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Стратегічне планування як механізм державного управління інвестиційним розвитком

(Strategic Planning As A Mechanism Of State Management Of Investment Development)

The article provides a theoretical and methodological justification of strategic planning as a system-forming mechanism of state management of investment development in the conditions of structural transformation of the Ukrainian economy and its post-war recovery. It is proved that strategic planning goes beyond the instrumental function of preparing program documents and acts as an integrative basis for the formation, implementation and coordination of state investment policy. The essence of investment development as an object of state management influence is revealed, covering the processes of modernization of production, infrastructure development, introduction of innovations and ensuring structural restructuring of the economy.

The structural and functional model of the strategic planning mechanism for investment development is substantiated, which includes regulatory, institutional, organizational and functional, financial and economic and information and analytical components and is based on the principles of multi-level governance, integration of strategic and budgetary planning and results-based management. The key functions of strategic planning in the field of investment management are determined, in particular, predictive, resource; coordination; stimulating; control; adaptive. Particular attention is paid to the role of strategic planning in ensuring the consistency of long-term development goals with the budget process and mechanisms of public-private partnership. The need for institutional *integration of strategic and budgetary planning is proven. Directions for improving the strategic planning mechanism are proposed, taking into account the needs of post-war reconstruction and the European integration course of the state. It is determined that strategic planning is a key prerequisite for ensuring sustainable investment development and the formation of a new economic architecture of Ukraine.*

Keywords: *strategic planning, mechanism, public administration, investments, investment development, post-war reconstruction.*

Problem statement. The current stage of Ukraine's development is characterized by systemic socio-economic transformations caused by both internal structural imbalances and large-scale external challenges associated with military aggression, the destruction of production potential and infrastructure, disruption of logistics chains and migration processes. Under such conditions, investment development acquires strategic importance, since it is investments that form the material basis for economic recovery, ensure the modernization of production, the introduction of innovations, increase labor productivity and the competitiveness of the national economy.

At the same time, the effectiveness of investment processes cannot be considered solely as the result of market mechanisms. During the period of structural restructuring of the economy and post-war recovery, the role of the state as a coordinator, regulator and guarantor of the stability of the institutional environment is especially growing. It is the state that forms the regulatory and legal conditions, determines strategic development priorities, ensures the integration of budgetary, credit, grant and private resources, and also coordinates inter-sectoral and inter-regional investment flows.

Strategic planning is not just a tool of management, but a system-forming mechanism of state management of investment development. It ensures the formation of a long-term vision of the country's development, coordination of sectoral and regional strategies, integration of investment policy with the budget process and program-targeted planning, as well as increasing the predictability of state policy for domestic and foreign investors. Strategic planning becomes particularly relevant in the context of implementing the policy of restoration of Ukraine and its European integration course. Adaptation of the national system of strategic management to the principles of multi-level governance, program approach, result orientation and indicative planning is a necessary condition for the effective attraction of international financial assistance and integration into the European economic space. In this aspect, strategic planning is a tool for synchronizing national priorities with European policies of sustainable development, "green" transformation and digitalization. Despite the presence of a significant number of strategic documents in the field of socio-economic development, the practice of public administration in Ukraine demonstrates the presence of problems of fragmentation of strategic decisions, insufficient coordination between levels of government, a gap between strategic guidelines and budget support, as well as limited effectiveness of monitoring and performance assessment mechanisms. This necessitates the scientific understanding of strategic planning as a holistic mechanism of public management of investment development.

Analysis of recent research and publications. The issues of strategic planning and organizational and economic mechanism of investment activity of enterprises were considered by such scientists as P. Borshchevsky, V. Geyets, B. Danylyshyn, L. Deyneko, Ya. Zhalilo, V. Zahorsky, A. Zainchkovsky, S. Kvasha, M. Lendel, Yu. Lupenko, K. Onyshchenko, T. Ostashko, M. Sakhatsky, L. Shynkaruk, O. Shubravska and others. The issues of investment development are revealed in the works of such foreign scientists as G. Alexander, J. Bailey, L. Hitman, P. Drucker, M. Jonk. The scientific vision of the theoretical and methodological foundations of the functioning of mechanisms of state management of investment processes is presented in the studies of O. Amosov, V. Vorotin, S. Gutkevych, O. Datsiy, A. Degtyar, V. Dorofienko, V. Zolotarev, M. Koretsky and others. However, the issue of substantiating the need to determine the directions of improving state management of investment development using strategic planning in the post-war period remains relevant and insufficiently studied.

