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АРХІТЕКТУРА НАЦІОНАЛЬНИХ СТРАТЕГІЙ СТАЛОГО РОЗВИТКУ

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THE ARCHITECTURE OF NATIONAL SUSTAINABLE DEVELOPMENT STRATEGIES

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Abstract. This article describes the nature and scope of national sustainable development strategies (NSDS), articulates key principles and common elements. It offers guidance to understand the linkages that are needed between the array of national level mechanisms that can contribute to an national sustainable development strategies.

The purpose of the article is to determine the principles of the national sustainable development strategy, the feasibility of changes in the implementation of the methodology for assessing the national sustainable development strategy in Ukraine, introduced in Agenda 21. The purpose set in the article was achieved using methods of analysis, classification method, induction, deduction, system analysis method.

Defined that most national development plans have now shifted from a philosophy of central planning to one of 'creating enabling conditions', to accommodate a degree of voluntary and civil society action, which contributes to partnership and the implementation of strategy. This approach, and some of the planning infrastructure set up for it, is conducive to National sustainable development strategies in Ukraine. In the architecture of the national strategy for sustainable development of Ukraine, a special place, in our opinion, belongs to the financial stress index.

Justified, that applying the principles and elements of national sustainable development strategies and bringing together the systems, could result in national development plans offering much that is required for national sustainable development strategies. Attention would especially have to be paid to developing shared, multi-stakeholder visions of development goals, and to broader criteria for making trade-offs.

The work explores that interndtional strategies and action plans have been prepared by many countries. The results of applying the methodology in Ukraine is reported. These case studies suggest that the proposed NSDS assessment methodology has considerable potential for strengthening sustainability planning at the national level.

Keywords: strategy, sustainable development, national sustainable development strategies, sector and cross-sectoral plans and strategies, principles for sustainable development strategies, financial stress index.

Formulas:0; fig.: 2; tabl.: 1; bibl.:15

Анотація. У статті описується походження та сфера застосування національних стратегій сталого розвитку (НССР), формулюються ключові принципи та загальні елементи. Запропоновано напрямки, необхідні у механізмах національного рівня, які можуть сприяти створенню НССР.

Метою статті є визначення засад національної стратегії сталого розвитку, доцільності внесення змін у впровадження методології оцінки національної стратегії сталого розвитку в Україні, запровадженої в Повісті 21. Поставлена в статті мета досягнута за допомогою методу класифікації аналізу, індукції, дедукції, методу системного аналізу.

Визначено, що більшість національних планів розвитку зараз перейшли від філософії централізованого планування до «створення сприятливих умов», щоб забезпечити певний рівень добровільних дій та дій громадянського суспільства, що сприяє партнерству та реалізації стратегії. Цей підхід і певна інфраструктура планування, створена для нього, сприяють створенню НССР в Україні. В архітектурі національної стратегії сталого розвитку України особливе місце, на нашу думку, посідає індекс фінансового стресу.

Обґрунтовано, що застосування принципів і елементів НССР та об'єднання систем може призвести до того, що національні плани розвитку пропонують багато того, що потрібно для НССР. Особливу увагу приділено розробці спільного бачення цілей розвитку для багатьох зацікавлених сторін та більш широким критеріям для досягнення компромісів.

У роботі досліджено, що міжнародні стратегії та плани дій були підготовлені багатьма країнами. Пріділено увагу результатам застосування методики оцінки НССР в Україні. Ці тематичні дослідження показують, що запропонована методологія оцінки НССР має значний потенціал для посилення планування сталого розвитку на національному рівні.

Ключові слова: стратегія, сталий розвиток, національні стратегії сталого розвитку, галузеві та міжгалузеві плани та стратегії, принципи стратегій сталого розвитку, індекс фінансового стресу.

