

~ МЕНЕДЖМЕНТ ТА БІЗНЕС-АДМІНІСТРУВАННЯ ~

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DOI: <https://doi.org/10.32680/2409-9260-2025-1-326-37-42>**PROBLEMS AND PROSPECTS OF DEVELOPMENT OF STRATEGIC MANAGEMENT OF THE PUBLIC SPHERE IN UKRAINE IN CONDITIONS OF MILITARY AGGRESSION**

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Abstract. The article examines the essence of strategic management of the public sphere in Ukraine. Ukraine, being on the path of integration into the European Union, faces numerous challenges that require new approaches to strategic management.

The purpose of the article is to summarize the features of the development of strategic management of the public sphere in Ukraine in order to identify opportunities and threats and formulate promising directions for reforming strategic management of the public sphere in Ukraine in conditions of military aggression.

Methods. To achieve the purpose, methods of analysis, induction, comparison, and classification were used. **Results.** The evolution of strategic management of the public sphere in Ukraine has gone through several stages, each of which is characterized by certain achievements and challenges. The successful implementation of reforms in the field of decentralization and digitalization has created new opportunities for strategic management. Military aggression has significantly influenced the development of strategic management in Ukraine, forcing the state to adapt its approaches to crisis conditions. The development of strategic management should be aimed at the restoration of the country, strengthening national security, sustainable development of regions and the integration of Ukraine into the EU and NATO. It was found that the prospects for the development of strategic management of the public sector in Ukraine depend on the following key factors: the formation of a single strategy for the development of the state; the introduction of modern tools for monitoring and evaluating results; improving the skills of management personnel; the integration of digital technologies into management processes.

Keywords: strategic management, public sphere, features, problems, development directions.

ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ РОЗВИТКУ СТРАТЕГІЧНОГО УПРАВЛІННЯ ПУБЛІЧНОЮ СФЕРОЮ В УКРАЇНІ В УМОВАХ ВІЙСЬКОВОЇ АГРЕСІЇ

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Анотація. У статті розглянуто сутність стратегічного управління публічною сферою в Україні. Метою статті виступає узагальнення особливостей розвитку стратегічного управління публічної сфери в Україні з метою виявлення можливостей та загроз, формулювання перспективних напрямків його реформування. Еволюція стратегічного управління публічної сфери України пройшла кілька етапів, кожен з яких характеризується досягненнями та викликами. Виявлено, що перспективи розвитку стратегічного управління публічної сфери в Україні залежать від: формування єдиної стратегії розвитку держави; впровадження сучасних інструментів моніторингу та оцінювання результатів; підвищення кваліфікації управлінських кадрів; інтеграції цифрових технологій у процеси управління.

Ключові слова: стратегічне управління, публічна сфера, особливості, проблеми, напрямки розвитку.

JEL Classification: E660; N100; O200

Statement of the problem. The development of strategic management of the public sector in Ukraine is currently facing a number of challenges. Military aggression in the country and political instability create negative preconditions for the development and, in general, opportunities for the implementation of innovative approaches to strategic management. There is also a low level of public trust in state and local authorities, which is complicated by insufficient funding for necessary reforms and existing signs of corruption.

Therefore, in the current conditions of rapid changes in the socio-economic and political environment, strategic management becomes a key element of the effective functioning of the public sphere. Ukraine, being on the path of integration into the European Union, faces numerous challenges that require new approaches to strategic management. The implementation of strategic

management allows for long-term planning, coordination of interests of various stakeholders and increasing the efficiency of public bodies.

Analysis of recent research and publications. The study of issues of development of strategic management of the public sphere is one of the popular directions of modern research. A significant contribution to the development of theoretical, methodological and applied provisions was made by the following domestic and foreign scientists: Borteichuk R. [1], Zveryakov M. [2], Bryson J. and George B. [3], Lutsykv I., Kotovska I. [4], Romaniuk S. [5], Munko A. [6], Avanesova N. [7], Hitt M. [8], Zakharchenko N. [9] and others.

Separation of previously unresolved parts of the general problem. Increasing the effectiveness of strategic management of the public sphere in Ukraine should be based on a thorough analysis of the prerequisites and trends of its development, a generalization of existing opportunities and threats, which should become the basis for formulating promising directions for the development of strategic management of the public sphere in Ukraine.

Formulation of the purpose of the article. The purpose of the article is to summarize the features of the development of strategic management of the public sector in Ukraine in order to identify opportunities and threats, and to formulate promising directions for reforming strategic management of the public sector in Ukraine in conditions of military aggression.

