

МІЖРЕГІОНАЛЬНА АКАДЕМІЯ
УПРАВЛІННЯ ПЕРСОНАЛОМ



НАУКОВІ ПРАЦІ
МІЖРЕГІОНАЛЬНОЇ АКАДЕМІЇ
УПРАВЛІННЯ ПЕРСОНАЛОМ

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STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR AS AN INSTRUMENT FOR IMPLEMENTING NATIONAL STRATEGIC PRIORITIES

The purpose of this article is to examine the specifics of strategic management in national democratic public governance, identify its mechanisms for shaping and implementing public policy, and analyze the role of political actors and civil society in transforming strategic intentions into societal outcomes.

The methodology draws on a comprehensive analysis of Ukraine's strategic documents (the Constitution, national strategies, and governmental programs), comparative assessments of democratic models of public governance, and the application of strategic management concepts and nation-building theory. This study employs methods of systems analysis, administrative process modeling, and evaluation of interconnections between strategic, operational, and sectoral levels of governance.

The scientific novelty lies in integrating strategic management and public administration approaches to reinforce national development. The paper proposes a model of interaction among political actors, civil society, and the state apparatus through political market mechanisms, allowing strategic priorities to be converted into practical results. It also explores specifics of strategic and sectoral policy formation, emphasizing the importance of human resources, institutional civic oversight tools, and the project capability of political parties in strategy implementation.

The results demonstrate that effective national public governance is achieved through pluralistic competition of strategic alternatives, open citizen participation in decision-making, and an institutional system of accountability for political actors. Such an approach promotes societal consolidation, addresses internal contradictions, and ensures the sustainability of the democratic strategic process, thereby contributing to the achievement of national development goals.

Key words: strategic management, public sector governance, national strategic priorities, democratic public administration, policy implementation.

Олексій Руснак. СТРАТЕГІЧНЕ УПРАВЛІННЯ В ПУБЛІЧНОМУ СЕКТОРІ ЯК ІНСТРУМЕНТ РЕАЛІЗАЦІЇ НАЦІОНАЛЬНИХ СТРАТЕГІЧНИХ ПРІОРИТЕТІВ

Мета роботи полягає у дослідженні особливостей стратегічного управління в контексті національно-демократичного публічного управління, визначенні його механізмів формування та реалізації публічної політики, а також ролі політичних акторів і громадянського суспільства у трансформації стратегічних задумів у суспільну реальність.

Методологія базується на аналізі стратегічних документів України (Конституція, державні стратегії, урядові програми), порівнянні демократичних моделей публічного управління та застосуванні концепцій стратегічного менеджменту й теорії націєтворення. Використано методи системного аналізу, моделювання управлінських процесів та оцінки взаємозв'язків між стратегічними, операційними та відомчими рівнями управління.

Наукова новизна полягає у поєднанні підходів стратегічного управління та публічного адміністрування для забезпечення національного розвитку. Запропоновано модель взаємодії політичних акторів, громадянського суспільства та державного апарату через механізми політичного ринку, що дозволяє трансформувати стратегічні орієнтири у практичні результати. Досліджено специфіку формування стратегічної та відомчої політики, підкреслено значення людських ресурсів та інституційних інструментів громадянського контролю, а також роль проектної здатності політичних партій у реалізації стратегій.

Висновки свідчать, що ефективне національне публічне управління забезпечується плюралістичною конкуренцією стратегічних альтернатив, відкритою участю громадян у формуванні рішень та системою інституційної відповідальності політичних акторів. Такий підхід сприяє консолідації суспільства, подоланню внутрішніх протиріч та сталості демократичного стратегічного процесу, забезпечуючи реалізацію національних цілей розвитку.

Ключові слова: стратегічне управління, публічне управління, національні стратегічні пріоритети, демократичне публічне управління, реалізація політики.

