include educational institutions, hospitals, cultural and sports facilities, and social protection (143 educational institutions, 72 healthcare facilities, 5 social protection and 90 cultural and sports facilities).

As a result of the armed aggression of the Russian Federation, the territory of the Chernihiv region is contaminated with explosive objects (remnants of unexploded weapons and mined areas). The potentially dangerous territory of the region, including agricultural land, is 352.1 thousand ha. 18.4 thousand ha of agricultural land can be demined, including 17.0 thousand ha in a 20-kilometre border zone which cannot be examined. Priority demining needs to be done on 1.4 thousand ha of agricultural land. As of today only 65.9 ha have been demined.



Starting in March 2022, explosive weapons examination has been conducted at more than 40.822 thousand ha of land, 235.21 kilometres of roads and 1015.718 km of railroad, 22.5 km of areas along power supply lines, 1738 objects, 61.85 thousand pieces of ammunition neutralised.

As of the beginning of September 2023, 143 objects were restored: 74 educational institutions (41 schools, 29 kindergartens, 1 extracurricular activity, 1 vocational education and training and 2 higher and pre-higher education), 41 healthcare facilities, 4 social protection facilities, 24 cultural and sports facilities, 1123 objects of critical infrastructure.

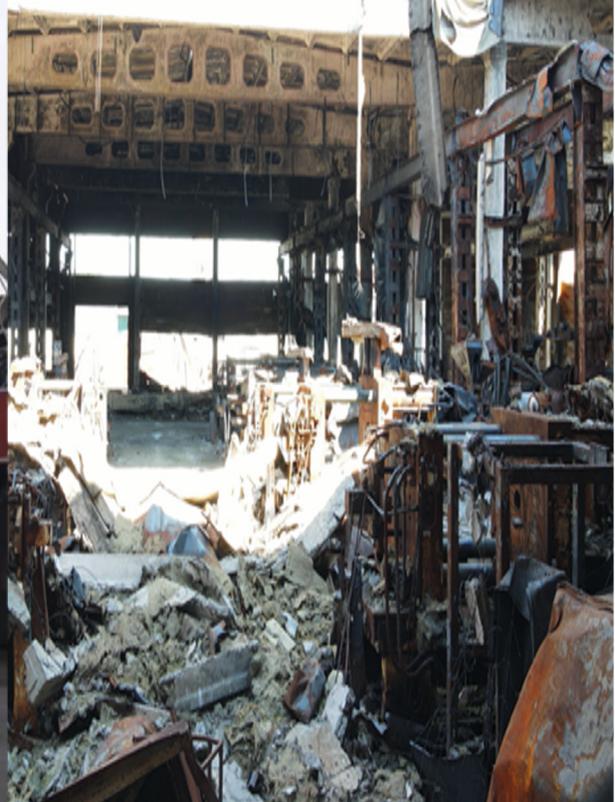
802 km of roads and 31 bridges have been rebuilt (including 11 – major repairs, and 20 temporary structures were installed or temporary crossings/diversions were arranged).

As of 01/09/2023 494 business entities in 21 territorial communities suffered damage and destruction in Chernihiv oblast. Among them 249 – are enterprises, institutions and organizations of non-state ownership, 245 – individual entrepreneurs.

The biggest damage is in trade (229 or 46%); agriculture (64 or 13,0 %), industry (62 or 12,6 %); real estate sphere (53 or 10,8 %).

The total cost of the damaged property of enterprises, institutions and organizations of all forms of ownership, according to accounting data, is about UAH 6.9 billion at residual value, including individual entrepreneurs – UAH 449.5 million, enterprises, institutions and organizations: private ownership – UAH 5.8 billion; state ownership – UAH 20.2 million, communal form of ownership – UAH 515.4 million.

Due to the constant shelling of the border communities of the region by the Russian Federation, the accounting of destruction continues.



**The structure of the region's economy** is dominated by the agrarian component – the share of agriculture in gross value added in 2021 was 29.9%, industry – 20.0%, and services – 40.9%. During the active hostilities in February-March 2022, the region's economy virtually ceased to function. According to estimates, in March only 15% of business entities remained operating, in April – around 25%.

As of 01/01/2022 industrial complex of the oblast was formed by 950 organizations (including 122 big and middle-sized), with approximate employment of 34.1 thousand people. As a result of Russian military aggression more than 60 industrial enterprises of the region were damaged. The biggest destruction is observed in the machine-building, light and food industries.

In 2022 industrial production decreased by 25.8% in comparison with 2021, of products were sold at UAH 34.2 billion, which makes 86.5% of 2021.

Enterprises in the real economy are gradually returning to work, with over 98.0% of industrial enterprises have returned to work so far. At the same time, most industrial businesses have not restored production to pre-war levels due to damaged critical infrastructure, problems with energy supply, staff outflow, lack of or reduced orders, logistics problems, and lack of working capital for recovery.

Despite negative factors, the index of industrial production by main types of activity in January-May 2023 was approximately 134.4% compared to the same period last year.

However, comparing the volume of sales of industrial products in January-May 2023 and the same period in 2021, taking into account the deflator, we can estimate a decrease in industrial production by 15%.

Chernihiv region has significant agricultural potential, and is one of the most developed agricultural regions of Ukraine, which provided 4.8% agricultural production of the country and a significant part of the gross value added in the region (around 30.0%). The agricultural complex of the oblast includes 1405 of operating agricultural enterprises, including 657 farms, 32 agricultural cooperatives, and 135.3 thousand private peasant farms. The food, beverage and tobacco industry includes more than 100 enterprises.

The full-scale war caused the destruction of processes and logistics chains that had been established over the years. Many crop areas were mined. Property, machinery, equipment and warehouses of 70 business entities of the agro-industrial complex of the region were partially damaged or completely destroyed, including 64 agricultural companies.

In 2022 agricultural production decreased by 20.8%. But in 2023 production is growing. In January-July 2023, the region produced gross agricultural output by 17.8% more than in the same period last year, including in agricultural enterprises by 28.9%, in households, the population decreased by 5.3%.

Despite all the difficulties, farmers, due to timely demining, sowed more than 90% area in 2022. In 2023, it is planned to harvest within 4.0 million tons of grains and legumes, which is the same as in 2022. Over 7 months, agricultural enterprises produced 149.7 thousand tons of milk, which is by 12.0% more than in the same period last year.

Full-scale military aggression caused dramatic changes to **foreign trade of Ukraine in general, and the oblast in particular**. In March 2022 there was a rapid collapse of supplies abroad – exports decreased by 22.6%, in July – already 45.4%.

Due to problems with logistics, disruption of traditional supply and sales chains, foreign trade in goods has significantly decreased. As a result of 2022 foreign trade turnover amounted to USD 1.0 billion (-39.2%). Exports decreased by 39.7% (to USD 717.5 million), imports – by 37.9% (to USD 300.4 million).

During January-May 2023 enterprises of Chernihiv region carried out foreign trade operations with partners from 106 countries, the volumes of which amounted to USD 503.9 million. Export deliveries increased by 46.0% and amounted to USD 386.5 million. At the same time it is only 80% to the level of the same period in 2021.

For a long time, food products, in particular grain crops, have been leading in the commodity structure of exports. The situation remains the same today. Cereal crops account for 56.1% of export deliveries, fats and oils – 10.7%, wood and wood products – 6.5%, ready-made food products – 5.3%, textiles – 3.5%, paper and carton – 2.4%. Imports of goods in January-May 2023 increased by 11.7% and amounted to USD 117.5 million. The foreign trade surplus amounted to USD 269.0 million.

The full-scale war has become a new **factor influencing the level of business activity and the investment environment** in Ukraine and the region.

Before the full-scale invasion there were positive trends in the investment of regional enterprises in the region for several years. 25-30 investment projects were implemented annually. Foreign direct investment inflows since the beginning of investment (equity instruments) at the end of

2021 amounted to USD 591.6 million, at the same time, over the past five years of peacetime, about USD 480 million of investments were received (over 80.0% of total amount).

In 2022, the implementation of most investment projects was suspended – only 10 investment projects were implemented.

According to the latest statistics, economic activities were carried out by 6192 companies (5749 – small, 437 – medium, 6 – big and over 35.0 thousand individual entrepreneurs).

During the active hostilities, the business of Chernihiv region suffered significant losses.

Revenues from small and medium-sized enterprises to the consolidated budget decreased by 20.0% (UAH 5.69 billion (including: to the local budget – UAH 2.93 billion (-16.2%), to the state budget – UAH 2.75 billion (-23.7%). The share of revenues from SMEs in the consolidated budget in 2022 was 35.9% (in 2021 – 50.4%), including: to the local budget – 32.2% against 47.3% in 2021; to the state budget, respectively, 40.7% against 53.9%.

At the same time, small (including microenterprises) and medium-sized enterprises are gradually resuming operations in the region, although not at full capacity.

In 2022, 4610 business entities were registered, including 440 – legal persons (by 66% more, than those that ceased operations – 265) and 4170 individual entrepreneurs (by 0.8% more, than those that ceased operations – 4136).

In the first half of 2023 3525 business entities were registered, including 261 legal persons (by 33.9% more, than those that ceased operations – 195) and 3264 individual entrepreneurs (by 82.8% more, than those that ceased operations – 1786). There is an increase in revenues from the activities of small and medium-sized enterprises compared to the corresponding period of 2022: local budget revenues amounted to UAH 1.71 billion ( +28.8% to the revenues of the first half of 2022), to the state budget – UAH 1.53 billion (accordingly + 39.6% ) small and medium-sized businesses transferred to the consolidated budget UAH 3.24 billion (+ 33,7% by the first half of 2022).

At the beginning of 2023, a survey was conducted among entrepreneurs on the current state and needs of business in Chernihiv oblast. According to the survey results 67% of respondents reported a decrease in their income. Despite all the difficulties, the business continues to recover and develop its operations, in particular 61% – expect sales growth in 2023, 20% respondents – have already increased income by 30%. Most importantly, 89% of respondents plan to stay in the region.

The region has established effective information and advisory assistance to businesses in attracting funds from state and international grant and loan programs.

As a result, entrepreneurs are actively involved in their implementation. In particular, within the framework of the government project “eRobota” under the program "Own business" for the period of the program (since July 2022) as of 01/09/2023 184 subjects received grants in the total amount of UAH 43.1 million (allows to create about 402 new jobs). Under the program «Grant for veterans», which started in 2023, three winners will receive UAH 1.25 million and plan to create 9 new jobs. For grants for the creation or development of



processing enterprises during the program period, a positive decision was made on 16 applicants – enterprises of the processing industry in the amount of UAH 76.3 million, grants for the establishment or development of gardening, berry growing and winemaking – 2 applicants each in the amount over UAH 18.4 million.

