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DOI <https://doi.org/10.32840/pdu.2-2.35>**Ali H. Khalife**

Mayor of city Sarafand, Lebanon,
Postgraduate Student at the Department of Management and Public Administration
of O.M. Beketov National University of Urban Economy in Kharkiv

INTERNATIONAL PRACTICES OF THE APPLICATION OF STRATEGIC PLANNING

The article provides a comprehensive study of international practices of the application and formation of strategic planning and focuses attention on the issues of the specifics of the development of plans in the conditions of transformation processes and the improvement of conceptual approaches and technological aspects in the implementation of strategies.

The study summarizes the experience of countries such as the United States of America, Canada, the United Kingdom of Great Britain and Northern Ireland, the India, Poland and Lebanon. Taking into account foreign experience, it is possible to talk about a variety of strategic planning approaches aimed at modernizing of the planning system of the territories and strengthening of the level of interrelations between the authorities and the business environment that will increase the level of entrepreneurship and provide jobs in the state. Usually, the development of strategic plans is carried out at the national, regional and local levels, however, it is necessary to take into account the existence of a set of strategies for sectoral development. It is important to take in account interests of local, regional and state levels, to identify the most critical one in the framework of "time-space-force". This approach can help to make focus on the planning activities in order to get synergy effect from mutual efforts of all levels.

In general, the priority direction for today is the introduction of the latest technologies into the activities of the authorities and the provision of effective services to citizens with their help. Obviously, this approach will ensure the creation of an open and transparent administration that will protect personal information of citizens, respond in a timely manner to the problems of the society and implement effective programs and services.

Consequently, world experience suggests that the issue of strategic planning is an important element in the formation of state and regional governance. Before effective borrowing of world experience it is always necessary to take into account the trends and potential of the development of their own country.

Key words: *strategic planning, strategic priorities, experience of foreign countries, public and private partnership, socio economic development, management of territorial planning.*

Problem statement. In today's globalization, strategic planning is one of the main mechanisms in the system of public administration. Each of the developed countries is characterized by its own system of strategic planning with the characteristic management methods, the coverage of various sectors, the level of centralization of decision making, tools for determining the strategic guidelines for development, the specifics of the development and implementation of strategic plans [4]. Today, first of all, attention should be paid to the study of the theoretical and practical

aspects of strategic planning, while giving special significance to the problem issues that may arise in the course of implementing national and regional strategies, since only at the expense of the experience of different countries of the world it is possible to identify the overdue problems and overcome the crisis.

Analysis of recent research and publications. At this stage of development, the issue of developing of effective strategies in the field of public administration is in the phase of modern scientific discourse. Much of attention was paid by foreigners (J. Buchanan, J. Morrison, M. Porter, P. Samuelson,), and domestic

researchers (I. Butovskaya, M. Latinin, A. Malyarov, A. Nyzhnik, S. Savchuk, M. Khitko).

Numerous scientific developments are devoted to the study of the basics of strategic planning, the question of taking into account the specificity of the development of plans in the conditions of transformation, the improvement of conceptual approaches and technological aspects in the implementation of strategies, the presence of significant innovational changes during the reform of public power are unresolved and need to be considered in details. In this regard, the subject of this study has its relevance, both, in terms of further development of the theory of public administration, as well as the contemporary socio-economic development of states around the world.

The purpose of the article is to carry out a comprehensive study of international practices in the application and establishment of strategic planning.

Statement of the main material. The expediency of choice of specific forms and methods for developing strategies depends on the accuracy of the identified goals, tools, implementation potential and development trends of the country.

Of course, only qualitative planning will have a significant impact on the formation of effective plans for the development of regions and the country as a whole. It is proposed to examine and compare in more detail the experience of countries such as the United States of America, Canada, the United Kingdom of Great Britain, India, Poland and Lebanon.

The United States of America. The US experience in strategic planning has the most systematic process in implementing of the strategy and potential of state development at the national and international levels as well. The subjects of strategic planning in the USA are the President, the Government, the Ministry of Defense and other sectoral structures in accordance with the identified challenges, threats and risks to the national security of the state. The highest level in the hierarchy of strategic documents after the US Constitution belongs to the National Security Strategy that is

approved by the newly elected president. It is a guiding document for the executive branch of government [6, c. 7].

