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IMPROVEMENT OF AN ORGANIZATIONAL STRUCTURE
OF THE STRATEGIC PLANNING PROCESS OF THE CITIES

Problem setting. Nowadays many cities in Ukraine have almost taken over the function of planning their own social and economic development that positively affects not only the efficiency of budget funds allocation, but also other community resources. However, the organizational structure of strategic planning process in most of the cities is still imperfect; usually there are no specialized units of local government executives that could professionally coordinate the development activities and implementation of the appropriate strategies.

Recent research and publications analysis. Many scholars and researchers have devoted their publications to the research methodology and practice of the strategic planning, as well as to its implementation in the cities and communities of Ukraine and generalization of foreign experience in strategic planning. But there is still a problem of forming the organizational structure of the strategic planning of the city, and defining the functions and scope of the relevant executive departments of the local governments.

The paper objective is to study the ways an organizational and functional reformation of the structure of the strategic planning process in the city.

The paper main body. There are several successful examples of development and implementation of strategic plans in the governments of the United Kingdom, Germany, USA, Sweden and other European countries. The positive experience of strategic planning has been accumulated in Ukrainian big cities as well, such as Dnipropetrovsk, Lvov, Odessa, Kharkov, which are the vivid examples of the diverse technologies applied in the strategic planning process.
Analysis of the local government of Poltava in terms of strategic planning activities showed that in order to develop a comprehensive strategy of the city development the Project of German International Cooperation (GIZ) named “Integrated Development of the Cities in Ukraine” was implemented. For the successful development of the city, implementation of strategic objectives, improving infrastructure, economic development, promotion of the effective development, and use of the potential the city, its government has created a municipal non-profit organization with the status of “City Institute”. The Office of Economic Affairs of the City Council manages the relevant work in this area. However, among all of the features defined in the Regulations of the Office of Economic Affairs, the functions directly related to the development and implementation of the strategic documents concerning the city development (strategies, strategic plans and projects) are missing, which is a significant disadvantage that adversely affects the strategic planning process in the city in general.

Therefore, we consider it is appropriate to create the Office of Strategic Development of the city as the executive body of the City Council, formed and controlled by it, subjected to the executive committee and the mayor or vice-mayor of the executive bodies (responsible for economic and social questions).

There might be two options for the structure of the Office of the Strategic City Development – extended or narrowed, depending on the capabilities of the municipal budget and financing costs for such local authority. Regardless of the structure, its main tasks should be grouped by the activity areas, and can be enlarged as follows: the first block of tasks concerns strategic planning; the second one covers investment and project management questions; the third one – tourism and international cooperation; and the forth one – promotion and city marketing.

Conclusions of the research and prospects for further surveys. Implementation of the proposed recommendations by the executive bodies of local governments (responsible for economic and social development of the territory) of the village, town and city councils and boards will let local communities improve the strategic planning process of the city development, increase its efficiency and effectiveness.
Thus, problems of implementation mechanisms of the project approach to the organization of the realization of strategic development plans require further research.