Problem Statement. Strategic management is increasingly recognized as a foundational component of contemporary public governance. It is

no longer understood merely as a mechanism for improving the quality of public services; rather, it functions as a critical instrument of national

development. In current scholarship and practice, strategic management is broadly viewed as a means of modernizing public policy and the governance system as a whole, which underscores the relevance and significance of this study.

Review of research and publications. The issue of strategic management in public administration remains highly relevant in contemporary scholarship. Key contributors to this field include Aghenitei, M., Ahmad, N., Alford, J., Anderson, B., Bauer, M. W., Dardot, P. & Laval, C., Gellner, E., Hansen, J. R. & Ferlie, E., Heidelberg, B., Kissinger, H., Magalhães, A. & Pereira, C., McCaffrey, M. & Salerno, J. T., Moore, M. & Khagram, S., Pupim de Oliveira, J. A. & Berman, E. M., and Smith, A. D. These studies encompass conceptual approaches to strategic management, the dynamics of interaction between governmental and non-governmental actors, and the role of civil society in shaping and implementing strategic policies within democratic systems.

The aim of this article is to analyze the issue of strategic management in the public sector through the lens of national priority-setting.

Presentation of the Main Research Material.

At its most basic level, strategic management represents a cycle that encompasses the formulation of a strategic intention, its implementation, and the creation of a new—often political—reality. In a more elaborate approach, this process may involve intermediate stages, decision alignment, assessment of interim and final outcomes, mobilization of necessary resources, and the application of

contemporary managerial technologies integrated into the concept of strategic management. Nonetheless, at its core, the process remains anchored in the simplified cycle illustrated in Figure 1.

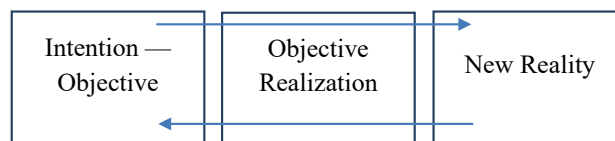


Fig. 1. The meaning of strategic management.
Note. Author-generated diagram illustrating the simplified cycle of strategic management

National democratic public governance and the implementation of public policy invariably represent forms of strategic management that presuppose a mode of thinking reflected in Figure 1. However, within the context of liberal-democratic governance, this strategic process acquires distinct characteristics. In such systems, political will is determined by the nation, which serves as both the source of authority and an active agent in shaping public policy. Through the mechanisms of public governance, this policy materializes into a new societal reality. Conceptually, this mechanism may be represented in the form illustrated in Figure 2.

Strategic Priorities. A strategy must be oriented toward achieving clearly defined strategic benchmarks—priority development goals (see Figure 1). In the context of Ukraine's public governance system, the formation of such benchmarks is grounded in the Constitution of Ukraine (1996,

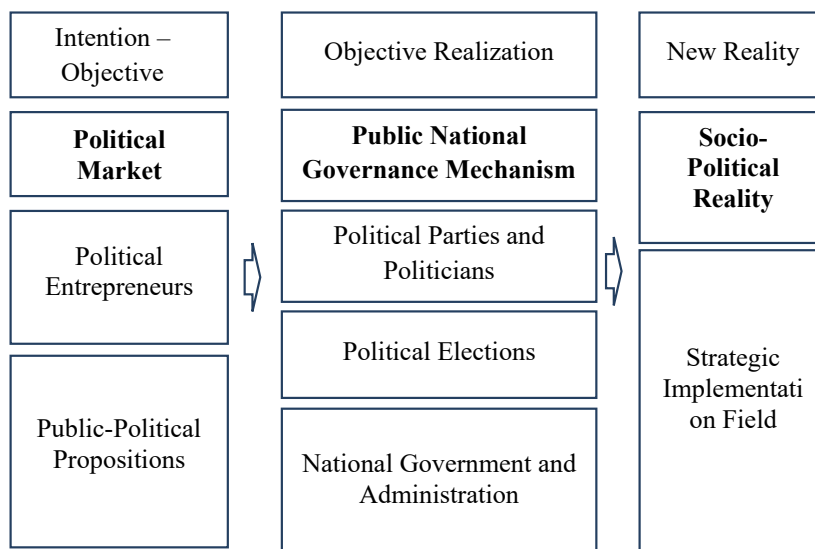


Fig. 2. Strategic management in the context of national public governance.
Note. Author-generated diagram depicting the cycle of strategic intention formulation, implementation, and creation of new socio-political reality in public governance frameworks

