

Conclusions and recommendations for further research. After a study of the Ukrainian IFG at the signing of an association agreement between Ukraine and the EU, as an example of SPIG INTERPIPE, we see that the tendency of their development will change, which is why I propose a structure above cooperation strategy and operation of the relevant principles of IFG. The correct approach in the implementation of the strategy will create good prospects and optimize risks of loss in income.

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ІНТЕГРАЦІЙНА СТРАТЕГІЯ УКРАЇНИ: ЕТАПИ І РИЗИКИ

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Досліджено алгоритм обґрунтування змісту і послідовності кроків, необхідних для ефективного управління процедурами інтеграції України у світову економіку, зокрема, вступу до Європейського Союзу (ЄС). Як передумова доцільності європейського напрямку інтеграції України розглянуто наявність відповідних чинників. Проаналізовано наявний досвід економічної співпраці України з європейськими організаціями і установами, зокрема, з Чорноморським Економічним співтовариством (ЧЕС), угрупованням ГУАМ, участь України в Раді Європи.

Запропоновано проводити порівняльну оцінку України з обраною країною (країнами) за такими параметрами: а) ВВП, рівень доходів на душу населення, рівень безробіття, рівень податкового навантаження на підприємців, індекси промислової продукції, індекси споживчих цін тощо; б) види і призначення спеціальних установ (організацій, комітетів, фондів), створених на макроекономічному і мезоекономічному (регіональному, галузевому) рівнях для реалізації інтеграційних процедур і забезпечення пристосування економічних суб’єктів країни до нових реалій господарювання; в) види, зміст, вартість і тривалість політичних, правових, соціальних, фінансових та інших реформ, які проводились для підготовки інтеграції; г) позитивний і негативний досвід господарювання в обраній країні (країнах) після певного періоду їх діяльності у межах інтеграційного угруповання; д) можливі ризики, кількісна оцінка їх впливу на доцільність варіанта інтеграції з урахуванням системи прийомів та заходів, спрямованих на уникнення або зменшення негативних наслідків ризикованих подій.

Запропоновано використовувати сформований так інформаційний масив як основу побудови альтернативних варіантів (песимістичних, реалістичних, оптиміс-

тичних) інтеграційної стратегії, враховуючих як політичні, так і фінансові, соціально-економічні, екологічні та інші пріоритети країни.

Ключові слова: інтеграція, Європейський Союз, стратегія, ризики, адаптація.

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UKRAINIAN INTEGRATION STRATEGY: STAGES AND RISKS

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The algorithm of the ground of maintenance and sequence of steps which are necessary for the effective management of procedures for Ukrainian integration into a world economy, in particular, for the entry into European Union (EU), is investigated. The presence of corresponding factors is examined as pre-condition of expediency of European direction of integration of Ukraine and active activity of legislative and executive bodies of management of Ukraine in this direction etc.. The attention is paid to not high level of fulfilling commitment, envisaged by corresponding normatively-legislative documents and concords with European institution which were accepted by Ukraine while the years of independence, and also to the necessity of taking into account the negative economic phenomena in EU, caused by a world financial economic crisis. The present experience of economic collaboration of Ukraine with European organizations and establishments, in particular, with black Sea Economic Concord, group of GUAM, participating of Ukraine in Advice of Europe is analyzed.

The evaluation of effectiveness of such processes in other countries and ground of possibility of adaptation of positive socio-economic consequences in them to the terms of Ukraine is considered the major constituent of the algorithm of optimal strategy construction, taking into account the state of Ukrainian legal, social and economic readiness to the integration processes.. It is suggested to conduct the comparative estimation of Ukraine with a selected country (countries) on such parameters: a) GDP, the level of revenue per person, unemployment rate, level of the tax loading on businessmen, indexes of industrial products, cost-of-living-indexes etc.; b) kinds and setting of the special establishments (organizations, committees, funds) created on macroeconomic and mezo-economic (regional, branch) levels for realization of integration procedures and providing an adaptation of economic subjects of the country to new realities of menage; c) kinds, maintenance, cost and duration of political, legal, social, financial and other reforms that were conducted for preparation of integration; d) positive and negative experience of menage in a selected country (countries) after the certain period of their activity within the integration group; e) possible risks, quantitative estimation of their influence on expediency of variant of integration, considering the system of methods and actions with the aim to avoid or reduce negative consequences of risky events.

It is suggested to use formed in such way informative block as the basis of the construction of alternative variants (pessimistic, realistic, optimistic) of integration strategy, taking into consideration political, financial, socio-economic, ecological and other priorities of the country.