Формули: 0; **рис.:** 2; **табл.:** 1; **бібл.:** 15

Problem statement. In 1992, Agenda 21 called for all countries to develop national sustainable development strategies (NSDS). These are intended to translate the ideas and commitments of the Earth Summit into concrete policies and actions. Agenda 21 recognized that key decisions are needed at the national level and should be made by stakeholders together. It believed that the huge agenda inherent in sustainable development needed an orderly approach – a ‘strategy’. But Agenda 21 stopped short of defining such a strategy, or even of guidance on how to go about it (Hajian, M., & Kashani, S. J., 2021).

Traditional development often tends to generate severe competition over resource allocation and use, and this leads invariably to conflict among stakeholders. Strategy development needs to address this issue for genuine partnership and participation. Thus, resolving conflicts, averting potential ones, facilitating and building capacity for negotiation, bargaining and effective inclusion must be central elements of the strategy process.

Analysis of recent research and publications. Recently, the issue of defining a sustainable development strategy has been given attention in domestic economic literature and regulatory acts. The problems of regulating the sustainable development strategy of Ukraine are discussed in the works Prokopenko, O., Chechel A., Sotnyk, I., Omelyanenko V., Kurbatova, T. (2021), Skrypnik A., Klymenko N., Tuzhyk K., Galaieva, L., Rohoza, K. (2021), Kharazishvili, Y., Bugayko D., Lyashenko V., Sokolovskiy V., & Baranov, V. (2021), Obydenkova A. (2022) and others.

Sustainable development strategies have been studied in general or separately in the works Kaymaz Ç. K., Birinci S., & Kızıllan Y. (2022), Silva S. (2021), Kaviyarasu, M., Rashmanlou, H., Kosari, S., Broumi, S., Venitha, R., Rajeshwari, M., & Mofidnakhai, F. (2024). At the same time, the

definition of the directions of the sustainable development strategy in Ukraine has not been studied in detail in scientific works, which indicates the need and relevance of its further study.

For example, in Ukraine the existing approaches and tool kit of personnel strategy are primarily aimed at solving current tasks, while the modern humanistic concept of personnel management declares the need to create a new paradigm of personnel management and corporate social responsibility (Andrieieva V., Hryniuk N., 2023).

Formulation of the research goal and methods. The purpose of the article is to determine the principles of the national sustainable development strategy, the feasibility of changes in the implementation of the methodology for assessing the national sustainable development strategy in Ukraine, introduced in Agenda 21. After all, the described new approaches are not radical, but their implementation is innovative.

The paper uses theoretical and empirical research methods: method of analysis - in defining principles of NSDS; classification method – in grouping of key principles for sustainable development strategies in Ukraine; induction and deduction – in the concept is essentially about the integration of a short- and long-term timescale in policy making; measurement method – when Financial Stress Index is calculating.

Presentation of the main research material. The concept of sustainable development is widely acknowledged as an evolving normative model which different societies are expected to define for themselves in a deliberative and consensual manner. Since sustainable development seeks to balance the needs of the current generation with those in the future, the concept is essentially about the integration of a short- and long-term timescale in policy making.

The United Nations Commission on Sustainable Development defined the goal for

sustainable development (SD) as satisfaction of the needs of the modern post-industrial society without endangering the ability of future generations to satisfy their needs. The theory of sustainable development is an alternative to the paradigm of industrial and economic growth, which ignores the ecological danger when the society develops according to the extensive model.

The decision to continue the expansion of sustainable development and to work out and implement appropriate strategic documents was made at the summits held in

Rio de Janeiro (Brazil in 1992), Johannesburg (RSA in 2002) and Copenhagen (Denmark in 2010), as well as at Conferences of Ministers of Environmental Protection of Europe.

The figure might suggest that a sustainable development strategy involves a linear sequence of steps. In practice, strategies need to follow a cyclical, continuous improvement approach with monitoring and evaluation of the processes and outcomes; enabling renewed debate on key issues and needs; review of the national development vision; and adjustment of actions (figure1).