with subsequent amendments), which establishes the state's fundamental principles and values and serves as the foundation for the national strategic planning framework in which core priorities are articulated. Other strategic documents—national strategies (see Table 1), presidential decrees, and government programs—further specify these benchmarks, functioning as mechanisms for systematically ensuring the realization of national interests and shaping a new social reality.

Technocratism and Public Value (See Figure 1). National development is often reduced to the growth of material indicators—income per capita, infrastructure coverage, or resource consumption. At the same time, humanitarian indicators, including various “happiness indices,” frequently remain superficial and fail to capture the deeper meanings of human existence. A person is not a means for production or consumption; human beings do not exist “for something.” Their purpose cannot be reduced to economic logic. Therefore, strategic planning must incorporate the dimension of public value, which reflects not only the quantity of goods produced but also the quality of human existence and the capacity for conscious, purposeful development (the meaning of shared existence).

Political Offer Market. A defining feature of effective public governance is the existence of a market of political offerings—a conceptual space characterized by active political competition, initiative, and the generation of ideas, programs,

and decisions that shape public policy. In this framework, the political market functions as an arena where societal actors engage in strategic interactions, transforming collective aspirations into actionable policies. This interpretation represents the author's conceptual extension of the ethno-symbolist insights, emphasizing that national mobilization often relies on historical memory, cultural symbols, and shared identity, which provide the social and cognitive foundations for civic engagement and political activity [16, pp. 100–105].

Political Entrepreneurs. Political entrepreneurs are actors who leverage political opportunities and resources to influence the socio-political environment (see Figure 3); [12, 2011]. Here, the concept of “political entrepreneurship” draws directly on McCaffrey & Salerno [12] as a theoretical foundation. In this study, the specific actors proposed as shaping the societal and political offer represent the author's interpretation, extending the original notion toward a reform-oriented understanding. Their actions can transform political possibilities into concrete outcomes through mechanisms such as electoral processes, legislative and administrative decisions, and management practices across different levels of the state apparatus.

In the public sector, strategic decision-making benefits from analyzing past events to identify patterns, explain current developments, and generate forecasts for future actions. This retro-

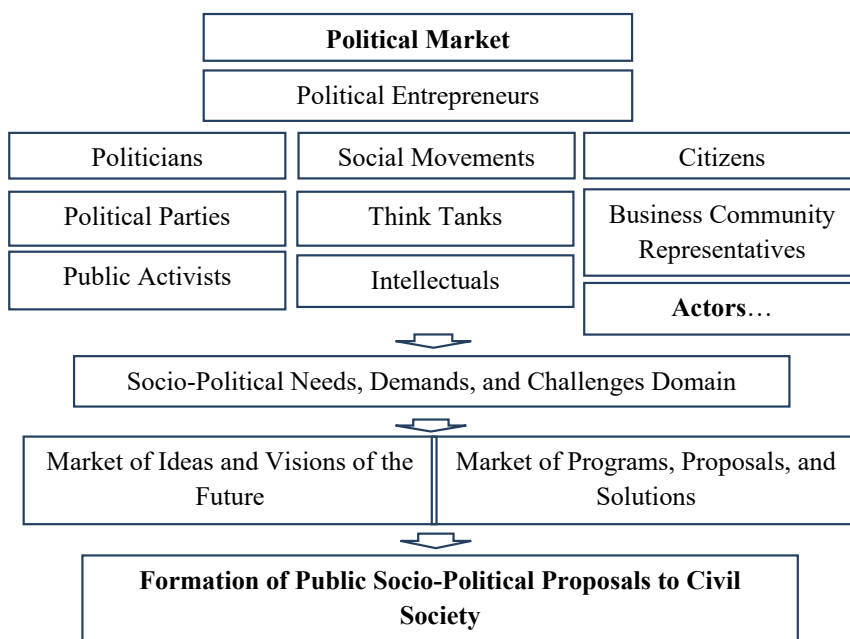


Fig. 3. The political market: A sphere of socio-political activity. Note. Author-generated diagram illustrating the political market as a dynamic arena for socio-political interactions and policy formation