The practice of the United States of America is characterized by the fact that, at the regional level, almost all state and municipal executive bodies have special commissions or economic development agencies that are responsible for the preparation of targeted programs that improve the quality of life in settlements and aim to strengthen competitive positions of territorial entities.

Each state itself forms executive bodies, including those responsible for planning and forecasting [1]. It should be noted that in the United States, there are specialized commissions or economic development agencies at the local level that are responsible for the preparation of targeted programs that are aimed at improving of the quality of life of the population, strengthening the competitive position of the territory, etc. [7, c. 18]. They are aimed at developing of the business environment, raising the level of entrepreneurship and creating and providing of jobs in the state.

Canada. The experience of Canada is somewhat different, in particular, processes are introduced for the development and management of information infrastructure and services for the authorities to exercise their own authority that are:

- the use of cloud computing, information exchange platforms and service management tools;
- minimizing of the impact of cyber threats and the formation of protective measures for the establishment of safe processing and information exchange in the government;
- focus on innovation processes and tools in approach to management;
- the use of methods and measures for the formation of highly productive workforce and new workplaces that provides employees of public authorities with the appropriate tools for the exercise of their powers.

The essence of the state strategy of planning of the development of the territories is to determine the priority directions of the country's development; the content of the regional strategies reflects

the methods and means of national target programs, and at the local level, emphasis is placed on adapting of preconditions to the local environment and the interests of citizens. Also, it should be borne in mind that Canada has formed a set of strategies for sectoral development. The creation and implementation of planned activities happen due to the cooperation of the public and private sectors with the mandatory inclusion in the participation of the civil society.

Over the past years, the Canadian Government has developed initiatives to provide services to citizens through the capabilities of IT infrastructure created by technologies such as social media, mobile devices, monitoring and cloud technologies that meet the needs of the private and public sector. Representatives of the business environment start actively collaborating with state authorities, investing funds in pilot projects, for the socio economic development of the state. Clearly, this strategy will ensure the establishment of open and transparent governance in Canada that will primarily protect personal information of citizens, respond in a timely manner to the problems of society, implement effective programs and services, and actively involve the Canadian civil society in cooperation.

The Great Britain. The United Kingdom of Great Britain and Northern Ireland have a particular feature in shaping of strategic approaches in public administration to increase the socio economic potential of the development of territories. The experts noted that the best practices of strategic planning are the Government of the United Kingdom and the governments of Northern Ireland, Scotland and Wales, as they carry out political activity in a decentralized and parallel way towards sustainable development of the country. However, it should be noted that each government has its own priority development directions and strategic plans. In particular, today in Northern Ireland, the "All Participating" documents have been formed that guarantees support for individuals, groups and organizations in the implementation of programs for sustainable development of the territories, and "Focus on the future"

that defines relevant contributions of state authorities, public authorities, business and civil society to achieve the goals of the Strategy.

In Scotland, the government has focused all on the activities of state and public authorities, aimed at prosperity through sustainable socio economic development. The Welsh Assembly Government has formulated the "One Wales: One Planet" Strategic Planning that focuses on specific goals, objectives and actions for further territorial development. Also, it should be noted that in the United Kingdom, the Local Government Act (LGA-2000) states that local governments should develop a strategy for improving economic, social and environmental well-being in their territory and for contributing to the development of the entire country.

In preparing of this strategy, the local self-government body should, while interacting with the public, simultaneously follow the instructions of the government secretary. It is stated that the Strategy must necessarily contain the following components: long-term vision of the territory, focused on future results; action plan defining current priorities; activities that ensure the achievement of long-term results; distribution of authority for the implementation of the action plan; streamlining the monitoring of the implementation of the action plan for periodic review of the strategy and report to the community [3, c. 3]. This concept implies the implementation of specific tasks of strategic activity through cooperation between the public and private sectors that determines the focus on solving problem areas, assessing needs and available resources.

India. Strategic planning of India at the national level is an effective mean of modernizing the country that provides comprehensive state governance, in particular: to coordinate different levels of planning of financial, resource and organizational components. This work will be accompanied by a special advisory commission on planning, not only for developing strategic planning documents, but also for strengthening the implementation process at various stages.