Entrepreneurs of the region also use the state loan program «5-7-9%». As of 01/09/2023 under the program «Affordable loans» since the beginning of the program, entrepreneurs in the region have signed contracts for UAH 6.1 billion.

### **The war brought significant changes to the functioning of the labor market.**

There is a significant outflow of working-age people from the labor market. A certain number of citizens, mostly women of working age, are abroad.

The labor market is also affected by professional and territorial imbalances, and there is a shortage of skilled workers.

As of July, 1 2023 the employers of the region had 802 vacancies, and the number of unemployed was equal to 4.6 thousand people – that is, there were 6 times more unemployed people than vacancies.

The authorities and the employment service in the region continue to work to stabilize the situation on the labor market. In particular, they will continue to pay compensation for the employment of IDPs, former military personnel, and people in need of additional employment guarantees; if necessary, companies will be provided with partial unemployment benefits; training and retraining programs, including vouchers, are in place; grant programs for small and medium-sized businesses, and the involvement of the unemployed in public and socially useful work will help reduce unemployment and restore the region's economy.



The government initiative is being actively implemented – the project **«Army of Recovery»**, which aims to involve people who have temporarily lost their jobs in performing socially useful work to meet the needs of the Armed Forces of Ukraine, other military units, civil defence forces, to meet the general needs of the economy and the population.

Within the project «Army of Recovery» in the oblast socially useful works have been carried out since the middle of October 2022 and, in general, since the start of the project, they have been attended by 5153 people (as of 01/09/2023).

Since the beginning of 2023, 4730 people joined the performance of socially useful work (as of 01/09/2023), including 103 – internally displaced persons.

According to the Unified informational database of **internally displaced persons** as of 04/08/2023 in Chernihiv oblast 70552 people are registered. From 24/02/2022 till 04/08/2023 64,3 thousand people applied for housing allowance for internally displaced persons, including 3.4 thousand people – whose housing is destroyed or uninhabitable.

Efforts are underway to provide housing for internally displaced persons and people who have lost their homes. 7 modular towns were installed, currently 6 modular towns are open, providing 1004 bed spaces, with 470 inhabitants. Construction of 1 modular town with 352 bed spaces is underway. 637 places for temporary residence of internally displaced persons were allocated at 11 dormitories of educational institutions of the oblast, with 99 inhabitants and 538 free places.

In order to comprehensively support internally displaced persons in the region, the regional Program of support for internally displaced persons was approved in Chernihiv oblast for 2023-2024.

According to the Law of Ukraine «On the Status of War Veterans, Guarantees of Their Social Protection», the social protection authorities grant the status of a person with a disability as a result of war from among the participants of ATO/Joint Forces Operation, Defenders of Ukraine, both male and female, family members of a deceased participant of ATO/Joint Forces Operation, Defenders of Ukraine, both male and female, which gives them the right to use subsidies in accordance with the requirements of the current legislation.

In order to provide comprehensive psychological support and rehabilitation services for war veterans, combatants, their families and families of fallen soldiers, a municipal institution “Chernihiv regional centre for comprehensive rehabilitation and services for combatants, their families and families of the deceased» of Chernihiv Oblast Council is operating. In January-July 2023 the Centre provided 6150 services (psychological rehabilitation (counseling, diagnostics, correctional and restorative work, information, social rehabilitation, physical rehabilitation).

**The Foundation of protective structures of civil defense** in Chernihiv oblast as of July, 1 2023 consisted of 2509 objects, including 150 shelters, 439 anti-radiation shelters, 5 dual-purpose structures with with protective properties of anti-radiation shelters, 1915 simplest shelters.

As of July, 01 2023 technical inventory was carried out for 518 protective structures of civil defense (87.9 % of a general number of structures). 84 protective structures are not ready to be used for the intended purpose.

In pursuance of the Decree of the President of Ukraine deregistration of objects unfit for use is carried out by local authorities, as well as additional inspections of the underground space to provide shelter for the whole population of the oblast.

In the region the Action Plan for the Implementation of the Concept for the Development and Technical Modernization of the Centralized Warning System for the Threat or Occurrence of Emergencies in Chernihiv oblast in 2019-2023 was approved. In December 2022 the Department of Civil Protection and Defense of Chernihiv Regional State Administration carried out the connection work to the National telecommunication network, installed Workstation of the National Automated Centralized Alert System and it is being in test operation.

In the oblast 62 local automated centralized alert systems (MASCO) have to be installed in 5 districts (Koriukivka, Nizhyn, Novgorod-Siverskyi, Pryluky, Chernihiv) and territorial communities of the oblast (57 TC).

Some communities have conducted works in creating MASCO after the full-scale military aggression of the Russian Federation, which include electric sirens-loudspeakers and workstations. Electric sirens with remote control via mobile communication (SMS) or Internet application, were installed in 3 communities, the issue of connecting them to an alternative power source is being resolved.

In order to overcome the consequences of damage and destruction and improve security conditions in Chernihiv region, Currently, the cooperation is being led with more than **300 donor organizations, partners in development and charity organizations**. UN agencies and partner organizations, more than 280 – international and national foundations, programs, public and charity organizations. In the first half of 2023 alone, more than 70 meetings were held with partners.

Since the beginning of the full-scale invasion, 172 cooperation documents have been signed – memorandums, agreements, etc.; over 300 recipients receive assistance within the framework of the concluded documents. In addition, assistance is provided in accordance with other documents: transfer deeds, protocols, gift certificates, donation letters, etc. While by Chernihiv Oblast State Administration directly, 30 cooperation documents were signed.

The main partners providing assistance in the recovery of Chernihiv oblast are The Republic of Latvia and the French Republic.

Accordingly, the circle of partners will expand, which necessitates the introduction of an effective system of interaction with international partners and coordination of joint actions of all participants in this process, as well as effective work on the ground to ensure that all areas of the region and those in need are covered by assistance. For this purpose the **Regional Office for International Cooperation** was created in the oblast, which provides effective data systematization, compilation of an up-to-date list of local communities' needs for humanitarian assistance, project support, and coordination of international cooperation between all parties represented in the region.

In order to identify the main problems and needs of the communities, an **online survey of the region's citizens** was conducted in the spring of 2023. In general the survey covered 7014 respondents.

The survey was conducted by 84.4% women (5920 people), 15.6% men (1094 people), around 1075 unemployed citizens (15.3%), 3939 full-time employees (56.2%), 334 – pensioners (4.8%), 145 – military personnel (2.1%). 8.6 % of survey participants belong to the group of internally displaced persons.

The survey showed that about 35.8% respondents (2511 persons) left their settlement during the active phase of hostilities in the community, 64.2 % (4503 persons) did not leave the settlement.

9.2% survey participants left Ukraine during the active phase of hostilities on the territory of the community (643 persons), 90.8% did not leave the territory of Ukraine (6371 persons).

Also 2219 of the residents of the region who took part in the survey returned to their settlements (31.6%), 4337 of survey participants have not traveled outside their locality (61.8%), and 458 – did not return to their settlement (6.5%).

657 of respondents plan to return after the end of martial law (for citizens who left) (76.1%), 152 participants are not likely to return after the end of martial law (17.6%), and 54 – will not return under any circumstances.

Property of 1.4% respondents (100 persons) was completely destroyed as a result of hostilities, property of 4.4% respondents was partially destroyed (306) or damaged as a result of hostilities, 18.9% respondents (1325) suffered minor damage to property, property of 75.3% respondents (5283) was not damaged.

60.4% survey participants, who belong to the IDP group, plan to return to their settlement after the end of hostilities (524), 10.4% participants plan to return if they have housing (theirs was

damaged or destroyed) (90 persons), 29.2% of the participants do not plan to return to their settlement (253 persons). The living conditions of the residents of the region as IDPs are as follows: 26.4% (270) rent accommodation, 26.4% (270) are staying with relatives and acquaintances, 5.2% (53) have a separate adapted room, the vast majority – 41.9% (428) – other.

According to 76.3% (3945) survey participants, their children/grandchildren plan to stay in the community in the future, while 23.7% (1225) – do not plan to stay in the community.

Around 1528 respondents and their families (25.6%) need assistance from the state in connection with the hostilities (loss of work, housing, business), 1043 respondents (17.5 %) need assistance from the state as a socially vulnerable category of citizens (as a person with special needs), 393 respondents (6.6%) do not need assistance from the state, as they receive help from volunteers, international organizations and relatives, 3010 respondents (50.4%) do not need assistance from the state.

Also 478 respondents (7.2%) were engaged in entrepreneurial activity until 24/02/2022, and 6188 (92.8%) – were not engaged in entrepreneurial activity. 16.9% (220) residents of the region resumed their business activities (for entrepreneurs), 10.2% (150) entrepreneurs are unable to restore it due to the loss of fixed assets, 4.9% (72) of entrepreneurs plan to resume in the near future, the vast majority – 68.0% (1001) have not resumed their business activities.

At the same time, 878 residents of the region (16.0%) who took part in the survey plan to start an entrepreneurial activity, but the vast majority of 4,600 farm owners (84.0%) who took part in the survey do not plan to start an entrepreneurial activity.



## KEY PROBLEMS, INTERNAL AND EXTERNAL CHALLENGES, RISKS AND THREATS

Based on the analysis of the current situation, a number of key challenges and needs have been identified for recovery, creation of decent conditions for the return of citizens to the region, and an attractive environment for attracting investment and development in various areas.

### 1. A large number of damaged or destroyed critical and social infrastructure and housing facilities:

- ☑ the need to rebuild the housing stock (of the total number of damaged objects, 83% of the destruction is the housing of citizens, of which more than 1.2 thousand are beyond repair. In order to return citizens to their communities and reduce the number of IDPs among those who have lost their homes (3.4 thousand people), it is necessary to rebuild housing at a rapid pace. Work on the restoration and provision of housing is already underway, however, as of 11.08.2023, the need to restore the housing stock is approximately 4500 houses;
- ☑ the need to restore critical infrastructure (restoration of critical infrastructure is an extremely important task that directly determines the normal functioning of society and affects the safety and security of people. After the damage, the entire infrastructure operates in an emergency mode, which creates emergencies and risks, affecting the quality of life of citizens. Overloaded networks, disruption of communication systems, lack of access to essential services, and the threat of further disasters are just some of the possible consequences. Priority restoration is needed at 370 power supply facilities, 17 utility facilities «Chernihivvodokanal» (water supply and sewage), 9 gas supply objects and Chernihiv CHPP;



- ☑ the need to rebuild facilities that provide adequate conditions for existence, life and development (without proper availability and functioning of social infrastructure, citizens are forced to look for new communities, regions, and countries that can provide the proper level of services).