spective approach integrates into public strategic frameworks, supporting planning, resource allocation, and adaptation to social changes.

The specificity of the public sphere lies in the need for continuous consideration of public opinion and societal context during the formulation and implementation of strategies. By monitoring historical origins of problems and understanding their causal dynamics, political entrepreneurs can strengthen the validity of strategic decisions and anticipate the potential social and political impact of their actions. In this way, the production of policies or programs is not only a matter of administrative execution but also a conscious process of shaping socio-political reality in alignment with strategic objectives.

Levels of Strategic Public–National Governance (see Figure 4). Strategic management is, by its nature, a process of implementation (see Figure 1) that encompasses the entire public–state administrative mechanism. This article proposes an authorial concept dividing strategic implementation into two primary levels:

- The highest strategic level includes both the political dimension of strategy formulation and adoption, as well as the strategic level at which professional administrators operate. Its structure is determined by the constitutional model of the respective state entity [1].
- The operational, tactical, sectoral, and functional levels define the specific modes of strategy execution, in accordance with the constitutional–legal framework and the administrative system of the state.

Extending organizational typologies into broader governance analysis, the typology proposed by Hansen & Ferlie [8] demonstrates that public organizations with high administrative autonomy, performance-based budgeting, and quasi-market competition are more receptive to formal strategic-management models. Based on this, one can hypothesize that within national public governance systems, the interaction between political/strategic and operational levels may exhibit varying characteristics, depending on institutional structure, although such a model of hierarchical levels goes beyond Hansen & Ferlie's [8] empirical focus.

Evidence from Brazil shows that bureaucratic autonomy and institutional design do not guarantee insulation from political control. In some cases, political leadership has been able to restructure agencies, replace personnel, and institute control mechanisms that weaken the capacity of civil servants to act independently, which may lead bureaucratic managers to acquire de facto influence over policy outcomes [11]; [15]. Such dynamics highlight a potential risk: in systems where institutional reform is incomplete and where administrative traditions stem from authoritarian legacies, governance may shift away from pluralistic political deliberation toward centralized, bureaucratic decision-making – a hypothesis that merits further comparative research.

It can be suggested that in some contexts, neglected administrative managers play a significant role in shaping strategic national priorities. This issue remains contested within the democratic-