The researcher M. Khitko notes that to solve the problems of strategic planning, the practice of forming special commissions or committees with the involvement of experts has been introduced. One of the results of this work was the creation of the strategic forecast Document of the Planning Commission – “the India-Vision 2020”. “Focusing on developed democracies, India is actively implementing the principles of openness and transparency in the strategic planning system, involving the public in this process, publishing documents and reports” [8, с. 152]. The distribution of powers takes place at the national and regional levels, and the government of the republic agrees with the plans for the development of the country and each state separately. The term of the strategy should be in three variations, namely: long-term (20–25 years), medium-term (5 years) and annual.

It is worth paying attention to strategic planning in India at the regional level. The process of strategic planning for Indian regional development includes the following main components [2]:

- drawing up paradigms of development;
- definition of development strategy and its support;
- development of macro parameters of economic growth and its sectoral nature;
- distribution of resources between the center and states, between different sectors and detailed distribution of budget support;
- consideration of certain public sector projects, programs and projects that need to be implemented to have a more direct impact on development processes.

This planning is a gradual complex modernization of the system for socio economic development, while taking into account the federal-democratic system of the country. It is worth knowing that strategic planning in the Indian Republic is carried out in the light of the recommendations of scientists, researchers and experts in the relevant field of activity of commissions and committees. It is noted that such practice greatly increases the expediency of the implementation of the tasks.

Poland. It is interesting to note the experience of the Republic of Poland

in developing and implementing strategic planning that proves feasibility of a functional approach in shaping of the strategic objectives of socio economic development of territories. In general, state strategic planning is carried out in accordance with the national concept and is outlined by the Laws of the Republic of Poland “On the planning and management of spatial development”, “On the rules of implementation of development policy”, “On Voivodship selfgovernment”, “On the government of the gmin”, “On the selfgovernment of the counties”, long-term national development strategy (by 2030), the mid-term national development strategy (by 2020), as well as 9 integrated strategies, one of which is “The National Strategy for Regional Development of Macro-Regional Strategies” that takes into account “The Europe 2020” Strategy and the Concept of Territorial Planning Management.

Sahib Ali Ogly Mammadov stipulates that the strategic plans of the Republic of Poland should [3, с. 3]:

- reflect national interests and to form the national, social and cultural consciousness of citizens;
- contribute to the growth of economic activity;
- ensure the increase of the competitiveness of territories and innovative development of the enterprises of voivodships;
- promote the preservation of the values of the cultural and natural environment, taking into account the needs of future generations;
- support spatial development in accordance with the Voivodship Self-Government Act.

It should be noted that “the system of strategic planning of Poland is a system of state forecasting, strategic and indicative planning, as well as programming of socio economic development, including the development of long-term, mid-term, short-term forecasts, preparation of documents conceptual, programmatic, strategic and design-planning. The entire system of strategic planning is structured in such a way that documents of all levels are coordinated and coordinated with goals and objectives at the national

level and at the level of the European Union" [5, c. 226–227]. At the regional level, strategic planning is carried out according to the principle of territorial selfgovernment. The Ukrainian scientist, who has focused on the study of world experience, S. Savchuk convinces that the main provisions of the National Strategy for Regional Development in Poland are coordinated with other strategic documents of the state, including the national concept, long-term strategy of regional development, international obligations, programs for the development of individual voivodships, branches, etc.

To develop this strategy, it is necessary to take into account the strategies of the voivodship development. In order to ensure coherence of national and regional development strategies, "a territorial agreement" – an agreement between the government and the regions, has been introduced. It defines their strategic objectives and investment priorities, financing and implementation [4, c. 209].

Today, Poland's political focus is on modernizing the planning of territories through improved interaction between planning and operational levels, minimizing the number of documents, and increasing monitoring of the implementation of programs of socio economic development

Lebanon. It should be noted that the situation of the Republic of Lebanon has improved considerably in recent years. Significant changes are noticeable in the economic, social and public sectors of development. In 2017, the Lebanese human development index was 0.775 that is quite high to compare with other countries in the world. The country occupies 80 positions from 189 countries and territories, sharing it with Azerbaijan and the Former Yugoslav Republic of Macedonia. Between 2005 and 2017, the value of the Lebanese human development index increased from 0.732 to 0.757 that is 3.4% more. From 1990 to 2017, life expectancy at Lebanon's birth increased by 9.6 years, training years increased by 1.2 years, and expected years of training increased by 0.8 years. GDP per capita in Lebanon increased by

about 49.1% between 1990 and 2017 [9]. However, the current conflict in the Syrian Arab Republic has a significant impact on the country's development. According to official figures in Lebanon, there are about 1.5 million refugees, who in some way affects the achievement of basic needs in host communities.