## **2. Insufficient safety conditions:**

- ☑ territories contaminated with explosive objects pose a danger to human life and business (for agricultural producers). In addition, this situation affects the income of citizens living near forests and picking berries and mushrooms, as there is a ban on visiting forests during martial law. Demining requires significant funds for logistical support of demining teams of the Main Directorate of the State Emergency Service of Ukraine in Chernihiv Oblast and governmental and non-governmental mine action operators);
- ☑ insufficient number of protective structures and non-compliance of some shelters with existing standards (significant funds are needed to ensure 100% shelter of the population and further improve the readiness of the civil protection facilities of the civil protection fund. Thus, as of 04.08.2023, out of 907 educational institutions in the region, 721 have shelters (79%) (496 are their own shelters, 225 are located outside educational institutions), of which 708 institutions have shelters recommended for their intended use and 13 are undergoing repair work to bring them into readiness. 186 educational institutions in the region have no shelters at all;
- ☑ insufficient public warning systems (to provide timely warnings of dangers and save lives, citizens need to work on developing a centralized warning system);



- ☑ threats of rocket and artillery fire (almost every day the border areas of the region are shelled with mortars and cannon artillery, and there is a constant threat of attack by unmanned aerial vehicles and missiles);
- ☑ information and cybersecurity is an important component of protecting citizens and countering Russian aggression on our territory. In 2022, the number of cyberattacks increased, and Ukrainian government and banking websites and critical infrastructure networks became vulnerable.

### **3. Economic instability:**

- ☑ unfavorable conditions for entrepreneurship and business, insufficient investment (most industrial businesses have not restored production to pre-war levels, investors are unwilling to invest in projects of regional entrepreneurs due to the territorial proximity to the border with the aggressor country. Restoring the normal investment climate will take at least several years and will depend on the introduction of effective tools to support and motivate businesses, cover security risks, reduce the tax burden, transport visa-free travel, etc.);
- ☑ significant amounts of destruction and damage and losses to small and medium-sized enterprises (destroyed equipment, production lines, communication networks, vehicles);
- ☑ absence of a legislative mechanism for reimbursement and/or compensation to enterprises, institutions, organizations for damage caused by armed aggression of Russian Federation;
- ☑ limited budget revenues for development (reduced tax revenues, reduced funding for government programs and subventions, significant growth in defense spending and

compensation costs complicate the implementation of strategic projects aimed at improving the lives of citizens and developing the region's economy);

- ☑ unemployment (the narrowing of the labor market forces citizens to leave for other regions of Ukraine and abroad, creates difficulties for the population and leads to a loss of consumer activity);
- ☑ shortage of workers (due to the outflow of personnel to the armed forces and women of working age leaving the region for other countries, there is a lack of trained, professional staff with specialized education or work experience to fill specific jobs. This leads to delays in production, loss of profits and competitiveness of enterprises and industries);
- ☑ critical situation in the energy sector, possible emergency and planned power outages due to the destruction of energy infrastructure facilities. With long equipment start-up cycles, some companies are unable to carry out their core business even in the event of rolling blackouts;
- ☑ lost or complicated logistics routes. The loss of established supply chains for raw materials and components, as well as traditional sales markets, leads to an increase in production costs, delays in contract fulfillment, lower demand, and, as a result, a decrease in production volumes;
- ☑ significant raw material orientation of regional exports and significant dependence of enterprises on foreign markets.

#### **4. Deterioration of the human capital component**

- ☑ deepening of the demographic crisis (in general, birth rates in the country have been falling by about 7% per year since 2013. In Chernihiv region, the situation is worse. Last year, during the full-scale war, 4724 babies were born in the region, which is 11.5% less than in 2021 (5338), and 20.2% less than the number of births in 2020 (5925). In 2022, as in previous years, the number of deaths in the region remained significantly higher than the number of live births: 25 live births per 100 deaths. Given these dynamics, and due to young women in the region moving abroad or to other regions, the demographic situation may deteriorate significantly, especially in border settlements with Russian Federation and Belarus);
- ☑ increase in the number of internally displaced persons (as the number of IDPs grows, so does the demand for social services, such as housing, education, healthcare, transportation services and assistance to low-income groups, and the need for humanitarian aid and jobs);
- ☑ an increase in the number of citizens in need of mental health support, medical care and rehabilitation due to disabilities and the need for long-term treatment of undermined health. The greatest threat is posed by post-traumatic stress disorders as a result of participation in hostilities and exposure to shelling of populated areas;
- ☑ accessibility of service provision (in today's challenges, accessibility of all types of services (administrative, social, medical, educational, etc.) requires more attention to the needs of citizens, as well as adaptation and optimization of service delivery processes to ensure their



ease and speed. Services should be accessible to everyone, regardless of their level of technical literacy or other factors, including people with disabilities and those with different needs.

**There are also both internal and external risks and threats that may affect the implementation of the Strategy, in particular:**

- a long-term full-scale invasion of russian federation to Ukraine;
- high security risks for business entities and the social sphere due to the proximity to the border with russian federation and Belarus Republic;
- slow economic recovery, unpredictable scenarios for the global economy, new internal and external macroeconomic shocks.

## II. DESCRIPTION OF DEVELOPMENT SCENARIOS

The development scenarios (baseline, optimistic, pessimistic) describe events related to the economic development of the region based on military realities, assumptions and economic indicators.

The scenarios are based on an analysis of the current situation and take into account the estimated impact of external and internal factors.

The medium-term development outlook for the region is influenced by the uncertainty of the situation in the context of armed aggression of Russian Federation.

The development of scenario conditions directly depends on the duration of hostilities and the creation of opportunities for recovery and development.

At the first stage, efforts are aimed at restoring destroyed social and critical infrastructure. At the same time, it is necessary to assess the damage as accurately as possible. The active phase of hostilities is followed by a set of measures to restore and develop the economy, infrastructure and social sphere, which is also the basis for social development.

**The baseline scenario for the development of the region's economy is the end of the war in the medium term.**

Under this scenario, efforts and development resources should be concentrated on the most critical areas (strategic investment projects) that can become growth points for the region's economy. Around such points, it is necessary to develop a business support infrastructure to attract and serve strategic investors.

Under the scenario, the industrial sector is expected to gradually recover, including processing (food, light, and machine building) and establish new logistics links in the supply and promotion of products manufactured by enterprises of Chernihiv region.

Particular attention will be paid to the agricultural sector and rural areas in general, as their development will improve the labor market, create new jobs, and increase rural incomes.

The scenario is based on the following assumptions:

- improved access of enterprises to grants and borrowed capital;
- stimulation of self-employment and growth of the SME sector;
- the prospect of significant resources from partner countries contributing to the reconstruction of Ukraine's economy, which will help to modernize production facilities and reduce the material and energy intensity of production;
- lengthening the value chain in Ukraine
- increase in public spending on defense: army maintenance, weapons procurement, which can revive the work of defense companies;
- reduction of the "shadow" sector of the economy;
- preservation of jobs, stopping the outflow and return of highly qualified personnel to the region;
- use of modern digital technologies and solutions to rebuild damaged infrastructure.

The full dynamic restoration of all institutions in wartime and postwar conditions in order to have a qualitative impact on long-term regional and local development will create conditions for the realization of local potential to address problematic issues.

Conclusion: If this scenario is implemented, the economy of Chernihiv region can reach the level of the pre-war period in 2026.

### **Optimistic scenario of the region's economic development: end of the war in the short term.**

This scenario is based on the expected positive trends from all possible strategic combinations. This scenario is characterized by the rapid pace of reforms, the introduction of structural changes, and the receipt of significant funds for reconstruction.

The work will be focused on restoring critical infrastructure and systematic assessment of the damage caused with the approval of cost estimates.

Under this scenario, the economy is expected to recover rapidly, introduce innovations, high-tech industries, and enter European markets.

At the beginning of the implementation of this scenario, efforts will be made to find new "niches" and markets, provided that import duties and tariff quotas in the European Union are abolished.

The scenario is based on the following assumptions:

- maximum demining of the territory of the region;
- full-scale involvement of donor organizations/projects;
- restoration of industrial enterprises, reorientation of their orders and sales market;
- attracting investments to the region, introducing innovative technologies in the production of products at enterprises, establishing logistics, and creating new jobs;
- intensifying the development of small and medium-sized businesses, which will gradually shift from trade and services to high-tech production and knowledge-intensive services;
- restoration and stabilization of agriculture and the food industry, restoration of the attractiveness of organic farming and food production;
- continuation of state granting, in particular within the framework of the project «eRobota» to start their own business, set up processing enterprises, plant new gardens and build new greenhouses, and expand the scope of such grants;
- attracting international technical assistance that will be directed to the development of networks of transportation and spatial infrastructure, agriculture and food industry (in terms of implementation of EU standards), ensuring energy saving and energy efficiency.
- slowdown in inflation.

By restoring the operation of enterprises, including damaged ones (destroyed), increase of self-employment i.e., the intensification of entrepreneurial activity), the unemployment rate will decline. A moderate increase in the gross regional product is also expected due to the investment component and the growth of the population's consumer capacity.

Territorial communities that have suffered significant, direct, economic losses from the military aggression, will receive significant material and financial resources to improve the social and engineering infrastructure, which will gradually contribute to the restoration of all territories and reduce the imbalances in their development.

Conclusion: recovery of the regional economy to the indicators of the pre-war period is expected in 2025.

### **Pessimistic scenario of the regional development – long-term military conflict.**

This is the most threatening scenario, which implies the continuation of the military actions on the territory of Ukraine, missile attacks, provocations on the state border, the threat of the repeated offensive on Chernihiv oblast.

Economic damage to the region will grow, also due to the destruction of civil and infrastructure objects, regional economy will work under conditions of high uncertainty, all industries and areas of activity are negatively affected.

Part of the businesses may relocate capacities to the West of Ukraine or abroad, others – cease the activity or will operate with significant restrictions, and some enterprises will not be able to resume operations due to complete or partial destruction.