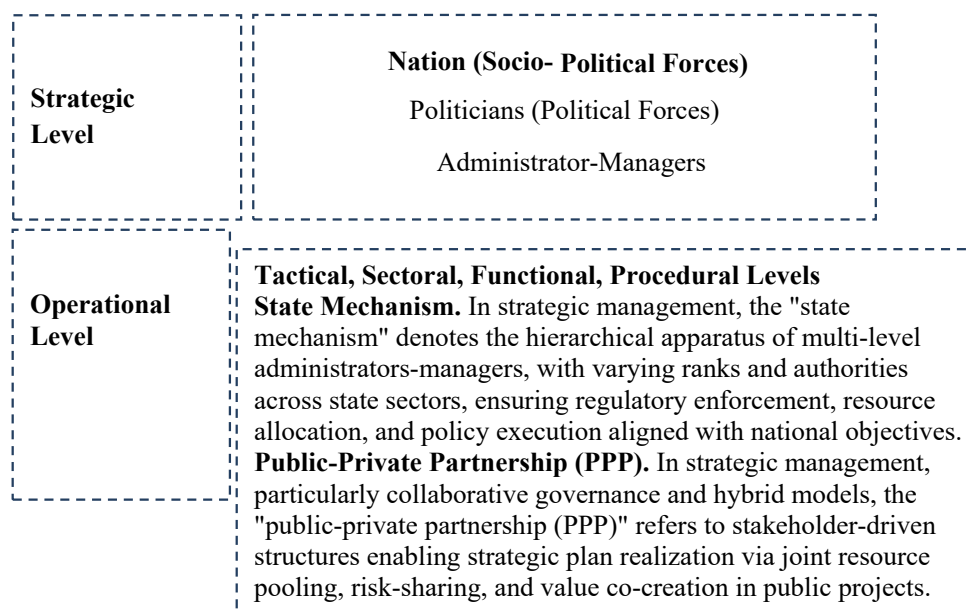


Fig. 4. Levels, actors, and domains of strategic implementation. Note.
Author-generated diagram of hierarchical levels

liberal approach to public administration, as it often reflects the legacy of former command-administrative or other non-democratic systems developed outside republican self-determination. Such structures concentrate power and limit the functioning of the political market, creating a closed cycle of policy development within administrative institutions. As a result, the public administration system lacks the independent, strategic thinking necessary for effective governance, and societies with constrained political reasoning and weak democratic practices may lose competitive advantages compared to those where strategic thinking is free and active.

Building on the public value framework articulated by Alford & Hughes (2008) [3], which distinguishes among programs, organizations, and the entire public sector as levels of application for public management practices, one may propose a two-tiered structure of strategic activity for local governance (see Figure 4). This structure – comprising a strategic (or political/constitutional) level and an operational (administrative/function-level) layer – is here hypothesized to depend on local legislation, administrative traditions, and institutional practices.

In the context of strategic governance (see Figure 4), delegation of authority and engagement of non-state actors in the delivery of public services can play an important role in shaping operational outcomes. Evidence from Brazil shows that institutional design, political appointments, and administrative traditions significantly affect how such delegation functions in practice [15, pp. 1188–1189]. Building on these observations, one may hypothesize that public–private partnerships (PPPs) could serve as a mechanism to formalize the transfer of responsibilities and resources to non-state actors, potentially increasing their autonomy and accountability within local and national governance systems.

In democratic societies, power functions as an instrument through which citizens enable strategic development. Republican governance implies that authority serves the common good rather than the self-reproduction of bureaucracy. Political parties and leaders who lack genuine strategic projects and the resources necessary for their implementation cannot be considered true political forces. Political supply is not defined by slogans; it depends on the capacity to secure a project-based future for the nation, which highlights the need for sufficient resources to execute the chosen strategy. Extending this reasoning to political forces, in the absence of such projective capacity, a political force becomes a simulacrum: it imitates politics externally but fails to deliver national modernization.

The formation of strategic policy within the framework of public governance emerges at the level of civic political activity across several dimensions:

- Strategic political aspirations are transformed into political forces represented by political actors. Political programs may be formulated by both party-affiliated and non-party actors (e.g., a presidential candidate), who, upon gaining power, participate in shaping state policy.

- The formation of potential policy occurs outside the state administrative apparatus through active engagement in the political supply market, the activities of political entrepreneurs, and the operation of well-developed institutional mechanisms that enable citizens to influence the strategic vertical of power.

Political Parties: Their Role in Shaping Strategic and Sectoral Policy. Political parties play a pivotal role in shaping strategic and sectoral policy across electoral and post-electoral phases:

- *Before elections: Formation of strategic policy.* Political parties act as key actors in the political process and develop state development strategies already at the pre-electoral stage. Their electoral platforms outline visions of key development trajectories—including in the areas of the economy, security, and foreign policy (e.g., Art. 2 of the *Law of Ukraine “On Political Parties”* [2001]).

- *After elections: Interaction with parliament.* Political parties represented by parliamentary factions in the Verkhovna Rada directly influence the implementation of strategic policy through the adoption of laws and state programs. Opposition parties also shape the content of strategic decisions through parliamentary debates, committee work, and the exercise of oversight mechanisms (*Constitution of Ukraine*, 1996, Chapter IV).