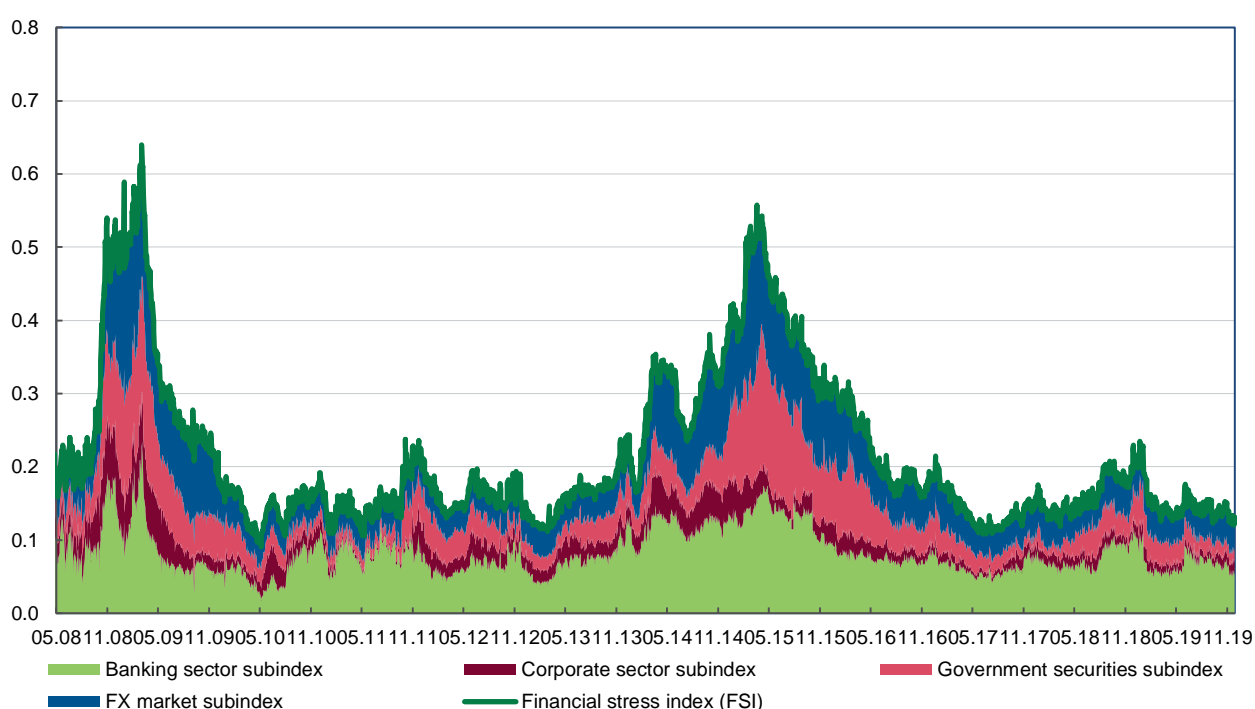


Figure 1. Contributions of sub-indices to the Financial Stress Index

Source: created by authors based on Methodology for calculating the Financial Stress Index for Ukraine (2022).

For countries of the Central Europe, Caucasus and Central Asia of great value is the framework document, which was approved at the fifth Kyiv Pan-European Conference of Ministers of Environment (2003). This document is entitled “Ecological partnerships in the region of EEC of UNO: ecological strategy for the countries of Eastern Europe, Caucasus and Central Asia (EECCA)”. This document formed the foundation for outlining the Strategy of sustainable development policy for countries of EECCA (Kvasha, S., Sokol, L., & Zhemoyda, O., 2017).

In the architecture of the national strategy for sustainable development of Ukraine, a special place, in our opinion, belongs to the financial stress index. The full-scale Russian invasion in 2022 caused a sharp increase in the value of the index. All its components grew, which indicates the systemic nature of the stress for the financial sector.

Initially, high values of the financial stress index were determined by rising yields on the securities market, exchange rate volatility on the cash foreign exchange market, high levels of foreign exchange interventions, and

refinancing of banks by the National Bank to maintain their liquidity.

To achieve sustainable development of Ukraine considering global threats, it is necessary to: reform the health care system; reform of the social assistance system, modernize the support for the most vulnerable groups, especially children, in combination

with integrated social services, carry out consistent actions within the framework of reforms in Ukraine (education reforms, health care and decentralization systems).