Characteristic features of this scenario may include:

- deepening of the demographic crisis (population decline in the region as a whole and especially rapidly in border communities and rural areas;
- forced migration and narrowing of the labor market (the working-age population will be less and less provided with jobs due to the decline in industrial production and the slowdown in agricultural production);
- impossibility of carrying out agro-technological works in border and contaminated with explosive hazardous substances territories, will lead to significant reduction of sown areas;
- small and medium-sized enterprises will develop at a slow pace, mostly remaining in the trade and services sector;
- self-employment in small business will also increase slightly. The youth will increasingly face the problem of employment in the region, and the level of migration to European countries is likely to increase; a significant decline in business activity could lead to an increase in unemployment;
- continuation of active military operations will cause the increase of price on energy resources, which will influence the cost of products and services;
- due to logistics disruptions, problems will continue with exports, including grain crops, as well as imports, in particular because of seaports blocking;
- inflationary pressures will increase due to the consequences of the full-scale war.
- investments in the region will be insignificant, in particular related to post-war recovery of the region;
- absence of state investments in rebuilding of individual infrastructure and housing construction.

In general, the lack of jobs, declining real incomes, and limited basic services will encourage people to go abroad, and citizens who have already left during active hostilities will not be able to return. This will lead to a decline in consumer demand and an outflow of working-age people.

Conclusion: reduction of the regional economy is expected in all components, no growth is forecast in the medium term. Living standards will remain low.

Reduction of the regional economy, among other things, will deepen the decline in revenues to all local budgets.

Taking into account the full range of possible scenarios, we can proceed from the assumptions of a realistic scenario, the implementation of which will create a real opportunity for progressive recovery and further dynamic development of Chernihiv oblast.

Though, as a result of united efforts of interested parties: authorities of different levels, international institutions, civil society and business, and most importantly, success on the battlefield, there is a possibility of approaching the optimistic development scenario.



## III. STRATEGIC VISION

As recovery of Chernihiv oblast and the whole country in general is not only rebuilding of infrastructure facilities, the social sphere and business, but the return of the Ukrainians to Ukraine and oblast, it is necessary to create new jobs, ensure the full functioning of industries and territorial communities, which will live in post-war conditions.

The vision of recovery and development of Chernihiv region in the medium term is based on human and economic potential.

### **STRATEGIC VISION:**

**Chernihiv region – is a region, which has made its way from restoration and modernization to a safe, sustainable, economically developed region where every citizen has equal access to high-quality social services, modern education, effective healthcare and a rich cultural heritage. It is a territory where everyone has opportunities for personal and professional development.**

Based on the problems and needs, as well as the strategic vision, **4 strategic goals** were identified:

- I. CHERNIHIV REGION – IS A SAFE REGION.**
- II. COMPLEX RECOVERY OF INFRASTRUCTURE.**
- III. BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION.**
- IV. PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL.**

The main priorities, tasks, and key projects are defined for each goal.

The strategy is essentially a program of anti-crisis projects aimed at restoring and further sustainable development of the region in the medium term.

## **I. CHERNIHIV REGION – IS A SAFE REGION.**

To ensure the realization of this goal, it is necessary to demine the territory of the oblast, create and modernize public alert systems, build or repair defense structures, ensure fire and industrial safety, reduce the negative impact on the environment. To ensure the vital activity of citizens in case of emergencies – form reserves of food and essential goods, create conditions for their production using local potential, ensure energy independence, information and cyber security.

**II. COMPLEX RECOVERY OF INFRASTRUCTURE** is possible if the following key factors and strategic approaches are implemented:

- damage assessment;
- development of a clear and comprehensive plan with the sequence and priority of restoration of facilities, resources, and deadlines;
- use of modern technologies and innovations for reconstruction;
- partnerships, involvement of the maximum number of participants to co-finance and implement infrastructure recovery projects;
- taking into account the needs and interests of the population, ensuring access to basic services and improving the quality of life.
- adhere to the principles of sustainable development and environmental safety.

## **III. BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION.**

To achieve the strategic goal, new approaches and changes in the structure of the economy are needed that combine innovation, sustainability and openness to investment and markets, support for local producers, intensification of entrepreneurial initiatives and development of self-employment, as well as active cooperation with international partners to create a favorable environment for economic growth.

Restoration and development of the region's economy is possible in case of:

- assessment of the damage and the amount of losses incurred by enterprises, institutions and organizations, as well as lost profits due to the armed aggression of the Russian Federation;
- development of industries with high added value:
  - dual-use products;
  - in-depth processing of agricultural and raw natural resources;
  - innovative products and services.

- creating favorable conditions for the recovery and development of small and medium-sized businesses;
- identification and development of competitive advantages of the region's economy and realization of their potential;
- export to the European and global markets of technological products with a significant degree of localization;
- investing in infrastructure, encouraging businesses to implement energy efficiency measures;
- establishing logistics with the European Union;
- search for new markets;
- focus on own resources and local producers to ensure energy and food security of the region;
- restoring sustainable development of the agro-industrial complex and processing industry;
- introduction of innovations and technology transfer;
- development of modern industrial zones, scientific/technological/industrial parks.

The following industries should form the basis of the economy of the post-war future of Chernihiv Region:

- agriculture and food industry – due to problems with grain sales, the structure of agricultural production will undergo changes and will require more processing;
- high-tech mechanical engineering as a branch of innovative direction;
- light industry, as an industry that provides a large number of jobs and has significant export potential;
- the woodworking industry with the provision of a full cycle of processing – will become extremely relevant during the period of restoration and reconstruction of the region;
- IT industry, which can ensure the development of the region on an innovative basis.

#### **IV. PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL**

The main task is to create conditions for the return to the region of the population (women, youth and children) who were temporarily forced to move abroad during the war.

To do this, it is necessary to ensure:

- access to quality education, medical care at all levels;
- restoration of physical and mental health;
- provision of quality administrative services;
- ensuring gender equality and inclusiveness;
- support for internally displaced persons;
- ensuring the rights of veterans and their integration into society;
- ensuring employment of the population;
- development of the youth movement;
- care and comprehensive development of children;
- support for culture and art.

## IV. STRATEGIC GOALS, PRIORITIES, OBJECTIVES, KEY PROJECTS

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL I</b>		<b>CHERNIHIV REGION – IS A SAFE REGION</b>				
<b>Creation of security conditions for everyday life of cities</b>	Modernization and creation of territorial and local automated centralized warning systems	2023-2025	Department for Civil Protection and Defense Work of the Regional State Administration; utility company «Ukrspetszviazok»; State Special Communications Service of Ukraine in Chernihiv oblast; district state administrations; local governments	2 742 000.0	State and local budgets, international assistance	Alert is provided to executive team are and citizens are informed about emergency situations and actions in case of their occurrence
	Demining of the region's territories, including agricultural land	2023-2026	Department for Civil Protection and Defense Work, Agricultural Development of the Regional State Administration; governmental and non-governmental operators of demining activity	To be determined	State and local budgets, international assistance	The territory of the region is cleared of explosive devices
	Increase the fund of protective structures to ensure 100% shelter of the population and further improve the readiness of the civil defense facilities	2023-2026	Department for Civil Protection and Defense Work of the Regional State Administration; district military administrations; local governments; business entities	5 600 000.0	State and local budgets, international assistance	The population is provided with shelter from mass destruction means in a special period and in peacetime

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL I</b>		<b>CHERNIHIV REGION – IS A SAFE REGION</b>				
	Creating conditions for the safe stay of staff, patients and the public in healthcare facilities in the region (creation, repair, reconstruction of civil defense facilities)	2023-2024	Department of Health Care of Regional State Administration, medical institutions	385 737.0	State and local budgets, other sources	Civil defense facilities created and are kept in constant readiness in medical institutions of the region
	Provision of shelters for educational institutions in the region, design and construction of civil protection facilities in secondary education institutions and preschools that do not have such shelters	2023-2024	Department of Education and Science of the RSA, local governments	600 000.0	Subventions from the state budget on the terms of co-financing with local budgets, local budgets, funds of charitable organizations and other funds not prohibited by law	158 educational institutions will have ready-to-use shelters
	Establishment and equipping of the Emergency Management Center	2023-2026	Department of Civil Defense and Defense Work of the Regional State Administration	4 500.0	International aid	Management decision-making and prompt response to emergencies are ensured
	Creation of regional, local and facility reserves of material and technical resources	2024-2027	Department of Civil Protection and Defense of the RSA, district military administrations, local governments	35 000.0	Local budgets, international aid	Prevention of natural and man-made emergencies and effective elimination of their consequences in a special period

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL I</b>		<b>CHERNIHIV REGION – IS A SAFE REGION</b>				
	Uninterrupted functioning of the Resilience Centers	2023-2024	District military administrations; local governments	The amount of funding is determined based on the needs and financial capacity of local budgets	Local budgets, other sources	Ensured the operation of the Resilience Centers, equipped them with everything necessary to provide relevant services to citizens
	Ensuring an appropriate level of fire and industrial safety	2023-2027	Structural units of the RSA, district military administrations, local governments	800 000.0	State budget, local budgets, funds of charitable organizations and other funds not prohibited by law	Educational, health-care, cultural, and other facilities with a large number of people are equipped with fire alarm systems. Buildings are equipped with protection systems against direct lightning strikes and its secondary effects. The wooden elements of the attic flooring were treated with fire protection agents
	Disposal of ownerless, unusable chemical plant protection products (CPPs) stored in the region in unsatisfactory conditions	2023-2027	Department of Ecology and Natural Resources of the Regional State Administration, district military administrations, territorial communities	22 600.0	Budgets of all levels, grant aid	233.8 tons of unusable plant protection chemicals disposed of

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL I</b>		<b>CHERNIHIV REGION – IS A SAFE REGION</b>				
<b>Ensuring food security in the region</b>	Formation of a food reserve in the communities of the region	2023-2024	Department of Agricultural Development of the Regional State Administration, district military administrations, local governments	The amount of funding is determined based on the needs and financial capacity of local budgets	Local budgets, other sources	Food reserves were created in case of crisis situations
	Formation of a list of trade, gas stations and public catering facilities whose potential can be used to fulfill tasks during a special period to meet the needs of the population with essential goods	2023-2027	RSA departments: economic development, agro-industrial development, civil protection and defense; district state administrations, local governments	The amount of funding is determined based on the needs and financial capacity of local budgets	Local budgets, other sources	Meeting the needs of the region's population in a special period with essential goods
	Establishment of small processing enterprises in communities (mini-bakeries, etc.) and development of their network to provide the population with essential goods in case of emergency	2023-2027	District military administrations, local governments	The amount of funding is determined based on the needs and financial capacity of local budgets	Local budgets, other sources	Production of vital food in case of crisis is ensured
<b>Energy security</b>	Arrangement of physical protection of critical infrastructure facilities	2023-2027	Department of Energy Efficiency, Transport, Communications and Housing and Communal Services of the Regional State Administration, critical infrastructure operators, local governments, local executive authorities	To be determined additionally	Funds of critical infrastructure operators	Ensuring protection of critical infrastructure facilities from the physical impact of debris and blast waves (in case of possible shelling)