- *Interaction with the executive branch.* If a party (or coalition) forms the government in accordance with current legislation, it determines the priorities of sectoral policy. Ministers—who typically represent political parties—implement sectoral policies in line with party platforms and the approved government program.

The implementation of strategic and sectoral policy within the state administrative mechanism implies a reciprocal relationship between citizens' will and the strategic programs executed by central public administration bodies, as well as the decisions and programs implemented through existing state instruments. In this framework, the entire public–state apparatus is subordinated to the administrative center, which is shaped by the expression of political society's will and exerts direct influence over the execution of programs by both central and sectoral bodies of public-administrative authority.

In other words, the entire public–state mechanism is subordinated to an administrative center formed through the political will of society, which directly shapes and influences the implementation of strategic programs by central and sectoral bodies of public administrative authority.

In every democratic state, such centralized interdependence has its own specific characteristics. For example, in Ukraine:

- The President of Ukraine defines the strategic directions of state policy. As Head of State, the President represents the country, acts as the guarantor of state sovereignty, territorial integrity, adherence to the Constitution, and the protection of human and civil rights and freedoms (Constitution of Ukraine, 1996, Art. 102). The President determines the basic principles of domestic and foreign policy (Constitution of Ukraine, 1996, Art. 106, paras. 1–3).

- The Verkhovna Rada of Ukraine legislatively establishes strategic frameworks. Its powers include determining the foundations of domestic and foreign policy (Constitution of Ukraine, 1996, Art. 85, para. 6). These foundations are defined exclusively by laws of Ukraine (Constitution of Ukraine, 1996, Art. 92).

The Cabinet of Ministers of Ukraine implements strategic policy in practice. It is the highest body within the system of executive authority, accountable to the President and overseen by the Verkhovna Rada (Constitution of Ukraine, 1996, Art. 113). The Cabinet ensures state sovereignty and economic independence, carries out domestic and foreign policy, enforces the Constitution, laws of Ukraine, and presidential acts, and ensures the practical implementation of the strategic directions of state policy (Constitution of Ukraine, 1996, Art. 116, paras. 1–2).

The connection between the central level of strategic policy formation and the sectoral level of its implementation is manifested in the hierarchical linkage between the central level responsible for defining strategic policy and the ministerial (sectoral) level responsible for its execution.

Strategic policy development. The President of Ukraine defines the strategic directions of domestic and foreign policy (Constitution of Ukraine, 1996, Arts. 102, 106). The Verkhovna Rada legislatively establishes strategies through the adoption of laws, state programs, and development concepts (Constitution of Ukraine, 1996, Arts. 85, 92). The Cabinet of Ministers further specifies these strategic directions in the form of governmental programs and action plans and ensures their implementation (Constitution of Ukraine, 1996, Arts. 113, 116).

- *Development of sectoral (ministerial) policy.* Ministries and central executive bodies

(e.g., the Ministry of Finance, the Ministry of Education and Science, the Ministry of Defence) develop sectoral strategies and programs in accordance with national strategic priorities. Each ministry has the authority to issue regulatory acts within its area of competence; however, these acts must be aligned with the governmental program and the overarching national strategy.

Strategic policy defines the overarching goals and development priorities of the state (e.g., energy security, digitalization). Sectoral policy transforms these strategic objectives into specific programs, measures, and instruments at the ministerial level (e.g., digitalization of education, energy reforms, defense programs; see Table 1). The Cabinet of Ministers coordinates the activities of ministries and ensures the alignment of sectoral policies with the state's overarching strategy.

Example of Linkage (How This Can Work):

Strategic Objective "Sustainable economic development of Ukraine."

Challenges High dependence of the economy on raw material exports and low processing levels; low labor productivity relative to European Union countries; insufficient diversification of investment and innovation sources.