Consequently, sustainable development strategies tend to have a different (that is, more symbolic) function for politicians than for administrators (figure 2).

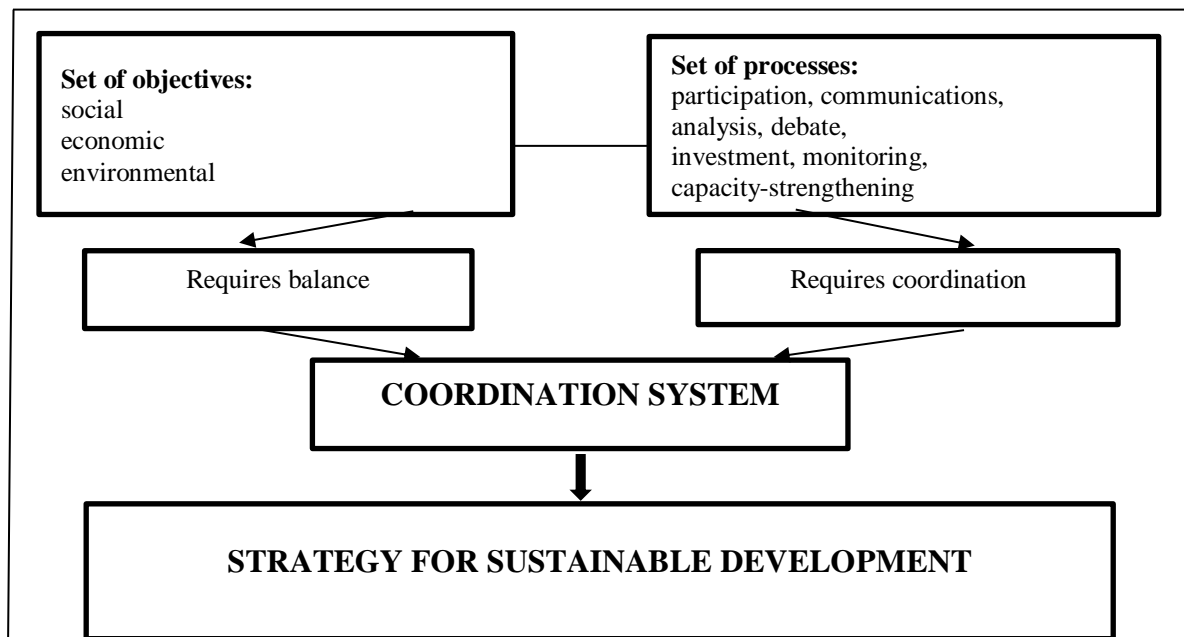


Figure 2. Rationale for a systematic approach to sustainable development strategies

Source: created by authors based on Kumar, S., (2022), Voronina, Y. (2024)

Strategic policy and planning mechanisms need to become more participatory, integrated and flexible. They also need to be recognized as learning processes, in which information about progress towards sustainability, or lack of progress, is used constructively to revise the mechanism and the means of realizing objectives.

At first glance, many sustainable development strategies may appear as purely symbolic, that is, politically irrelevant façades.

First, the latter try to overcome the one-off nature of many environmental plans by framing sustainable development strategies as ongoing processes. Cyclical efforts such as frequent coordination meetings, annual or biennial work plans or regular monitoring, reviewing and reporting activities, enable administrators and stakeholder groups to shape

the government's political agenda a bit towards sustainable development.

Second, administered sustainable development strategies are more than symbolic because those responsible for their implementation often succeed in introducing innovative governance structures and mechanisms, such as interministerial bodies and in initiating small sustainable development projects that are within their scope.

Traditional development often tends to generate severe competition over resource allocation and use, and this leads invariably to conflict among stakeholders. Thus, resolving conflicts, averting potential ones, facilitating and building capacity for negotiation, bargaining and effective inclusion must be central elements of the strategy process (Box 1).