Key words: integration, European Union, strategy, risks, adaptation.

Raising of problem. After forming of Ukraine as independent state internationalization of its economy and, as a result, activation of foreign economic activity (further FEA), brought to the increase of amount subjects of FEA, diversifications of types of external economic operations, expansion of their scales and intensification of external connections not only “horizontally”, between business entities, but also “vertically” – with bringing into the international relations both mezo-economic administrative structures (bodies of management of branches and regions) and macroeconomic (bodies of government). All of these items characterize the first, in a way, chaotic steps to integration of economy of Ukraine in a world economic concord that in XXI century presents totality of various integration groupments, from a free

“trade zone” to the “economic union” inclusive. There is a row of other varieties of economic collaboration – preferential agreements, associations, union etc. next to the mentioned forms of cooperation. Integration groupments differ from an economic collaboration because of the presence of supranational bodies of management that regulate economic activity of separate countries, arguing the necessity of such centralized adjusting interests of integration groupment on the whole.

In this situation before any country and before Ukraine, in particular, there is *actual issue* of the choice of direction and type of integration. It should be mentioned that the “western” vector of integration prevails from the first stages of independent activity of Ukraine, so it is an aspiration for close collaboration with the west European countries with the prospect of further entry into European Union (further EU). The row of the normatively-legislative documents accepted by legislative and executive government of Ukrainian bodies during the last years testifies it, in particular: “Agreement about partnership and collaboration between Ukraine and European ConCORDs and their states-members” – 1994 [1]; “Strategy of integration of Ukraine to European Union” – in 1998 [2]; “Plan of actions Ukraine is Європейський Union” – in 2004[3]; “An agreement about Association between Ukraine and European Union” (by the state on the beginning of 2014 is not ratified), that was developed by three working groups during the 21st round in 2007 – 2012, but signing of it is put on the brakes in 2013 with uncertain enough prospects in future [4].

Thus some negative aspects of preparation of the mentioned documents should be marked : 1) all documents of such level were accepted by supreme state bodies without the scale discussion of expediency and terms of realization of corresponding events and without the wide bringing in of scientific establishments and public organizations; 2) practical introduction of the decisions declared in integration documents takes place imperfectly or it does not take place in general; 3) the risks for the country with entering into the certain integrative groupment were almost not investigated; 4) optimism and activity in this sphere should not diminish attention to the problems that appeared in European Union as a result of global financial-economic crisis and resulted in very difficult economic situations in some countries of EU.

Analysis of the last researches and publications. Problems of construction of integration strategy of Ukraine are the subject of an active discussion and scientific researches that especially become alive in recent years. Main attention is paid to the questions of accordance of parameters of the socio-political and financial-economic state of Ukraine to the requirements and priorities of EU[5], innovative-investment attractiveness of Ukraine for foreign investors [6], comparative estimation of international rating indexes of Ukraine with the analogical indexes of other countries [7] and others like that.

The goals of the research. The primary objective of this scientific research is a ground of approaches to the development of effective integration strategy of Ukraine, in particular, to entering into EU. Such research is important not only for the subjects of the Ukrainian economy and managing bodies of country but also for the representatives of business communities of other countries, that are interested in the development of external economic relationships with Ukraine (trade, financial, innovative-investment and others like that), and for the macroeconomic bodies of countries management or integration groupments, as the description of the real integrateabilities of Ukraine. Such research also matters for the estimation of prospects of development of modern forms of enterprise in Ukraine, increase of competitiveness of products of the Ukrainian enterprises, stabilizing of socio-economic situation in the country, improvement of ecological defence etc..

Exposition of basic material. There are objective pre-conditions for European aspiration of Ukraine, they are set forth in an economic theory and practice. There are such descriptions for Ukraine: 1) *geographical closeness* to the countries – members of EU, and also presence of general borders with them (with Poland, Slovakia, Romania, Hungary), transport communications and protracted historical, cultural and economic connections not only with next-door neighbours but also with other countries of EU; 2) *demonstration effect (even taking into account realities of global financial crisis)*, in other words a presence of positive socio-economic consequences in most countries that were integrated in EU (acceleration of rates of the economy growing, stabilizing of political and socio-economic situation, improvement of terms of life and others like that), that carries out certain psychological influence on other

countries; 3) *effects of “domino”*, in other words the appearance of substantial difficulties and changes in adjusted earlier foreign trade connections of the countries (an effect of “rejection of trade”), as for the country that remains outside EU markets of sale of certain commodities diminish or are quite lost as a result of appearance in the integration groupment of effect of “creation of trade” and increase of requirements to quality of products; 4) *intensive activity of bodies of government* in the sphere of preparation of normatively-legislative documents that aimed at the realization of integration with EU [8].