Presentation of the main material. Ensuring opportunities for sustainable development requires the public sector to implement an effective strategic management toolkit, which will be based on leading achievements in the formation of approaches to strategic management using successful practices of developed countries of the world. However, a simple transfer of approaches, models and tools of strategic management of developed countries of the world to the strategic management of the public sector of Ukraine is not advisable. In any case, effective practices require adaptation to the modern conditions of Ukraine's development and further adjustment, taking into account the possible prerequisites for such development, the generalization of which is a priority task in the formation of effective tools of strategic management of the public sector of Ukraine.

According to the interpretations of leading scholars regarding the essence of strategic management of the public sphere, the following should be noted.

Borteichuk R. [1, p. 24] notes that: "... Strategic management is an important functional resource for optimizing the activities of state authorities, which should simplify complex management structures and interaction between levels of the power vertical in such a way that the activities of state authorities have an internally balanced nature between strategic and tactical principles of management." With this definition of strategic management, the author emphasizes the process of strategic management itself and its main tasks, without specifying the very essence of strategic management as a category.

Zveryakov M. [2] and co-authors emphasize that: "... Strategic management as a continuous process that includes defining certain goals, multi-level description of the region, choosing ways to implement the strategy, organizing communication processes and institutionalization of the activities of strategic entities to solve regional problems, and monitoring their implementation." With this approach to defining the essence of strategic management, attention is focused on the main functions of management.

Bryson J. and George B. [3] provide their own definition: "... Strategic management is an approach to strategy development by public organizations or other entities that integrates strategy formulation and implementation and usually includes strategic planning for strategy formulation, strategies implementation methods, and ongoing strategic learning." The given definition of strategic management focuses on the stages of the strategic management algorithm.

Despite the existence of a significant number of interpretations of the concept of strategic management, all of the above definitions can be used in the strategic management of the public sphere, but in each case it is necessary to take into account the purpose of such use.

As correctly noted by Lutsykv I., Kotovska I. [4, pp. 20-21] the main tasks of strategic management in the activities of state authorities are:

- ensuring the strategic direction of all management processes;
- the presence of synergy and consolidation of efforts of all public authorities;
- clear definition of development goals and objectives, improvement of management and quality of public services, availability of an effective mechanism for their control;
- optimization of the functional potential of structural units in the public sphere;
- creating powerful tactical resource support for the process making state and administrative decisions;

- ensuring the effectiveness of goals and objectives, which, in turn, would open new horizons for the functioning of structural units of state administrative structures;
- introduction of new information and social technologies into management activities;
- improving the efficiency indicators of the formation of promising areas of activity in the public sphere.

It should be emphasized that strategic management of the public sphere of Ukraine, first of all, ensures:

- long-term planning taking into account global and local trends;
- implementation of innovative approaches to management;
- adaptation to the challenges of globalization and digitalization.

Thus, generalizing the features of the development of strategic management of the public sector in Ukraine in order to identify opportunities and threats and formulate promising directions for reforming strategic management of the public sector in Ukraine is a guarantee of the promising development of strategic management.

Table 1 provides a retrospective of the main tasks, achievements, problems and prospects for the development of approaches to strategic management of the public sphere in Ukraine during the period of its independence.

Strategic management of the public sphere plays an important role in ensuring the sustainable development of the state. In the post-Soviet period, Ukraine faced numerous challenges that required the development of new approaches to management. In particular, after gaining independence, the main task was to create an effective management system capable of ensuring stability and development in the social, economic and political spheres. After the Revolution of Dignity (2013–2014), Ukraine significantly accelerated reforms in the public sphere. One of the key achievements was the implementation of decentralization, which created the conditions for strategic planning at the local level. Ukraine actively adopted the experience of the European Union, the USA and other countries, adapting their models of strategic management to its realities. The transfer of powers to the local level has become one of the most successful reforms that created the conditions for increasing the efficiency of management. The use of technology has simplified the processes of strategic planning, monitoring and communication between different levels of government.

Table 1

Retrospective of the main tasks, achievements, problems and prospects for the development of approaches to strategic management of the public sphere in Ukraine*

Stage name	Tasks and achievements	Problems and prospects
Post-Soviet period (1991–2000)	The main tasks of the state were: - creation of a regulatory framework; - decentralization of management; - adaptation to new socio-economic conditions.	In the first years of independence, Ukraine inherited an administrative-command system of management that did not meet the requirements of a market economy. At this stage, there was a lack of systematic strategic planning. State policy focused on solving current problems without proper long-term forecasting.
The period of integration into international structures (2000–2014)	In the 2000s, Ukraine began to integrate international standards of strategic management, which was due to cooperation with the European Union, the World Bank. Main achievements of this period: - adoption of a number of strategic documents; - implementation of strategic planning methodologies in the field of regional development; - increasing transparency of governance through the involvement of civil society.	Problems related to corruption, insufficient coordination between different branches of government, and weak monitoring of strategy implementation.