Box 1. Key principles for sustainable development strategies of Ukraine

| № | Principles | Characteristics |
|----|--|---|
| 1. | People-centred | An effective strategy requires a people-centred approach, ensuring long-term beneficial impacts on disadvantaged and marginalized groups, such as the poor. |
| 2. | Consensus on long-term vision | Strategic planning frameworks are more likely to be successful when they have a long-term vision with a clear timeframe upon which stakeholders agree. |
| 3. | Comprehensive and integrated | Strategies should seek to integrate, where possible, economic, social and environmental objectives. But where integration cannot be achieved, trade-offs need to be negotiated. |
| 4. | Targeted with clear budgetary priorities | The strategy needs to be fully integrated into the budget mechanism to ensure that plans have the financial resources to achieve their objectives. |
| 5. | Based on comprehensive and reliable analysis | Priorities need to be based on a comprehensive analysis of the present situation and of forecasted trends and risks, examining links between local, national and global challenges. |
| 6. | Incorporate monitoring, learning and improvement | Monitoring and evaluation need to be based on clear indicators and built into strategies to steer processes, track progress and signal when a change of direction is necessary. |
| 7. | Building on existing mechanism and strategies | A strategy for sustainable development should not be thought of as a new planning mechanism but instead build on what already exists in the country, thus enabling convergence, complementarity and coherence between different planning frameworks and policies. |
| 8. | Develop and build on existing capacity | At the outset of a strategy process, it is important to assess the political, institutional, human, scientific and financial capacity of potential state, market and civil society participants. Where needed, provision should be made to develop the necessary capacity as part of the strategy process. A strategy should optimize local skills and capacity both within and outside government. |

Source: created by authors based on Ostapenko T., Pavlov K., Pavlova O., Bortnik, S., Suriak, A., Matiichuk, L. (2024), Prokopenko O., Herman V., Hlivinska Y., Andrieieva V., Pikiniar V. (2025).

Strategy development needs to address this issue for genuine partnership and participation. These are principles towards which strategies should aspire. They are all important and no order of priority is implied. They do not represent a checklist of criteria to be met but encompass a set of desirable processes and outcomes which also allow for local differences.

The fact that politicians do not care much about sustainable development strategies implies not only that key decisions are made frequently without reference to the sustainable development strategy process, but also that administrators can make use of their limited scope. By doing so, sustainable development

strategies give them both legitimacy and guidance. The key characteristics of an SD strategy of Ukraine are:

- integration of economic, social and environmental objectives;
- multi-stakeholder participation, effective partnerships, transparency and accountability;
- country ownership, shared vision with a clear time-frame on which stakeholders agree, commitment and continuous improvement;
- capacity development and an enabling environment, building on existing knowledge and processes;

- focus on priorities, outcomes and coherent means of implementation • linkage with budget and investment processes;
- continuous monitoring and evaluation.

Differing national circumstances and priorities among countries result in varied approaches to strategic planning. These are presented as a set of principles which underpin the development of effective strategies in many developing countries.

Many of these principles represent good, common-sense development practice and many are already being implemented at the project level. But putting these principles into practice in strategic planning and policy processes is more of a challenge.

Conclusions. In general, sustainable development strategies seem to rely chiefly on the institutional approach, followed by the learning approach. By employing monitoring and reviewing mechanisms, sustainable development strategies seek to achieve policy change through learning processes. From the perspective of learning approaches, sustainable development strategies appear as cyclical processes that evolve constantly based on internal and external feedback loops.

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National strategies are most highly developed in Europe, although there is great variation among individual states. It is here that the largest number of strategies has been adopted and that the longest continuously running processes are to be found. Monitoring is more developed, and some strategies enjoy considerable political salience.

National sustainable development strategies (NSDS) should not be conceived as obligations imposed on countries, but as powerful mechanisms for implementing sustainable development and mainstreaming environmental concerns into development activities.

National sustainable development strategies of Ukraine can also be helpful in connecting local challenges with global concerns and sectoral policies, as well as in integrating scientific knowledge with policymaking, in other words, solving governance issues to speed the implementation of sustainable development. The many individual country experiences with those strategies form a coherent framework that can be shared among nations through the peer review process.

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