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL I</b>		<b>CHERNIHIV REGION – IS A SAFE REGION</b>				
	Protecting heat and water supply facilities from the threat of power outages	2023-2027	Department of Energy Efficiency, Transport, Communications and Housing and Communal Services of the Regional State Administration, critical infrastructure operators, local governments, local executive authorities	To be determined additionally	Funds of critical infrastructure operators	Boiler houses, central heating stations, water and sewage pumping stations are equipped with backup power sources
	Diversification of heat supply sources for social and critical infrastructure facilities	2023-2027	Department of Energy Efficiency, Transport, Communications and Housing and Communal Services of the Regional State Administration, local governments, local executive authorities, international partners	To be determined additionally	International aid, local budgets	Replacement of natural gas consumption with alternative fuels ensured
	Developing alternative energy and increasing its production capacity by installing new solar generation facilities and reconstructing existing biogas plants. Increase the production of alternative fuels	2023-2027	Department of Energy Efficiency, Transport, Communications and Housing and Communal Services of the Regional State Administration, enterprises in the relevant field of work, local executive authorities, international partners	To be determined additionally	Own funds of enterprises, international aid	New environmentally friendly and resource-saving technologies were introduced. Increase in the capacity of alternative power generation facilities to 41.4 MW
	Restoration of damaged critical infrastructure	2023-2027	Department of Energy Efficiency, Transport, Communications and Housing and Communal Services of the Regional State Administration, operators of the heat, gas, water and energy distribution system	To be determined additionally	Own funds of enterprises, state budget	Restoration of 400 objects

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL I</b>		<b>CHERNIHIV REGION – IS A SAFE REGION</b>				
<b>Information and cybersecurity</b>	Providing and implementing modern information and communication equipment and software in public authorities and local governments	2023-2027	Regional State Administration, Structural units of the RSA, district military administrations	5 000.0	International technical assistance	Increasing the level of resilience to cyber threats of the regional state administration, its structural units, and district state administrations
	Reconstruction of the server room of the regional data center. Ensuring uninterrupted and trouble-free functioning of the modern system of regional information resources	2023-2027	Regional State Administration	2 000.0	Regional budget, international technical assistance	Uninterrupted functioning of the regional data center, existing information and communication systems of the region
	Software legalization	2023-2027	Structural units of the RSA, district military administrations	4 000.0	State budget, international technical assistance	Ensuring the requirements of the current legislation in the field of intellectual property and copyright, implementation of the Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure for the Use of Computer Programs in Executive Authorities", the Order of the Cabinet of Ministers of Ukraine

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL I</b>		<b>CHERNIHIV REGION – IS A SAFE REGION</b>				
						"On Approval of the Concept of Software Legalization and Combating Illegal Use"
	Connecting additional telecommunication towers in border communities to permanent power supply	2023	Chernihiv Branch of Broadcasting, Radiocommunications & Television Concern	115.02	Local budgets	3 newly created telecommunication facilities are connected to a permanent power supply
	Installation of a telecommunication tower >140 m for terrestrial television and radio broadcasting in the southern part of the region and (if the need is identified) the creation of additional telecommunication facilities in the central and/or northeastern part of the region for the needs of Ukrainian television and radio broadcasting	2024-2025	Chernihiv Branch of Broadcasting, Radiocommunications & Television Concern	51 000.0	Funds from extra-budgetary sources, international technical assistance	Over 90% of Chernihiv oblast territory is covered by the Ukrainian broadcasting signal

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL II</b>		<b>COMPREHENSIVE INFRASTRUCTURE RESTORATION</b>				
<b>Assessment of destruction and damage to infrastructure facilities</b>	Diagnostics of the destruction of the consequences of the war within Chernihiv region. Comprehensive assessment of the affected areas and identification of stages and priorities for renovation	2023-2024	Department of Urban Planning and Architecture of the Regional State Administration, EGIS VillesetTransports/DassaultSystèmes/B4D&E	As part of the implementation of the Memorandum	Foundation for Research and Assistance to the Private Sector (FASEP)	Report on the assessment of the potential cost of reconstruction with recommendations on the feasibility and priorities of renovation
	Urban planning diagnostics of the city of Chernihiv					Strategic master plan for the priority district of Chernihiv city
<b>Comprehensive reconstruction of settlements</b>	Development and implementation of the Integrated Recovery Program of Chernihiv oblast	2023-2027	Department of Urban Planning and Architecture of the Regional State Administration, district military administrations	Not defined	Not defined	The main spatial, urban planning, and socio-economic priorities of the recovery and development policy have been implemented
	Development and implementation of the Regional Recovery and Development Plan and relevant plans of local communities	2023-2027	Department of Economic Development of the Regional State Administration, district state administrations, local governments	Does not require funding	–	Reconstruction projects were implemented in the communities of the region. The maximum number of consequences of destruction and damage has been overcome

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL II</b>		<b>COMPREHENSIVE INFRASTRUCTURE RESTORATION</b>				
	Ensure that the Register of Damaged and Destroyed Property (RDDP) contains complete information on destroyed and damaged buildings in the region. Ensure the effective work of local government commissions to consider compensation for destroyed property and damaged real estate	2023-2024	Department of Urban Planning and Architecture of the Regional State Administration, district military administrations, local governments	Not defined	Not defined	Compensation provided to the population for damaged and destroyed property
	Implementation of the Unified Digital Integrated Information and Analytical System for the Management of the Reconstruction of Real Estate, Construction and Infrastructure at the regional level (DREAM)	2023-2027	Structural subdivisions of the RSA, district military administrations, local governments	Does not require funding	–	Effective management of reconstruction projects at all stages of their implementation is ensured
	Implementation of a pilot project on comprehensive restoration of Yagidne village of Ivanivka rural territorial community of Chernihiv oblast, affected by the armed aggression of Russian Federation	2023-2024	Infrastructure restoration and development service in Chernihiv oblast, based on the results of open tenders	404 000.0	State budget, local budget, other raised funds	Completed: construction of 6 individual residential buildings, major repairs of 95 individual residential buildings, 17 apartment buildings, reconstruction of Yagidne club-library building, Yagidne Secondary school

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL II</b>		<b>COMPREHENSIVE INFRASTRUCTURE RESTORATION</b>				
						of I-II levels, major repairs of 4,4 km street and road network and improvement, construction of 4,4 km of communications, construction of a pump room
	Restoration of residential infrastructure damaged as a result of armed aggression of russian federation	2023-2027	Structural subdivisions of the RSA, district military administrations, local governments	Within the needs	State and local budgets, funds from international funds and organizations, funds of citizens	Restored the maximum number of damaged and destroyed housing infrastructure facilities
	Installation of modular houses for residents whose homes were destroyed as a result of armed aggression of russian federation	2023-2027	Regional state administration, its structural subdivisions, district military administrations, local self-government bodies (by order of recommendation)	500 000.0	International funds, local budgets	Provided temporary housing for residents whose homes were destroyed as a result of armed aggression of rf
	Restoration of administrative buildings	2023-2027	Structural subdivisions of the RSA, district military administrations, local governments	Within the needs	State and local budgets, funds from international funds and organizations, own funds of institutions and organizations	Restored the maximum number of damaged and destroyed facilities

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL II</b>		<b>COMPREHENSIVE INFRASTRUCTURE RESTORATION</b>				
	Conservation of damaged and destroyed facilities that do not require immediate restoration to ensure the physical preservation of buildings and structures	2023-2024	Structural subdivisions of the RSA, district military administrations, local governments	Within the needs	State and local budgets, funds from international funds and organizations, own funds of institutions and organizations	Buildings and facilities saved from further destruction
<b>Restoration and modernization of life support systems</b>	Modernization of water supply and sewerage systems in the communities of the region to bring their technical condition to modern standards and increase their sustainability	2023-2024	Department of Energy Efficiency, Transport, Communications and Housing and Communal Services of the Regional State Administration, district military administrations, local governments	370 000.0	State budget, funds from international organizations	Restoration of damaged/destroyed water supply and sewerage facilities in Chernihiv and other settlements. Provision of services of appropriate quality and in sufficient volumes to all categories of consumers is ensured
	Construction of artesian wells in the region's communities	2023-2027	Department of Energy Efficiency, Transport, Communications and Housing and Communal Services of the Regional State Administration, district military administrations, local governments	Within the needs	State and local budgets, funds from international funds and organizations, own funds of institutions and organizations	Providing the population with drinking water of appropriate quality in sufficient amounts
	Complex reconstruction of Chernihiv CHPP with the conversion of boiler units to safe coal combustion of Ukrainian gas extraction	2023-2024	Department of Energy Efficiency, Transport, Communications and Housing and Communal Services of the Regional State Administration, district military administrations, local governments	300 000.0	State and local budgets, funds from international funds and organizations	Restored and modernized Chernihiv CHPP. Electricity generation increased

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL II</b>		<b>COMPREHENSIVE INFRASTRUCTURE RESTORATION</b>				
	group, repair of the generator with a capacity of 50 MW to increase the volume of electricity generation					
	Improving the quality of electricity supply services	2023-2025	Department of Energy Efficiency, Transport, Communications and Housing and Communal Services of the Regional State Administration, AJSC "CHERNIHIV-OBLENERGO"	256 000.0	Investment program AJSC "CHERNIHIV-OBLENERGO", State budget (Fund for elimination of the consequences of armed aggression), international funds, organizations	Decrease in the actual value of the SAIDI indicator in Chernihiv by 15%, creating a power reserve, reducing electricity losses in the network 10 kW for 207 thousand kW*hours per year. The substation 35/10 kW constructed in Chernihiv with the network configuration 10 kW and reconstruction of the network 35 kW
<b>Restoration of road infrastructure</b>	Construction and overhaul of destroyed bridges and overpasses on public roads of national importance	2023-2024	Infrastructure restoration and development service in Chernihiv region	2 957 945.6	State budget	Constructed bridge over the Desna river (Southern way to Chernihiv), Major repairs of 3 bridges over the Desna river, 2 bridges over the Bilous river, bridges over the Seim river,

