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#### STATE AND ASPECTS FOR MODERNIZATION OF STATE STRATEGIC PLANNING IN UKRAINE

*In the article has been analyzed the state of strategic planning condition in Ukraine and examined the system of state strategic documents. Has been accomplished the analysis of strategic documents on different levels for the purpose accordance them to the tasks of Steady Development Strategy "Ukraine-2020". The are defined problems of state strategic planning in Ukraine. European Union's experience is offered in relation to the aspects for modernization of state strategic planning.*

*Key words: state strategic planning; Steady Development Strategy; strategic planning levels; strategic planning; strategic planning in European Union; experience of strategic planning.*

*Проаналізовано стан державного стратегічного планування в Україні та розглянуто систему державних стратегічних документів. Здійснено аналіз стратегічних документів на різних рівнях на предмет їх відповідності завданням Стратегії сталого розвитку "Україна-2020". Визначено проблеми державного стратегічного планування в Україні. Запропоновано досвід Європейського Союзу щодо перспектив модернізації державного стратегічного планування.*

*Ключові слова: державне стратегічне планування; стратегія сталого розвитку; рівні стратегічного планування; стратегічне планування; стратегічне планування в Європейському Союзі; досвід стратегічного планування.*

**Problem formulation.** At the present stage of social development is an actual problem of state strategic state. The main organ of management and achievement of harmony in society is State. Efficiency achievement in State's development is possible only at operating of the integral, concerted system of the state strategic planning. Today in Ukraine is a lack of integral strategic planning on high level. With the purpose to achieve positive changes in the sphere of the strategic planning was created project of law of Ukraine "About State Strategic Planning". But this project of Law remains not valid.

**Analysis of recent researches and publications.** There are many scientific works of Public administration about strategy planning on regional and local level. Fully they are reported in works of Yu. Sharov [1], V. Tertychka [2], V. Vakulenko [3]. Problems of project approach in strategy planning are investigated in works of Yu. Sharov and D. Bezuhlyi [4]. The strategy and

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politic of long-term research are investigated in work of V. Heiets (2003). In the analyzed scientific works, problems of strategic planning are partly reported on certain level, complex research in modernization problems in Ukraine of state strategic planning is absent.

**Purpose of the article.** The goal of article is analysis of state strategy planning in Ukraine and definition of possibilities for its modernization.

**Main material.** Strategic planning in Ukraine is in the central, regional and local levels today. The main strategy document, what determines state's development priority, today is Steady Development Strategy "Ukraine-2020" (farther – Strategy). Ratified by a President of Ukraine since 12 of December 2015 number 5, goal of which is introduction in Ukraine European standard of life and exit of Ukraine on leading position in the World [5].

Priorities are accordingly defined after such vectors:

- 1) the vector of development;
- 2) the vector of security;
- 3) the vector of responsibility;
- 4) the vector of pride.

The strategic planning system complements Program activity of Cabinet of Ministers of Ukraine [6]. The main objectives of The Cabinet of Ministers of Ukraine are:

- 1) the new defense policy, which guarantied national security and defense capability of Ukraine and restoration of national sovereignty on all territory of country;
- 2) the new governance policy;
- 3) the new anti-corruption policy;
- 4) the new economic policy;
- 5) the new policy of state property;
- 6) the new food policy;
- 7) the new policy of energy independence;
- 8) the new social policy;
- 9) the new cultural policy;
- 10) the new policy of Youth and Sports;
- 11) the new policy of international aid.

Main objectives of the Cabinet of Ministers of Ukraine correlated with vectors State development, identified in Strategy. But there is no specific distribution of Strategy tasks and Cabinet of Ministers of Ukraine activity.

With the purpose of realization national politic according to determined priority directions of Ukraine development, are executing national programs. These are the complex of related tasks and activities what are directed on solvation the most important national development problems, separated economical industries or administrative-territorial units, performing with using Ukrainian National budget funds.

We have analyzed National special purpose programs, approved by Ministry of Economic Development and Trade of Ukraine (23.01.2014 № 63) [7].

From 39 approved programs 13 have deadline till 2015, 6 – till 2016, 10 – till 2017, 2 – till 2018, 1 – till 2019, 7 – till 2020-22. Thus, on a period to 2020, defined by Steady development Strategy "Ukraine-2020", strategic directions of realization will be executed not to a full degree, as mostly of them will end earlier 2020.

The State target programs : Radiation protection and social welfare Zovti Vody city (2013–2022), development of water resources and ecological sanitation of Dnipro river to 2021 year, construction of ships "corvette" class, development of sports and tourist infrastruc-

ture in Ukraine in 2011–2022 years need correction, because their deadlines are out of deadline Steady development Strategy “Ukraine-2020”.

For orientation State target programs are divided: Social – 13, Economic – 11, Law enforcement – 1, Scientific and technical – 3, Environmental – 6, Defense – 3, others (the formation of a free charge legal aid on period 2013–2017) – 1 (Fig. 1, Order of Ministry of Economic Development and Trade 08.10.2015 № 1277).