Expediency of “east” vector of integration (for example, the entry into the Customs union with Russia, Belarus and Kazakhstan) requires the detailed and reasonable analysis but the advantages for EU are, firstly, experience of integration existence of European countries, most of which, not paying attention to negative influence of world financial-economic crisis, have the high standard of living and social defence, secondly, difficult character of political relations of Ukraine and Russian Federation that causes negative attitude toward “east” vector at substantial part the population of Ukraine.

Nowadays Ukraine cooperates with many European countries within the framework of certain associations that give possibility of not only economic but also political, technical, social and other contacts on all the levels of management. Ukraine is the member of the “Black Sea economic collaboration (BSEC) “, created in 1992, and such countries as Azerbaijan, Albania, Bulgaria, Armenia, Greece, Georgia, Moldova, Russia, Romania, Serbia, Turkey are included in it; the aim of BSEC is a concordance of political and economic strategy of menage in the countries of black sea region; also Ukraine is a member of “Agreement about the economic collaboration of GUAM”, since 2005 except of Ukraine, Georgia, Azerbaijan, Moldova are the members of it; an aim of GUAM is integration in European and Euroatlantic structures. From 1995 Ukraine is a councilor of Europe which includes 47 countries and the aim of European Council activity is application of legal principles of creation of democratic society in the countries, providing rights and freedoms of man, protecting from lawlessness.

Thus, active participation of Ukraine in European political and economic processes stipulates forming the base of its valuable activity in corresponding integration groupments, in particular in European Union.

Taking into account importance and actuality of the research of questions of integration strategy construction and search for corresponding decisions, it is impossible not to mark insufficiency of scientific secret services that touch the administrative aspects of integration project. The necessity of analysis of the following problems should be included : a) *experience of preparations of the countries* that are already the members of EU, with the inclusion of kinds, complication, cost, duration and consequences of socio-political and financial-economic reforms, that were conducted in these countries; b) *character of parliamentary procedures and organizational mechanisms*, by means of which integration steps came true; c) *the list and the degree of risks* that the integration procedures are related with, and also events to reduce and to avoid their negative action; d) *positive and negative consequences* for the economy of the country after the certain period of its menage in the integration scopes; e) *the presence of “tactical” and “strategic”* organizationally-economic events taking into account their intercommunication as the basis for the construction of flexible strategy of integration.

A depth and professionalism of such analysis will allow to form a database for the acceptance of reasonable decisions for the development of the strategy of further integration of Ukraine in a world economy, in particular, entering into EU. The richer an array of information will be in content, the more possibilities are for the algorithmization of calculations and computer processing of data as pre-condition of the quality development of optimal strategy. The attempts of construction of the simplified algorithms for the ground of integration strategy were already given in the scientific publications [9]. Such informative array can be built after the divisions of the analysis offered higher or after other detailed criteria, coming from the level of management and specific of the activity of developers of integration strategy. But, in our view, there should be the following obligatory constituents:

– *statistical indexes*, suitable for the comparative estimation of sizes and rates changes of socio-economic parameters of Ukraine and countries of EU, in particular, volume and dynamics of GDP, standard of living of population, unemployment, resource providing, freedom of enterprise, innovative and investment activity, development of elements of market infrastructure (transport, informative, bank, insurance), extension of modern forms of enterprise(franchising, leasing, engineering, outsourcing etc.), ecological norms and standards and other necessary indexes rate;

– **description of kinds and specific of activity of the administrative structures (ministries, management, committees etc.)** created in different countries in the process of preparation to integration on all levels of management for realization of necessary reforms, realization of integration processes and providing adaptation of economic subjects of the countries to new realities of a menage at entering into EU;

– **estimation of necessary changes** in normatively-legislative documents that regulate social, money, financial, tax, budgetary, external economic, nature protection and other spheres of activity and also kinds, maintenance, cost and duration of necessary reforms;

– **description of positive and negative experience** of the countries that realized the right to entering into EU, quantitative estimation of these consequences and taking them into account in Ukrainian integration strategy by means of modern methods of prediction and economic design, such as a method of analysis of hierarchies, factor-effective method, extrapolation, method of Delfi, mathematical design, construction of “decision tree” and others like that; on this basis of formulation of terms of adaptation of socio-economic consequences of the integration functioning of countries to realities of the Ukrainian economy;

– **description of the possible risks** connected with normatively-legislative and socio-economic reformation of Ukrainian economy, forecast quantitative estimation of consequences of risky events and their influence on expediency of certain variant of integration, variants of methods and actions sent to avoid or reduce the consequences of the risk;

– **alternative variants** of the strategy of entry of Ukraine into EU taking into account pessimistic and optimistic results.