The purpose of the article is the theoretical substantiation of the essence of strategic planning as a mechanism of state management of investment development, the definition of its structural components, functions and implementation tools, as well as the outline of the directions of improvement in the conditions of the post-war transformation of the economy of Ukraine.

Presentation of the main material. Strategic planning allows you to develop mechanisms for responding to and adapting to the external business environment, helps reduce its uncertainty and forms the basis for a consistent policy aimed at solving both current problems and issues of long-term development.

The issue of strategic planning in public administration was formed at the intersection of the theory of state regulation of the economy, strategic management and institutional economics. In classical models of state intervention, planning was considered as a tool for centralized resource allocation. However, the transformation of economic systems and the formation of market mechanisms led to a rethinking of the role of strategic planning as an indicative and coordination tool.

In the modern paradigm of public administration, strategic planning is considered not as a purely technical procedure for preparing program documents, but as an integrative management mechanism that combines a strategic vision of state development, resource policy and institutional support for the implementation of defined goals. Its essence lies in the formation of long-term guidelines for socio-economic development based on a systematic analysis of the environment and forecasting future trends. Unlike directive planning, strategic planning in a market economy is indicative in nature and is based on a combination of state regulation and market mechanisms. It does not replace the market, but forms the institutional framework within which market entities make investment decisions.

Scientists define strategic planning as the process of determining the main goals, resources necessary for the formation and implementation of a development strategy and a policy aimed at the acquisition and use of these resources. Thus, Z.E. Shershneva defines strategic planning as systematized and more or less formalized efforts of the entire organization aimed at developing strategies, formalizing them in the form of strategic planning documents of various types, organizing the implementation of these strategic plans, projects and programs [6]. A similar opinion regarding the definition of "strategic planning" is held by O.M. Skibitsky and claims that it is a managerial process of developing strategies that contributes to the survival of an enterprise in a transformational economy [4]. M.M. Martynenko interprets strategic planning as long-term comprehensive planning focused on final results [3].

Therefore, strategic planning is a priority function of management activity, which is aimed at developing strategic decisions that involve setting such goals and strategies for the behavior of management objects, the implementation of which ensures their effective functioning in the long term and rapid adaptation to the characteristics of the external environment. It is the ability to adapt in the event of changes that distinguishes the strategic planning system from the system of ordinary long-term planning. Thus, strategic planning has transformed from a tool for directive regulation into a mechanism for ensuring systemic coherence of public policy.

Within this study, strategic planning is regarded as an integrated mechanism of public administration that combines regulatory, institutional, financial, and analytical components to achieve the long-term objectives of investment development. At the same time, the effectiveness of such a mechanism largely depends on the specific features of organisational and functional structures, the distribution of powers among public administration actors, and the coordination of the functions they perform. As V. R. Bodelan notes, the factors determining the formation of organisational and functional structures directly affect the effectiveness of the organisational mechanism of public administration [5, p. 55].

Achieving the strategic goals of the state's economic development is impossible without systematic management of investment processes. In the conditions of a transformational economy and post-war reconstruction of Ukraine, investments are not only a financial resource, but also a tool for structural modernization, technological renewal and the formation of a new economic development model. That is why strategic planning acquires the features of a key mechanism of state management of investment development.

In the process of research, investment development is regarded as a complex multilevel system encompassing capital accumulation, technological modernisation, the formation of innovation potential, and the structural transformation of the economy. In this context, investment performs not only a financial but also a transformative function, as it determines the quality and strategic direction of economic growth. R. S. Zubkov emphasises that the assessment of a region's innovation and investment development should be based on a comprehensive consideration of economic, innovation-related, resource, and institutional indicators that characterise its capacity to attract and efficiently utilise investment resources [7, pp. 53–58].