Strategic Level (President, Verkhovna Rada) Defining the course for structural modernization of the economy; adoption of laws on industrial policy, creation of innovation clusters, and tax incentives for investors.

Ministerial Level (Cabinet of Ministers, Ministries)

- The Ministry of Economy develops programs to stimulate innovation and small business.
- The Ministry of Finance formulates budgetary instruments to support exports and lending.
- The Ministry of Education and Science ensures the training of personnel for high-tech industries.

Ministerial Policy–Implementation Tools

- State programs to support exports with high added value.
- Preferential lending for innovation-oriented production.
- Development of industrial parks.

Nationalism and national strategic development, drawing on the broader theoretical background of modern nation-building scholarship [4; 6; 7; 4; 16; 10], may be understood as forming the semantic foundation of national development within public management. The interpretation offered here represents an authorial conceptualization informed by these theoretical traditions rather than a direct derivation from them. In this framework, nationalism provides the underlying idea of sovereign progress for the political community, while its strategic content lies in

Table 1

Examples of Key National Strategies in Ukraine: Priorities and Implementation Periods Note.
This table summarizes selected Ukrainian national strategies, highlighting their core priorities and timelines

Strategy/Document	Priorities	Period of Action
National Security Strategy of Ukraine	Ensuring state security and protecting sovereignty	Until 2027
State Regional Development Strategy	Infrastructure development	2021–2027
National Strategy for Promoting Civil Society Development	Development of civil society and citizen engagement in decision-making	2021–2026
Economic Strategy of Ukraine	Promoting sustainable economic growth	Until 2030
Digital Transformation Strategy of Ukraine	Development of the digital economy and e-governance	Until 2025

the nation's capacity to overcome structural contradictions and to generate conditions for citizen unity around shared development objectives.

National development as a strategic project entails:

- The formation of a competitive modern national-state entity;
- The implementation of integrated strategic programs for economic, social, scientific, technological, and other forms of development;
- The consolidation of society based on a positive vision of the future and shared national values, which shape public management to translate strategic development concepts into practical outcomes.

Thus, modern nationalism in this context constitutes a project-oriented strategy aimed at establishing a contemporary political subject capable of effective agency within the global environment.

In democratic political systems, public governance serves as the key mechanism for transforming societally generated meanings and strategies into tangible institutional outcomes. It ensures: a transparent process for forming national goals; open citizen participation in defining strategic directions; and the legitimate realization of political programs through societally sanctioned instruments of power.

Thus, democratic nationalism constitutes the interaction between civil society and the public-administrative apparatus, wherein both parties bear responsibility for the results of strategic development.

Effective national public governance is tasked with:

- Eliminating the influence of narrow elite interests that seek to entrench power outside democratic procedures;
- Preventing the oligarchization of politics and state capture;
- Ensuring that ideas are vetted through transparent public discourse;
- Leveraging mechanisms of free will-expression to counter blocking strategies and manipula-

tive actions by narrow interest groups, including those that may promote initiatives incompatible with genuine modern development, contrary to strategic national interests, undermining sovereignty, or fostering national fragmentation—an interpretation broadly resonant with analyses of administrative resilience under democratic strain [5];

- Guaranteeing the accountability of elected political actors;
- Forming a new strategic reality aligned with national interests.

Building on the typology of strategic applicability proposed by [8], which highlights administrative autonomy, performance-based budgeting and quasi-market competition as key organizational conditions for strategic management, one may further argue – as part of a broader conceptual framework – that at the national governance level additional conditions may be required. These include a functioning political society with genuine citizen oversight, constitutional mechanisms for correcting political course deviations, prompt political accountability for deviations from programmatic strategies, and availability of strategic resources generated through successful prior strategic implementations.

Nationalism in a democratic state is not an ideology of imposition but rather a tool for strategic nation-building, oriented toward: the development of state sovereignty; the strengthening of societal unity; the formation of a modern political nation; and the safeguarding of national interests through an effective system of public management.