Post-revolutionary period (2014–present)	Main changes: - the creation of United Territorial Communities (UTCs), which received financial autonomy and the authority to develop their own strategies; - adoption of state strategic documents, such as the draft “Strategy for Sustainable Development of Ukraine until 2030”; - implementation of digital tools in public administration (“Diya”, electronic procurement via Prozorro).	Challenges: - insufficient competence at the local level for strategic planning; - lack of funding for the implementation of strategic plans; - the impact of political instability on the implementation of long-term goals.
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**Formed by the author based on [4-7; 10]*

The Russian Federation’s military aggression against Ukraine, which began in 2014 and reached new proportions in 2022, has significantly affected the strategic management of the public sphere in Ukraine. The public sphere of Ukraine has undergone significant transformations in response to the military aggression. Strategic management has become one of the key tools for mobilizing resources, maintaining stability, and responding to numerous challenges, including the destruction of infrastructure, mass migration of the population, economic losses, and growing social tensions. The war has set Ukraine the task of not only ensuring the state’s defense capability, but also preserving manageability, the stability of state institutions, and the effectiveness of management in critical conditions.

At the current stage, new challenges have emerged for the development of strategic management of the public sector in Ukraine, the main of which are:

1. Ensuring security as a top priority. The state’s strategic management and planning has focused on ensuring national security, including military, informational, and economic components. One example of the state’s actions in this direction is the adoption of the “National Security Strategy of Ukraine” (2021) [10], aimed at mobilizing resources to counter aggression.

2. Addressing the problems of mass internal and external migration. Over 8 million citizens have been forced to leave the country, and about 5 million have become internally displaced persons (IDPs) [11]. This requires strategic decisions on resource allocation, housing, jobs, and social support.

3. Destruction of infrastructure. Damage to transportation, energy, medical, and educational infrastructure has impacted strategic management priorities.

4. Economic instability. A sharp decline in GDP (decline in 2022 by 28.8% compared to 2021; slight GDP growth of 5.3% in 2023 compared to 2022) [11], export restrictions, and rising defense spending have become a challenge for strategic economic management.

As a result of the above challenges to the development of strategic management of the public sphere in Ukraine, key changes in approaches to strategic management have occurred. Decentralization, which was actively implemented before the war, became the basis for adapting the public sphere to wartime conditions. United Territorial Communities (UTCs) were able to quickly make decisions on resource allocation and crisis management. Local authorities became a key link in providing humanitarian assistance and support to IDPs. The conditions of war stimulated the rapid implementation of digital tools. The “Diya” system made it possible to simplify the interaction of citizens with the state, provide social assistance and record damage from destruction. Digital platforms became the basis for coordinating international assistance. International partners provided Ukraine with significant financial, military and humanitarian assistance. All this stimulated the adaptation of strategic management to new conditions, in particular:

- transparency in the use of international aid through monitoring and reporting systems.
- involving the best global practices in the field of strategic planning.
- Crisis management tools and adaptation of strategies to military conditions have developed.
- Operational headquarters have been formed for management in emergency situations.
- The “Ukraine Recovery Strategy” has been developed with an emphasis on infrastructure restoration, economic support, and social reintegration of IDPs.

The above-mentioned changes led to a revision of national priorities. The war forced Ukraine to reconsider its long-term strategic goals. Instead of traditional economic indicators, the priorities became:

- ensuring national security;

- European and Euro-Atlantic integration;
- sustainable development of regions.

As a result, after victory in the war, the key areas of strategic management will be: rebuilding the destroyed infrastructure; attracting international investments; reintegration of temporarily occupied territories. However, strategic management in wartime takes place in conditions of limited resources. A significant part of the budget is allocated to defense, which limits the financing of other areas. The presence of corruption risks increases the likelihood of abuses in the allocation of resources. War also creates risks for internal political stability.

Conclusions. The evolution of strategic management of the public sector in Ukraine has gone through several stages, each of which is characterized by certain achievements and challenges. The successful implementation of reforms in the field of decentralization and digitalization has created new opportunities for strategic management.

Military aggression significantly influenced the development of strategic management in Ukraine, forcing the state to adapt its approaches to crisis conditions. Decentralization, digitalization, international support and the implementation of crisis management became key elements of the new system. In the future, the development of strategic management should be aimed at the restoration of the country, strengthening national security, sustainable development of regions and Ukraine's integration into the EU and NATO.

In summary, it should be emphasized that the prospects for the development of strategic management of the public sector in Ukraine depend on the following key factors:

- formation of a unified state development strategy;
- implementation of modern tools for monitoring and evaluating results;
- advanced training of management personnel;
- integration of digital technologies into management processes.

Strategic management of the public sector is an integral part of the modernization of public administration in Ukraine. Its implementation will contribute to increasing the efficiency of state institutions, strengthening citizens' trust and ensuring sustainable development of the country. Given global challenges and domestic needs, strategic management should become the basis of public sector reforms.

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