In this case obligation of three important factors should be taken into account, as the construction of perfect strategy of integration for Ukraine, coming from its modern development status, is impossible without them. These factors are **dynamic, professionalism and criteria**.

– **dynamic** – quick change of exogenous and endogenous factors that influence on the socio-political and financial-economic environment of country, and necessity of the permanent monitoring of these changes for determination of integration strategy taking into account its flexibility in time;

– **professionalism** – an observance of high requirements to professionalism of the developers of the strategy, including present skills of the use of the newest methods and instruments of prevision, design and optimizations of socio-political and financial-economic processes;

– **criteria** – a presence of detailed reasonable aims, tasks and priorities set forth on initial design of strategy time, and expressed in number, that are accepted as criteria of its optimization and answer modern theories and conceptions of development of global environment, such as “Conception of steady development”, basic content of which is an orientation on interests of man and economies of natural environment for future generations.

For the use of the offered factors of quality development of the strategy in practical calculations it is expedient in number to estimate their ponderability that creates possibilities of manoeuvring of information volumes during realization of the research work, apply the instruments of mathematical design with enlisting modern technical base of calculations, and also formulate professional requirements to the analysts and developers of strategy. The offered list of factors (dynamic, professionalism, criteria) is “open”, it can be extended, changed, combined, worked out in details etc. Ponderability of the factor of dynamic can be detailed depending on character of exogenous or endogenous factors, and also from the level of stability of certain institutional environment of country; influence of factor of professionalism will be connected with complication of types of calculations, that will be conducted on certain periods of strategy design; ponderability of criterion factor should be estimated coming from previous distribution on generalized and local criteria. Any list of factors of evaluation of their ponderability requires bringing in of specialists (economists, financiers, mathematicians and others like that) for the realization of corresponding expert estimation as the bases for next calculations.

Such scale and system preparation not only will create pre-conditions for a “soft” transition before functioning of Ukraine in integration terms, but also will improve attitude of administrative structures of EU toward European aspirations of Ukraine.

There is a necessity of decision of near-term question – what country and better a few countries on the first design of integration strategy times, can be accepted as a base for the comparative analysis of socio-economic parameters in the process of preparation of integration strategy. This problem requires

separate research, but it is now possible to set forth some requirements to such choice: a) compared of socio-economic parameters; b) presence of transition experience from command-administrative to the market economy; c) comparatively small period of activity within the framework of EU; d) similarity of character of international specialization and international co-operation of countries etc.

The research of the risks related to integration procedures needs special attention, thus the “risks of entry” and “risks of functioning” [10] should be examined separately. The first group of risks refers to the problems conditioned by content of preparatory integration process, namely, the character and consequences of legal-political and socio-economic reforms; reactions on these events of population, as a result of most reforms, as experience of other countries testifies, worsening of socio-economic terms of life of population is, at least on the initial stages; sufficiency of financial and material resources in the country, a requirement in those grows in the process of reformation of economy; to activity of investment-innovative activity, that is the base of construction of effective economy etc.

The second group of risks is risks that will arise up in the process of functioning of the country within the framework of integration grouping, in particular, structures that are related with the change and volumes of export-import streams of goods and services, with the change of pattern of demand and supply on the labour market, with the increase of requirements to the competitiveness of goods and services, with more hard requirements to transparency and professional legal and political system of the state etc. The research described above (and others) risks envisages not only the analysis of their varieties and negative consequences but also development of row of the corresponding events sent to avoidance or reduction of the consequences of risky events.

Conclusions and prospects of further researches. The future results of integration events depend on the complex of factors and risks conditioned by exogenous and endogenous factors, thus, the longer horizon of prognostication, the more actual consequences will differ from forecast. Therefore basis of construction of optimal integration strategy of Ukraine must be an analysis of experience of introduction of integration mechanisms and procedures in different countries taking into account the terms of similarity with Ukrainian economic, resource, geopolitical, geographical parameters in these countries. Further research is required by the questions of working out in detail of criteria of selection of countries – bases of comparison, and also specifications of risks of entry and risks of functioning, as obligatory pre-condition of creating an effective strategy.

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