The WFP (2018-2020) Strategic Plan for Lebanon is in line with the Government-approved Lebanon Crisis Response Plan (2017-2020), the UN Strategic Framework (2017-2020), the Ministry of Agriculture Strategy (2015–2019). Planning focuses on four strategic outcomes for Resolving the current humanitarian crisis by continuing the WFP strategic partnership with the government to achieve Goals 2 and 17 of sustainable development [10]:

- Strategic Result 1: Dangerous refugees, including school-age children and those affected by the crisis, have access to life-support, nutritious and affordable food throughout the year.

- Strategic Result 2: Vulnerable women and men in targeted refugee and Lebanese communities are steadily improving their skills, capabilities and livelihoods by 2020.

- Strategic Result 3: Lebanese vulnerable groups are able to meet their basic food needs throughout the year.

- Strategic Result 4: National Institutions, national and international humanitarian organizations are supported in their efforts to improve the effectiveness and efficiency of their assistance.

Conclusions and suggestions. During the research, the experience of the United States, Canada, the Great Britain, India, the Republic of Poland and Lebanon was summed up. Taking into account foreign experience, it is possible to talk about a variety of strategic planning approaches that are aimed at modernizing the planning system of the territories and increasing the level of public-private partnerships.

It is sensible that in these countries, it is fairly rational to choose the concrete forms, methods and tools for shaping strategic plans that has a direct impact on the socio economic development of countries. In general, a today priority direction is the introduction of the latest technologies

into the activity of the authorities and their provision of effective services to citizens through assistance.

Consequently, a world experience suggests that the issue of strategic planning is an important element in the formation of state and regional governance. Before effective borrowing of world experience, it should be always taken into account the trends and potential of the development of their own country.

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Халіфе А. Х. Міжнародні практики застосування стратегічного планування

У статті здійснено комплексне дослідження міжнародних практик застосування та становлення стратегічного планування та акцентовано увагу на питаннях щодо врахування специфіки розробки планів в умовах трансформаційних процесів і вдосконалення концептуальних підходів та технологічних аспектів при реалізації стратегій.

Під час дослідження було узагальнено досвід таких країн, як Сполучені Штати Америки, Канада, Сполучене Королівство Великої Британії та Північної Ірландії, Республіка Індія, Республіка Польща та Ліванська Республіка. З огляду на зарубіжний досвід, можна говорити про різноманітність підходів до стратегічного планування, які орієнтовані на модернізацію системи планування територій та зміцнення рівня взаємовідносин між органами влади та бізнес-середовищем, через що планується підвищення рівня підприємницької діяльності та забезпечення робочих місць у державі. Слушно, що в зазначених країнах органи державної влади досить раціонально підходять до вибору конкретних форм, методів та інструментів під час формування стратегічних планів, які мають безпосередній вплив на соціально-економічний розвиток держав. Зазвичай розробка стратегічних планів здійснюється на національному, регіональному та локальному рівнях, проте варто враховувати наявність комплексу стратегій стосовно галузевого розвитку.

Загалом пріоритетним напрямком нині є впровадження новітніх технологій у діяльність органів влади та надання ефективних послуг громадянам за їх допомогою. Очевидно,

що такий підхід гарантуватиме створення відкритого та прозорого управління, що захистить особисту інформацію громадян, своєчасно реагуватиме на проблеми суспільства, впроваджуватиме ефективні програми і послуги.

Отже, світовий досвід свідчить, що питання щодо стратегічного планування є важливим елементом у процесі формування державного та регіонального управління. Перед ефективним запозиченням світового досвіду завжди варто враховувати тенденції та потенціал розвитку власної країни.

Ключові слова: стратегічне планування, стратегічні пріоритети, досвід зарубіжних країн, державно-приватне партнерство, соціально-економічний розвиток, управління територіальним плануванням.