Accordingly, nationalism can be conceptualized as a strategic paradigm wherein public management functions as the institutional mechanism for the effective realization of societal will with respect to sovereign and collective national development.

In line with analyses by [5] regarding the threats posed by populist and elite capture of bureaucracy, public administration's institutional resilience depends on strong accountability, autonomy, and pluralist safeguards. This suggests

that, beyond bureaucratic reforms, democratic societies may benefit from mechanisms – such as meaningful citizen engagement and free public expression – which can serve as additional safeguards against elite manipulation or institutional capture.

Human resources play a decisive role in strategic management. Even the strongest strategy cannot be implemented without the support of people—their motivation, readiness for change, and sense of involvement. Research on public value creation emphasizes that strategic initiatives depend on mobilizing individuals and forming managerial capacities capable of sustaining implementation [13]. This aligns with analyses in public administration that identify human capital as a key determinant of successful strategy execution [1].

Changes in Administrations and the Implementation of Strategic Programs. Strategic implementation is inherently dynamic and remains sensitive to shifts in political leadership. Transitions in elected or appointed administrations typically generate recalibrations of priorities, policy frames, and organizational mandates. As a result, ongoing strategies are frequently revised, redirected, or discontinued, reflecting the new governing coalition's preferences and the altered interpretation of national objectives. Such shifts, as observed in comparative analyses of administrative performance under changing political regimes, directly influence the coherence and continuity of strategic programs and may either enable or constrain their effective execution [15].

The accountability of public administrators remains a problematic issue: appointed officials may participate in determining strategic priorities, yet they do not always bear direct political responsibility to citizens for the outcomes of the decisions they influence or enact.

Problematicization of Strategic Programs. In the Ukrainian context, the principal economic priorities are formally articulated in the *National Economic Strategy 2030*. However, a close examination of the document reveals a predominance of broad declarative statements—such as commitments to “building an effective macroeconomic policy” or “achieving the rule of law”—that do not specify the underlying strategic logic, actionable mechanisms, or the alignment of objectives with institutional capacity and available resources.

When evaluated through established frameworks of strategic applicability and public-sector strategic management [8, pp. 10–15]; [13, p. e219]; [14, pp. 3–5], such formulations raise doubts as to whether the document pos-

sesses the defining attributes of a strategy. These frameworks emphasize the necessity of coherent intent, operationalizable pathways, and resource-backed feasibility—criteria that are insufficiently reflected in the current formulation of Ukraine's strategic priorities.

Conclusions. Strategic public management constitutes a cyclical process encompassing the formulation of strategic intent, its implementation, and the creation of new socio-political realities.

- **Interaction between civil society and the state.** Interaction between civil society and the state. National democratic public governance implements strategies through interaction between civil society and the public-administrative apparatus. Political will originates from the nation, serving as both the source of authority and an active agent in policy-making.

- **Interaction between civil society and the state. National strategic priorities (Ukraine).** Strategic priorities are established based on the Constitution, national strategies, presidential decrees, and government programs, setting development goals and providing guidance for strategic policy.

- Interaction between civil society and the state. Role of the political market and entrepreneurs. The political market and political entrepreneurs generate ideas and solutions, transforming strategic intent into reality through competition and initiative.

- **Interaction between civil society and the state. Levels of strategic management.** Strategic management operates across multiple levels: the highest strategic (political/administrative), operational, tactical, sectoral, and functional, each implementing strategies in accordance with legislation.

- Interaction between civil society and the state. Public-private partnership. Partnerships and delegation of authority engage non-state actors, enhancing the efficiency of public service delivery.

- **Interaction between civil society and the state. Political parties and leadership.** Parties shape policy pre-election through programmatic initiatives and post-election through parliamentary and executive actions; their capacity determines the effectiveness of national governance.

- **Interaction between civil society and the state. Democratic governance and accountability.** Ensures transparency in goal-setting, citizen participation, actor accountability, and oversight of implementation, integrating engagement, institutional capacity, and strategic planning to achieve sustainable outcomes.

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