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL II</b>		<b>COMPREHENSIVE INFRASTRUCTURE RESTORATION</b>				
						the Zamglay river and a canal completed. Overhaul of 2 overpasses over the railroad tracks completed
	Rebuilding and improving the condition of public roads of local importance	2023-2024	SE «Local Roads Agency in Chernihiv oblast»	1 916 606.5	State budget	Overhaul of 3 bridges and 52.8 km of roads, damage eliminated, the operation of road elements in different seasons ensured, and bridge crossings maintained and improved
<b>Restoration and modernization of social infrastructure</b>	Maximize the involvement of international organizations in the restoration of damaged and destroyed infrastructure. Deepening and expanding cooperation with development partners and international financial organizations, raising extra-budgetary funds for reconstruction	2023-2027	Department of Economic Development of the RSA, structural subdivisions of the RSA, local governments (upon agreement), Regional Development Agency in Chernihiv oblast	3 500.0 (annually)	Funds from international assistance, funds from other sources not prohibited by law	Increase the institutional capacity of the Regional Office for International Cooperation. Systematize and regulate the process of attracting extra-budgetary funds

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL II</b>		<b>COMPREHENSIVE INFRASTRUCTURE RESTORATION</b>				
	Implementation of existing agreements: - on cooperation of Chernihiv oblast with partner regions of foreign countries and expanding the contractual base with regions of foreign countries; - cooperation between cities and communities of the region and partners from foreign countries	2023-2027	Department of Economic Development of the RSA, structural subdivisions of the RSA, local governments, Regional Development Agency in Chernihiv oblast	Does not require funding	–	Opportunities for interregional cooperation for the restoration and development of communities have been utilized
	Restoration of educational institutions	2023-2027	Department of Education and Science of the RSA, district military administrations, local governments, founders of educational institutions	1 579 357.0	State and local budgets, funds from international funds and organizations	Restored 20 educational institutions, namely: 9 general secondary education institutions, 8 preschool education institutions, 2 institutions of professional (vocational) education and 1 institution of professional higher education
	Bringing educational institutions in line with modern requirements and needs	2023-2027	Department of Education and Science of the RSA, local governments	1 608 500.0	State and local budgets, other sources not prohibited by law	Ensuring proper conditions and equal access to education for children under martial law and in the postwar period

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<b>STRATEGIC GOAL II</b>		<b>COMPREHENSIVE INFRASTRUCTURE RESTORATION</b>				
	Restoration of cultural facilities	2023-2027	Department of Health of the Regional State Administration	2 150 000.0	State budget, other sources	Restored 16 healthcare facilities
	Restoration of cultural facilities	2023-2027	Department of Culture and Tourism, Nationalities and Religions of the Regional State Administration	Within the needs	State budget, local budgets, other sources	Restored cultural institutions that were damaged
	Carrying out major repairs and comprehensive thermal modernization of the building of the municipal non-profit enterprise «Chernihiv Regional Blood Center», purchase of a mobile blood collection point and expensive medical equipment	2024-2026	Department of Health of the Regional State Administration	20 000.0	State budget, regional budget, other sources	A high-quality system for procuring donor blood and its components has been created
	Providing medical institutions with modern multifunctional and expensive medical equipment and devices	2024-2026	Department of Health of the Regional State Administration	980 000.0	State budget, regional budget, other sources	Provision of timely and high-quality medical services, including diagnostic services
	Reconstruction of the building of a separate structural unit of the municipal non-profit enterprise «Chernihiv Regional Hospital» – Center for victims of the Chernobyl accident and veterans as a hotel-type dormitory for medical workers, patients and their relatives	2024-2027	Department of Health of the Regional State Administration	450 000.0	State budget, other sources	Ensuring conditions for the consolidation of medical personnel and comfortable stay of relatives of patients, including those in need of third-party care

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<b>STRATEGIC GOAL II</b>		<b>COMPREHENSIVE INFRASTRUCTURE RESTORATION</b>				
	Restoration of damaged and destroyed architectural monuments. Carrying out restoration work on damaged and destroyed monuments of architecture, urban planning and landscape art	2023-2027	Department of Urban Planning and Architecture of the Regional State Administration, owners and users of monuments of architecture, urban planning and landscape art	Within the needs	State, regional and local budgets, other sources of funding	Restored monuments of architecture, urban planning and landscape art
	Completion of the full restoration and bringing 9 sports facilities damaged as a result of military aggression back to working condition	2023-2026	Department of Family, Youth and Sports of the Regional State Administration, owners of the facilities	275 000.0	State budget, Local budgets, funds of facility owners, funds of international partners, other sources of funding not prohibited by law	Restoration of sports facilities damaged as a result of military aggression
<b>STRATEGIC GOAL III</b>		<b>BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION</b>				
<b>Assessment of economic damage and destruction</b>	Fixing and monitoring the damage and destruction caused by armed aggression of Russian Federation against Ukraine	2023-2024	Structural subdivisions of RSAs, district state administrations, local governments	To be determined additionally	Not defined	Inspections of destroyed and damaged property carried out, damage and losses recorded, and the amount (assessment) of damage and losses determined. The Electronic Register is filled with information on damage and losses caused by armed aggression of Russian Federation against Ukraine

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<b>STRATEGIC GOAL III</b>		<b>BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION</b>				
<b>Business recovery and development. Creating conditions for improving competitiveness of local producers</b>	Financial and credit support for small and medium-sized enterprises within the framework of the implementation of state credit programs, in particular the program "Affordable Loans 5-7-9%"	2023-2027	Partner banks of state loan programs, the Entrepreneurship Development Fund of Ukraine	State budget funds – depending on the project	State budget	Financial and credit support has been provided to small and medium-sized businesses. Preconditions have been created for the resumption of business activities that suffered losses from military aggression of rf. New jobs have been created
	Financial and credit support for small and medium-sized enterprises within the framework of the regional program for the development of small and medium-sized enterprises for 2021-2027	2023-2027	Department of Economic Development of the Regional State Administration, State Organization "Regional Entrepreneurship Support Fund in Chernihiv oblast»	8 700.0	Funds from the regional budget, including repayment of previously granted loans through State Organization "Regional Entrepreneurship Support Fund in Chernihiv oblast»	
	Provision of non-refundable financial support for partial reimbursement of expenses: - small and medium-sized enterprises to determine the damage and the amount of losses incurred as a result of the destruction and damage to their property in connection with armed aggression of russian federation, as well as lost	2023-2024	RSA departments: economic development, finance, State Organization "Regional Entrepreneurship Support Fund in Chernihiv oblast»	3 926.0	Regional budget	Preconditions have been created for the resumption of business operations that have suffered losses as a result of rf military aggression. Financial support was provided to local producers and markets for their products were expanded. Increased competitiveness of

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<b>STRATEGIC GOAL III</b>		<b>BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION</b>				
	profits from the inability or obstacles to conduct business activities; - for regional enterprises to participate in exhibitions and fairs at the national and international levels;	2023-2027		2 700.0		local producers and expanded markets for their products
	- for regional enterprises, the cost of certification of products, management systems and/or assessment	2023-2027		1 730.0		
	Providing information and advisory support to SMEs to enhance their participation in state and international grant programs, including assistance in developing business plans	2023-2027	Department of Economic Development of the Regional State Administration, Chernihiv Regional Job Center, State Organization "Regional Entrepreneurship Support Fund in Chernihiv oblast», Regional Development Agency of Chernihiv oblast, entrepreneurship support centers of local governments	If necessary	Regional and local budgets, other sources of funding not prohibited by law	Positive decisions on obtaining state and/or international grants. New jobs created
	Information and advisory support for starting and running a business, including by combatants, people with war-related disabilities and their families, and internally displaced persons	2023-2027	Department of Economic Development of the Regional State Administration, State Organization "Regional Entrepreneurship Support Fund in Chernihiv oblast», Regional Development Agency of Chernihiv oblast	2 170.0	Regional and local budgets, other sources of funding not prohibited by law	Preconditions have been created for the resumption of business operations that have suffered losses as a result of military aggression of rf. Awareness of business entities and people wishing to start

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<b>STRATEGIC GOAL III</b>		<b>BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION</b>				
						their own business has been raised. New business entities have been registered
	Social entrepreneurship studios	2023	Regional Development Agency of Chernihiv oblast	700.0	United Nations Organisation Development Program	Social enterprises established in communities of Chernihiv oblast
	Creating a Business Incubator for Veterans	2023-2024	Regional Development Agency of Chernihiv oblast, State Organization "Regional Entrepreneurship Support Fund in Chernihiv oblast»	150.0	Regional budget, international donors	Teaching veterans the basics of entrepreneurial activity, how to start their own business, choose a business idea and develop a business plan
	Conducting incubation and acceleration programs for the development of entrepreneurial activity	2023-2024	Regional Development Agency of Chernihiv oblast, State Organization "Regional Entrepreneurship Support Fund in Chernihiv oblast»	500.0	International donors	Participants of acceleration programs will have access to educational resources, mentors, experts, and coaches to help them develop their skills in business management, strategy, marketing, finance, etc.

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<b>STRATEGIC GOAL III</b>		<b>BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION</b>				
<b>Innovative, competitive economy</b>	Development of modern industrial zones and creation of a network of industrial parks	2023-2027	Department of Economic Development of the RSA, structural subdivisions of the RSA, district state administrations, local governments (upon agreement), Regional Development Agency of Chernihiv oblast	Depending on the project	Funds from the state and local budgets, funds from private investors, loans from banks and other financial institutions, international assistance, funds from other sources not prohibited by law	Creating a favorable investment environment for business development and launching entrepreneurial initiatives, developing modern production, transport and logistics infrastructure, creating new industrial zones and cooperative ties. Reducing the tax burden
	Creation of science/ technology parks	2023-2027	Department of Economic Development of the RSA, structural units of the RSA, district state administrations	100 000.0	Funds from the state and local budgets, funds from private investors, loans from banks and other financial institutions, international assistance, funds from other sources not prohibited by law	Deepening cooperation between science and business, intensification of research, production and introduction of knowledge-intensive competitive products, attraction of domestic and foreign investments for project implementation, creating favorable conditions for the establishment and development of small and medium-sized innovative enterprises

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<b>STRATEGIC GOAL III</b>		<b>BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION</b>				
	Supporting the activities of the Startup Creation and Development Center «Victory Center»	2024-2025	National University «Chernihiv National University of Technology»	30 000.0	State budget international investments other not prohibited by law	Increasing the attraction of financial resources from investors for the development of startup projects (up to UAH 10 million annually); increase in the number of jobs through the launch of startups and the development of small businesses (up to 100 new jobs annually); creation of a business education partnership network; development of regional entrepreneurship
	Development of cluster associations of industrial enterprises with high-tech production, in particular, machine building and light industry.	2023-2027	Department of Economic Development of the RSA, structural units of the RSA, Regional Development Agency of Chernihiv oblast, industrial enterprises, industry associations, cluster associations	2 000.0 (annually)	Funds from the regional budget, funds from private investors,	Accelerating the recovery and further development of the region's industrial complex. Strengthening ties and improving communication and interaction between business, government, scientific and educational institutions