From the perspective of public administration, investment development constitutes an object of targeted regulatory influence exercised through a set of organisational, economic, financial, and institutional mechanisms. As O. H. Riabeka notes, promising mechanisms of public administration of regional investment development should be aimed at reconciling the interests of the state, local self-government bodies, and business entities, creating a favourable investment environment, and increasing the efficiency of utilising the investment potential of territories [9].

In addition, targeted regulatory influence on investment development is exercised through:

- the formation of a favorable investment climate;
- the development of financial institutions;
- stimulation of innovative activity;
- the implementation of large-scale infrastructure projects;
- support for strategic sectors of the economy.

A feature of the current stage of Ukraine's development is the combination of restorative and modernization models of investment policy. On the one hand, the state is forced to direct resources to the reconstruction of destroyed facilities, on the other hand, to ensure the structural transformation of the economy in accordance with EU standards, the digital and "green" economy. In this dimension, strategic planning acts as a mechanism for synchronizing short-term recovery tasks with long-term modernization goals.

Strategic planning as a mechanism for state management of investment development has the following structural components (Fig. 1).

Normative and legal	Determines the legal principles for the formation of strategic documents, their hierarchy and mandatory implementation
Instytutsiyna	Covers the system of management entities, their competences, coordination procedures and responsibilities
Organizational and functional	Provides procedures for strategic analysis, goal setting, program development, indicator definition, and results evaluation
Financial and economic	Provides a resource basis for the implementation of strategic priorities through budget, credit and partnership instruments
Information and analytical	Forms the basis for decision-making based on forecasting, risk analysis and policy impact assessment

Fig. 1. Model of the mechanism of strategic planning of public investment development management

Source: developed by the author

The mechanism of public administration strategic planning ensures the consistency of management decisions; coherence of inter-sectoral and inter-regional policies; integration of strategic documents with the budget process; concentration of resources on priority areas; formation of a predictable institutional environment for investors.

Strategic planning as a mechanism of public administration performs a number of interrelated functions:

- predictive function - formation of scenarios for the development of the investment environment;
- resource function - optimization of the distribution of financial resources;
- coordination function - coordination of actions of different levels of government;
- stimulating function - creation of conditions for attracting private capital;
- control function - assessment of the effectiveness of the implementation of strategic documents;
- adaptive function - adjustment of strategies in accordance with changes in the external environment.

The implementation of these functions ensures increased efficiency of state investment policy and reduction of management risks.

Despite the presence of strategic documents, practice indicates insufficient integration of strategic and budget planning; fragmentation of program documents; weak monitoring system; insufficient coordination between levels of government; limited analytical basis for decision-making.

These problems reduce the efficiency of investment resources and require systematic improvement of the strategic planning mechanism.

In order to increase the effectiveness of strategic management of investment development, we propose:

- integrate strategic and medium-term budget planning;
- implement digital platforms for monitoring investment projects;
- strengthen analytical forecasting based on data;
- expand the use of public-private partnership mechanisms;
- introduce a system for assessing the impact of investment programs;
- ensure the harmonization of strategic documents with European standards.

Conclusions. Strategic planning is a system-forming mechanism of state management of investment development, which ensures long-term consistency of goals, resources and management tools. Its effectiveness is determined by the level of institutional capacity, integration with the budget process, the quality of analytical support and the stability of the regulatory environment.

In the conditions of post-war reconstruction of Ukraine, strategic planning is transformed into a key tool for structural modernization of the economy, mobilization of internal and external investment resources and ensuring sustainable development of the state. The transition from declarative strategizing to systemic management based on performance indicators and impact assessment is a necessary prerequisite for increasing the effectiveness of investment policy.

Thus, strategic planning is a complex multi-level mechanism of state management of investment development, which combines regulatory, institutional, financial and informational instruments of influence. Its effectiveness is determined not only by the quality of strategic documents, but also by the level of institutional capacity of the state, the ability to coordinate and adapt in conditions of uncertainty. In the context of the post-war transformation of Ukraine, strategic planning should become the basis for the formation of a new economic architecture of the state, ensuring the concentration of investment resources on priority areas of modernization and integration into the European economic space.

Thus, strategic planning is a system-forming mechanism of state management of investment development, which ensures the integration of goals, resources and instruments of state policy, increases the predictability of the investment environment and contributes to the concentration of resources on priority areas of economic development.

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