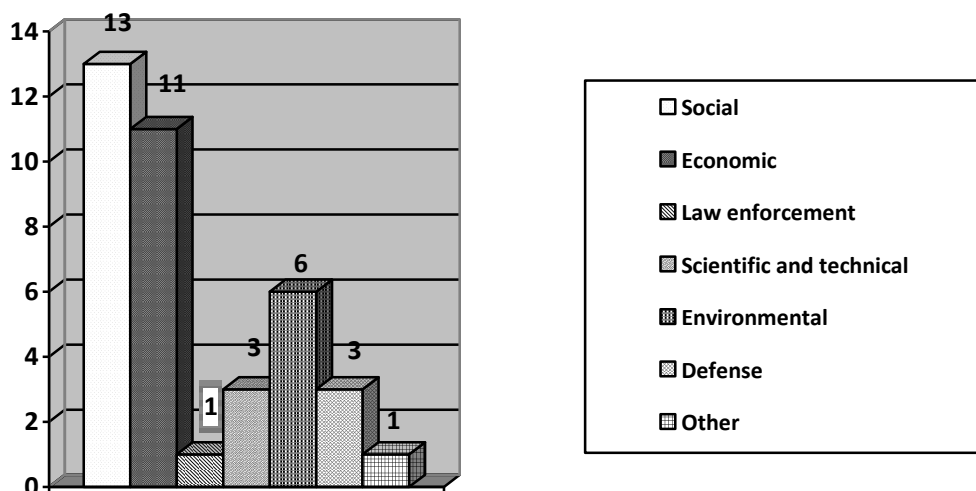


Fig. 1. List of State target programs in focus

This separation is unequal, that's why cannot provide full Strategy implementation. While Strategy is defined, that Ukraine should become the country with strong economy and advanced innovations, but scientific and technical State target programs only three. It is not enough for identification problems solution. Also missing State target programs of ensuring mutually respect and tolerance in society, pride in own state, its history, culture, science, sports.

Analysis of topics and content of State target programs, Strategy and Program activities The Cabinet of Ministers of Ukraine shows that government program does not appropriate to the strategic priorities until 2020. Broad issues of State target programs shows about absence of clear and understandable system selection problems on the designated strategic priorities.

So, strategically planning on central level, requires adjustment and harmonization of strategic priorities with Strategy and Program activities of The Cabinet of Ministers of Ukraine.

Strategic priorities on regional level are in State Regional Development Strategy until 2020 [8]. In this document defined the following main goals:

- Goal 1. Increased regional competitiveness.
- Goal 2. Territorial socio-economic integration and spatial development.
- Goal 3. Effective governance in regional development sphere.

State Regional Development Strategy 2020 and Strategies of development areas have priorities on sustainable economic growth, providing the highest quality of life, conservation and development of territories, but, there are not strategic goals of security, anti-corruption activities and the objectives of the new social policy.

The state strategy planning system in Ukraine today is:

– *on higher level:*

The Steady Development Strategy “Ukraine-2020” (for 5 years);

– *on central (sectorial) level:*

Program activity of the Cabinet of Ministers of Ukraine;

Strategy development of separated areas of the country;

State target programs;

Plans to implement The Steady Development Strategy “Ukraine-2020” (for 1 year);

– *on regional level:*

State Regional Development Strategy on period until 2020;

Regional development Strategy on period until 2020;

– *on local level:*

Local government conception and territorial organization power reform in Ukraine.

Modern state strategic systems in Ukraine need such strategic documents as: Strategy development of Ukraine for 10 years (Home Strategy), Strategy of socio-economic development for 5 years [9]. Now Ukraine is going to implement European living standards and access to leading positions in the world. That’s why Ukraine should study the experience of state strategic planning in European Union. An example is accepted in 2010 by European Union long-term strategy “Europe 2020” [10; 11]. It has been performing by all countries of European Union. By Strategy has planned achieving to year 2020 these general goals: employment – 75 %, population aged 20–64 years; investment – 3 % GDP by countries of EU in research and development; correlation climate/energy “20/20/20”, including less than 30 % pollution into the atmosphere; percentage of pupils, who have not completed training – less than 10 % and percentage of young people, which get higher education, – not less than 40 %; number of people, endangered poverty, – less on 20 mln. Every year each country develops national reform program, defining specific policy and measures in various social spheres for achievement goals in this Strategy, program of stabilization/convergence, that contains forecast and budget plan for the next 3–4 years.

**Conclusions and further researches directions.** Thus, in Ukraine has not been formed integrated system of state strategic planning. Especially strategic planning on high (state) level, which can be considered as a function of public administration with a mission and vision, development goals of state statement, election priorities, development and implementation related tasks and events for the development of all spheres of society.

There are such problems in strategic documents as lack of: thematic areas government strategic documents and Strategy directions and tasks are no correspondence. Absences of systems in planning prevent the effective implementation of Strategy goals.

The current system of state strategic planning in Ukraine needs modernization in direction of strengthening higher level of strategic planning, in particular specification of objectives, the accuracy of their distribution among performers, coordination of strategic objectives between higher, central (sectorial) and regional levels. The documents of state

strategic planning should supplement by Strategy development of Ukraine for next 10 years (Home Strategy), Strategy of socio-economic development for 5 years.

**Prospects for further research** in the field of state strategic planning are the experience of European Union.

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