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<b>STRATEGIC GOAL III</b>		<b>BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION</b>				
						Effective application of modern technologies and innovative business solutions. Expanding the network of business contacts and entering new markets
	Expanding the use of the public-private partnership mechanism in the region, attracting private business to implement projects on the terms of the public-private partnership	2023-2027	Department of Economic Development of the RSA, structural units of the RSA, district state administrations, local governments, Regional Development Agency of Chernihiv oblast	Depending on the project	Funds from local budgets, international technical assistance, funds from private investors, loans from banks and other financial institutions	Enhance the process of using the tool of the public-private partnership in the region, an increase in the number of projects implemented on the terms of the public-private partnership, incl. concessions
	Creation of new investment-oriented information products	2023-2027	Department of Economic Development of the RSA, structural units of the RSA, district state administrations, local self-government bodies, Regional Development Agency of Chernihiv oblast	100.0 (annually)	Funds from the state and local budgets, international assistance, funds from other sources not prohibited by law	Improving the image of the region as a successful and reliable economic partner and a promising area for investment, increasing the number of implemented investment projects; creating new jobs

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<b>STRATEGIC GOAL III</b>		<b>BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION</b>				
	Development of high-tech competitive vehicle production through restoration, reconstruction, technical re-equipment and expansion of existing production facilities	2023-2027	Department of Economic Development of the Regional State Administration, industrial enterprises	300 000.0	International assistance, credit resources, own funds of investors and enterprises	Increased production of competitive products with high added value. Meeting the demand for public and special vehicles
	Modernization of existing and creation of new wood processing facilities for in-depth processing of timber products	2023-2027	Department of Economic Development of the Regional State Administration, Regional Development Agency of Chernihiv oblast, industrial enterprises	100 000.0	International assistance, credit resources, own funds of investors and enterprises	Modernization of 3 wood processing facilities
	Supporting the development and implementation of innovations and technology transfer in all areas of the regional economy	2023-2027	Department of Economic Development of the Regional State Administration, Regional Development Agency of Chernihiv oblast, industrial enterprises, industry associations, cluster structures	150.0	State budget, local budgets, international aid	Stimulating innovation, popularizing and promoting innovative developments to the market
	Development of innovations in the field of green technologies and bio-economy, Development of household waste management infrastructure in the region in accordance with the measures defined in the draft Regional Waste Management Plan	2023-2027	Department of Ecology and Natural Resources of the Regional State Administration, territorial communities	4 299 684.0	Budgets of all levels, investment funds, grant assistance	Construction of 1 waste incineration plant, 7 waste transfer stations and waste sorting lines, creation of 18 biological waste treatment facilities

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<b>STRATEGIC GOAL III</b>		<b>BUSINESS RECOVERY AND DEVELOPMENT OF A NEW ECONOMY OF THE REGION</b>				
<b>Restoring sustainable development of the agricultural sector</b>	Development of farming, including family farms, by supporting young farmers, promoting the use of successful farming practices	2023-2027	Agricultural advisory services, farmers' associations, the Department of Agricultural Development of the Regional State Administration, and higher education institutions of the region, Chernihiv regional branch of the Ukrainian State Fund for Support of Farmers' Development	Does not require	–	Establishment of at least 15 new farms annually
	Consulting and information support for agribusiness entities on their participation in grant programs and other types of assistance from the state and international organizations	2023-2027	Department of Agricultural Development of the Regional State Administration	Does not require	–	Annually at least 10 of business entities will receive grants or other assistance
	Promotion of local producers' products through festivals, exhibitions and fairs, etc.	2023-2027	Department of Agricultural Development of the Regional State Administration	1 620.0	The regional budget, funds of enterprises	Increase in food production by 20%
	Raising the level of professional knowledge of agribusiness entities through training and workshops	2023-2027	Department of Agricultural Development of the Regional State Administration	200.0	The regional budget	Annually 100 people take part in the events

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<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
<b>Ensuring productive and freely chosen employment of citizens</b>	Facilitating the employment of unemployed citizens, including IDPs, veterans, youth, and people with disabilities, in vacant and newly created jobs. Providing employers with compensation for labor costs for hiring certain categories of citizens	2023-2024	Department of Economic Development of the RSA, district state (military) administrations, local governments (as recommended), Regional Job Center	If necessary	The Fund of Compulsory State Social Insurance of Ukraine for Unemployment, other sources	Ensuring employment of the population
	Introduce short-term training and retraining programs, including the provision of vouchers for vocational training and obtaining relevant professions (for people over 45, those discharged from military service, IDPs, people with disabilities, etc.)	2023-2024	Department of Education and Science of the RSA, Department of Economic Development of the RSA, Regional Employment Center	If necessary	The Fund of Compulsory State Social Insurance of Ukraine for Unemployment, other sources	Increase the competitiveness of certain categories of citizens in the labor market Promote employment, overcome the imbalance between supply and demand in the labor market
<b>Providing quality administrative services</b>	Establishment of ASCs in all communities of the region	2023	Department of Economic Development of the RSA, district state (military) administrations, local governments	100 000.0	Local budget, state budget, international assistance, other sources not prohibited by law	Developing and ensuring the smooth functioning of a modern administrative services infrastructure
	Modernization of existing and newly established ASCs, including them to the Diya Centers network	2023-2027		500 000.0		Improvement of administrative services in accordance with modern standards – more comprehensive,

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<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
						fast and high-quality services are available to community residents
<b>Providing the population of the region with quality, affordable and timely medical care</b>	Establishment of a regional center for comprehensive rehabilitation and treatment of veterans	2023-2025	Department of Health of the Regional State Administration	542 000.0	State budget	Rehabilitation services are provided annually to about 25 thousand patients, those who have suffered from cardiovascular, cerebrovascular, musculoskeletal, post-traumatic disorders, etc.
	Establishment of a regional center for infectious diseases (tuberculosis and other infectious pathologies)	2024-2025	Department of Health of the Regional State Administration	850 000.0	State budget	Each year, specialized medical care is provided to at least 4.5 thousand people, patients with infectious diseases
	Establishment of specialized rehabilitation departments in supercluster and cluster medical institutions in the region	2024	Department of Health of the Regional State Administration, district state administrations, medical institutions	150 000.0	State budget, local budgets, other sources	Every year, physical rehabilitation services are provided to at least 3,000
	Creation and equipment of a modern operating room for newborns and children of the first years of life in Municipal Non-Profit Enterprise «Chernihiv Regional Children Hospital»	2024-2025	Department of Health of the Regional State Administration	300 000.0	State budget, regional budget, other sources	Improving the quality, timeliness, and safety of surgical care for 35 children during the year

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<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
<b>Accessibility and quality of education, children's health improvement</b>	Preservation and optimization of the network of educational institutions (pre-school, general secondary, out-of-school, vocational, higher education), including those that were destroyed (damaged) in connection with hostilities in the region	2023-2027	Department of Education and Science of the RSA, local governments, founders of educational institutions	–	–	Creating an effective and accessible network of educational service providers
	Providing quality educational services by improving the digitalization of education. Creation of high-quality digital and multimedia content, innovative solutions that can be used not only online but also in the classroom	2023-2027	Department of Education and Science of the RSA, Chernihiv Regional Institute of Postgraduate Pedagogical Education named after K.D.Ushynskyi	–	–	Ensuring a high level of education through the increased use of digital technologies in the educational process
	Improving the quality of education in accordance with the standards and recommendations for quality assurance in the European higher education area	2023-2027	Department of Education and Science of the RSA, higher education institutions	–	Sources of funding not prohibited by law	Development of international cooperation and mobility among students, teachers, and researchers

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<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
	Providing organized transportation for students and teachers to their places of study and work. Purchase of school buses	2023	Regional state administration, local authorities	192 000.0	State budget, local budgets, international assistance	Educational institutions of the region will be provided with 64 schoolbuses
	Restoration and development of the material and technical base of the Municipal institution «Chernihiv higher professional school» of Chernihiv Regional State Administration	2023-2027	Municipal institution «Chernihiv higher professional school» of Chernihiv Regional State Administration	14 822.262	State budget, the Fund for Elimination of the Consequences of Armed Aggression, international assistance	Conditions for obtaining high-quality vocational education are provided. Provision of educational and professional services for 720 people
	Creation of a multi-functional facility for comprehensive support of psychosocial, physical and spiritual development of a child (club) in an out-of-town children's health and recreation center «Dyvosvit» of Chernihiv Regional Council	2024-2026	Department of Family, Youth and Sports of the Regional State Administration, out-of-town children's health and recreation center «Dyvosvit»	15 000.0	Regional budget, Other sources of funding not prohibited by law	A facility has been created that will provide comprehensive support for psychosocial, physical and spiritual development to 1500 children per year
<b>Development of a sports infrastructure network</b>	Preparation of project estimates for the restoration (reconstruction, construction) of destroyed and damaged sports facilities	2023-2024	Department of Family, Youth and Sports of the Regional State Administration	25 191.0	State budget, funds from international partners, other sources of funding not prohibited by law	2 design specifications have been prepared (for construction of a modern biathlon complex in Chernihiv, for the restoration (new construction) of infrastructure facilities State Enterprise

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<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
						«Olympic training and sports center «Chernihiv»
	Search for sources of funding and restoration of iconic sports infrastructure facilities: - modern biathlon complex; - State Enterprise «Olympic training and sports center «Chernihiv»	2023-2027	Department of Family, Youth and Sports of the Regional State Administration, Ministry of Youth and Sports of Ukraine	920 000.0	State budget, funds from international partners, other sources of funding not prohibited by law	Restoration of the central sports facility in the region, creation of an Olympic training center for weightlifting, track and field, boxing and football, increase in 45-50 thousand the number of recipients of sports and fitness services, creation of a high-quality center for local, national and international sports competitions
	Construction of a large multipurpose gymnasium with stands for spectators and a swimming pool in Chernihiv	2025-2026	Department of Family, Youth and Sports of the Regional State Administration, Ministry of Youth and Sports of Ukraine, Ministry of Communities, Territories and Infrastructure Development of Ukraine, State Agency for Reconstruction and Development of Infrastructure of Ukraine	220 000.0	State budget, funds from international partners, other sources of funding not prohibited by law	Creation of additional quality conditions for training and competitions for students of sports schools, sports schools, sports and physical education centers, venues for local, national and international competitions, increase in 15-18 thousand

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<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
						people the number of recipients of physical education and sports services
	Establishment of local "Sport for All" physical health centers in communities	2023-2026	Department of Family, Youth and Sports of the Regional State Administration, Local executive authorities	6 000.0	Local budgets	Establishment of 5 local "Sport for All" physical health centers in communities, increase in 5-6 thousand the number of people involved in mass physical education and sports
	Implementation of the social project "Active Parks – Locations of Healthy Ukraine" in the region. Arrangement of Active Parks in 80% of territorial communities	2023-2026	Department of Family, Youth and Sports of the Regional State Administration, Local executive authorities	5 200.0	Subventions from the state budget, local budgets	Additional equipment of 26 active parks in communities, increase in 5-6 thousand people the number of recipients of physical education and sports services
<b>Development of youth infrastructure</b>	Establishment of local youth centers/spaces in territorial communities of the region	2024-2027	Department of Family, Youth and Sports of the Regional State Administration, territorial communities, youth non-governmental organizations	15 500.0	Local budgets, Other funds, not prohibited by law sources of financing	Establishment of 5 local youth centers/spaces, which covers more than 18 thousand young people

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<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
	Restoration of an architectural monument of local significance building "Shchors Cinema" with adaptation to the Hub for Social Partnership and Institutional Development of Municipal Institution «Chernihiv Regional Youth Center»	2024-2026	Capital Construction Department of the RSA, Department of Family, Youth and Sports of the RSA, Municipal Institution «Chernihiv Regional Youth Center» of Chernihiv Regional Council	250 000.0	State budget, regional budget, other sources of funding not prohibited by law	A multifunctional and accessible platform for solving social problems of the region, increasing the business activity of young people and developing social dialogue was created with a total area of 2.5 thousand sq. m.
<b>Restoring and supporting the mental health of the population, ensuring gender equality</b>	Implementation of the All-Ukrainian Mental Health Program "Are You OK?"	2023-2024	Regional state administration, district military administrations, local governments	Does not require funding		Ensuring access to services to improve the mental health of the population, maximizing the coverage of all victims of the war with relevant services. Reducing the level of suffering, improving mental health and psychosocial well-being of the affected population
	Establishment of day care centers for social and psychological assistance to victims of domestic and/or gender-based violence	2023-2027	Department of Family, Youth and Sports of the Regional State Administration, village, town and city councils, international funds (upon agreement)	14 000.0	State budget, local budgets of territorial communities, other funds not prohibited by law sources of financing	Established 3 day care centers, which covers 90 thousand people of the population of the oblast. Created conditions for providing social and psychological

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<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
						assistance to more than 1200 people per year
	Creation of specialized services for primary social and psychological counseling for victims of domestic and/or gender-based violence	2023-2027	Department of Family, Youth and Sports of the Regional State Administration, village, town and city councils	15 000.0	State budget, budget of territorial communities, other sources of funding not prohibited by law	Created 6 counseling services, which cover 48.5 thousand people of the population of the oblast. Created conditions for providing social and psychological assistance to more than 900 people per year
	Providing mobile social and psychological assistance services to victims of domestic and/or gender-based violence	2024-2027	Department of Family, Youth and Sports of the Regional State Administration, village, town and city councils	7 500.0	Local budgets, Other sources of funding not prohibited by law	Created 5 mobile services, which cover 15 thousand people of the population of the oblast. Created conditions for providing social and psychological assistance to more than 500 people per year
	Holding events to promote equal rights for women and men in society and overcome gender inequality	2024-2027	Department of Family, Youth and Sports of the Regional State Administration, village, town and city councils	On request	Local budgets, Other sources of funding not prohibited by law	At least 4 events a year are held

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<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
<b>Protection of veterans' rights and their integration into public life</b>	Development of the municipal institution «Chernihiv Regional center for comprehensive rehabilitation and services for combatants, their families and families of the deceased» of Chernihiv Regional Council	2024-2027	Regional military administration, Department of Social Protection	190 000.0	The regional budget, international technical assistance, private investors, and other sources of funding are not prohibited by law	One (1) municipal institution of the regional level has been built and equipped. Construction of non-residential premises and buildings in Chernihiv
	Reconstruction of the Rehabilitation Centre of Chernihiv National University of Technology	2024	Chernihiv National University of Technology	30 000.0	Sources not prohibited by law	Services received by visitors of the Rehabilitation Center (up to 25 people per hour)
	Establishment of the Educational Center for Veteran Development	2023-2027	Department of Education and Science of the Regional State Administration, regional universities, Training and Methodological Center for Vocational Education in Chernihiv oblast	150.0	Sources not prohibited by law	Obtaining of educational and professional competencies: certificates of completion of courses and trainings (two groups of 25 people); certificates of a skilled worker under the Voucher Training Program (45+ program) (three groups of 15 people each)
	Ensure appropriate housing conditions for veterans, including through the implementation of state housing programs	2023-2027	Department of Social Protection of the RSA	Not defined	State budget	Provided accommodation to 200 families of the veterans

Priority name	Name of task (project)	Implementation period, years	Main executors	Estimated amount of funds required to implement the task (project), thousand UAH	Sources of financing	Expected result in measurable units
<b>STRATEGIC GOAL IV</b>		<b>PRESERVATION AND DEVELOPMENT OF HUMAN POTENTIAL</b>				
	Supporting veterans in establishing and participating in public organizations, promoting their active participation in the life of the region and awareness of their important role in the society	2023-2027	Department of Social Protection of the RSA	1 200.0	Regional budget	8 veterans' organizations supported by the regional program "Social Partnership"
	Providing veterans with access to high-quality medical services that will help improve their physical health: providing dental care services	2023-2027	Department of Health of the Regional State Administration	27 000.0	Regional budget	Dental services provided to 1800 veterans
<b>Supporting internally displaced persons</b>	Support for internally displaced persons (provision of temporary housing, social and medical support, right to education)	2023-2027	Department of Social Protection, Department of Health, Department of Education of the RSA, village, town and city councils	Within the estimated allocations of the main spending units	Sources not prohibited by law	Comprehensive support provided to 100% of internally displaced persons

## V. IMPLEMENTATION TOOLS AND SOURCES OF FUNDING FOR THE STRATEGY

In order to implement all the tasks of restoring and developing the region, government support and additional stimulation of economic development in the affected regions are needed, as well as strong support from the international community and the use of all possible international technical assistance projects.

### **The main tools for achieving strategic goals and priorities are:**

- State Strategy for Regional Development for 2021-2027 (as amended).
- Regional Recovery and Development Plan, Regional Recovery and Development Plan, Territorial Community Recovery and Development Plans;
- Comprehensive Recovery Program for Chernihiv region;
- Regional targeted programs;
- State Program e-House;
- eRestoration program;
- State program "Army of Recovery";
- All-Ukrainian mental health program "Are you OK?".

### **Targeted subventions from the state budget of Ukraine:**

- A subvention for the implementation of projects under the Emergency Credit Program for the Restoration of Ukraine;
- Subvention for the implementation of projects under the Ukraine Recovery Program;
- Fund for the Elimination of the Consequences of Armed Aggression;
- Subvention for the design, restoration, construction, modernization, arrangement, repair of public construction facilities, social sphere, cultural heritage, housing and communal services, and other facilities that have an impact on the life of the population;
- State Fund for Regional Development;
- Other subventions.

### **Local budget funds**

### **State business support programs:**

- The government project eWork:
  - microgrants for starting or developing your own business;
  - grants for the creation or development of horticulture, berry growing and viticulture;

- grants for the establishment or development of greenhouse farming;
- grants to combatants, persons with war-related disabilities and their family members to set up or develop their own business;
- grants for the establishment or development of processing enterprises.

— Available loans "5-7-9%".

**Grants and programs of international technical assistance projects and international organizations.**

One of the main factors for the post-war recovery and development of the region is the establishment and effective coordination of cooperation with international donor partners to attract extra-budgetary funding for the recovery and development of the region, expanding access to as many grant and loan programs as possible for the region's recipients, and maximizing the benefits and opportunities provided by cooperation with international financial organizations.

To this end, the Regional Office for International Cooperation was established in the region, which effectively systematizes data, compiles an up-to-date list of humanitarian assistance needs of the region and its territorial communities, supports projects, and coordinates international cooperation between all parties represented in the region.

In addition, it is necessary to use such tools as:

- Economic incentives for the creation and development of industrial parks;
- State support for investment projects with significant investments;
- Interregional and intermunicipal cooperation;
- Insurance against military risks for investments of Ukrainian and foreign companies in Ukraine;
- Expanding government grant programs to provide additional financial opportunities for businesses.
- Long-term and affordable lending from international financial organizations such as IFC, EBRD or EIB, etc.
- Providing non-repayable financial assistance to manufacturing companies that have maintained their own production, stimulating the creation of new jobs and export activities;
- Liberalization of the markets of friendly countries and support for Ukrainian producers.
- Providing preferences for businesses in the affected regions in certain types of economic activity to mitigate security risks.
- Involvement of private business in the implementation of large-scale projects on the basis of public-private partnership (PPP), including concessions.

The main executors of the tasks are structural subdivisions of the regional state administration, territorial bodies of central authorities, district military (state) administrations, local self-government bodies, and the Regional Development Agency of Chernihiv oblast, State Organization «Regional Entrepreneurship Support Fund in Chernihiv oblast», educational institutions, Chernihiv regional center for advanced training, with the involvement of projects of international organizations.

If necessary, the Strategy may be amended based on proposals from implementers and civil society organizations.

innovative products and services.



**DEVELOPED:**

**Chernihiv Regional State Administration**

St. Shevchenko, 7, Chernihiv, 14000

phone/fax: (0462) 67-50-71

e-mail: [post@regadm.gov.ua](mailto:post@regadm.gov.ua), website: [www.cg.gov.ua](http://www.cg.gov.ua)

**WITH PROPOSALS FOR IMPLEMENTATION  
AND COOPERATION, PLEASE CONTACT:**

**Department of Economic Development**

**Chernihiv Regional State Administration**

St. Shevchenko, 7, Chernihiv, 14000

phone/fax: (0462) 67-57-39

e-mail: [der\\_post@cg.gov.ua](mailto:der_post@cg.gov.ua), website: [www.economy.cg.gov.ua](http://www.economy.cg.gov.ua)

**Regional Office of International Cooperation**

St. Preobrazhenska, 12, Chernihiv, 14000

phone: +38 (097) 034-45-73

e-mail: [cheofficeaid@gmail.com](mailto:cheofficeaid@gmail.com)



