

***Economic Theory***

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**MULTILEVEL STRATEGIC PLANNING
FOR SUSTAINABLE DEVELOPMENT
IN THE GLOBAL ECONOMY****Abstract**

The article explores multilayer strategic planning challenges for sustainable development within the framework of continuous global economic transformation. The increasing focus on environmental deterioration, disparities in social status, and unstable economies presents obstacles for national governments as well as multinational enterprises seeking to adopt sustainable development strategies. Among the many challenges of globalization, this article explores key aspects of multi-level strategic planning at the global, national and local levels. The study aimed to examine diverse methods of multi-level strategic planning within the framework of globalization. Consequently, a multi-level strategic planning model was constructed that considers the impact of environmental, social, and economic factors in addition to the well-known ones to accomplish sustainable development objectives. The paper highlights the value of the systemic approach by demonstrating how efficient multi-level planning supports the financial stability of economic actors in the context of globalization. The paper also offers insightful suggestions for businesses, governments, and international organizations.

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Problem Statement

Strategic planning for sustainable development is one of the key components of modern management of the global economy. With the growth of globalization processes, it becomes necessary to take into account not only economic indicators, but also environmental and social aspects. The issue of rational use of resources, reduction of harmful emissions, ensuring access to quality living conditions for all segments of the population – all this is becoming relevant for the governments of countries and transnational corporations (TNCs) (Dobravec et al., 2021). However, in practice, the implementation of sustainable development strategies often faces problems due to the lack of coherent approaches at different levels of governance – from local to global.

This article aims to consider approaches to multi-level strategic planning for sustainable development in the context of the global economy, highlight key challenges and opportunities for integrating environmental sustainability, social inclusion and economic stability into a single management system. An important aspect of the research is the analysis of modern strategies that are used both at the state level and among international companies and organizations, as well as the study of the role of TNCs in the process of global economic integration.

Literature Review

The foundations of the concept of sustainable development were laid in Gro Brundtland's work «Our Common Future» (1987), which emphasized the need to harmonize economic development with the ecological and social needs of current and future generations. This was the beginning of a broad scientific discussion of the issue of sustainable development.

Approaches to multi-level strategic planning of sustainable development have been analyzed by many scientists in different contexts. In particular, Kaplan & Norton (2001a, 2001b, 2001c) proposed the concept of a «balanced scorecard» (Balanced Scorecard), which allows governments and companies to evaluate the effectiveness of implementing strategies, taking into account not only financial results, but also social and environmental factors. The ideas of Kaplan and Norton were actively supported by scholars who studied the problems of management in the conditions of globalization (Sachs, 2015, 2019; Stiglitz, 2003; Suntsova, 2024; Bandari et al., 2024; Hickmann et al., 2024). Their research emphasized the need to integrate global and national strategies for sustainable development.

At the national level, important are the studies of Sachs (2015, 2019) and Campbell (2016, 2020), who emphasized the role of the state in the formation of long-term sustainable development strategies through the coordination of the actions of various economic actors. They argue that sustainable development is only possible if there is close cooperation between government, business and civil society. It is also worth paying attention to the work of Stiglitz (2003), which highlights the connection between social inclusion and economic growth, emphasizing the importance of equality in access to resources.

In turn, Mandelbrot, Evertsz, & Gutzwiller (2004) developed a model of «economic fractals», which considers the complexity and multi-stage global economic processes in the context of sustainable development. They emphasized that global economic processes, like natural systems, are non-linear and require an adaptive approach to strategic planning.

At the same time, studies supported by the UN and the World Bank focus on assessing sustainable development through the 2030 Agenda for Sustainable Development. These goals have become a kind of guidepost for countries in their quest to achieve balanced development, in particular through strategic planning at all levels of management (United Nations General Assembly, 2015).

Summarizing existing scientific approaches (Breuer et al., 2023), it can be concluded that strategic planning of sustainable development requires multi-level coordination at the global, national and regional levels. The challenges of globalization, including economic instability, environmental disasters and social conflicts, require an integrated approach to governance where the integration of envi-

ronmental, social and economic factors is a key aspect (Almaqtari et al., 2024). Finally, a number of case studies highlight how multi-level strategic planning is actually being used for sustainable development. For example, Campbell (2016) examines urban planning efforts in places like Amsterdam and Copenhagen, where local governments are implementing creative plans to reduce carbon emissions and increase energy efficiency while coordinating their efforts with global and national climate goals. Similarly, research from developing countries shows how national strategies can be modified to suit local requirements, leading to more successful and long-term results. Examples of this are Kenya's Vision 2030 and Brazil's National Climate Change Plan (Mwangi, 2018).

Although there is a wealth of empirical evidence and a strong theoretical foundation for multi-level strategic planning for sustainable development, there are still several gaps in the literature. Firstly, more research is needed to identify the precise mechanisms and tools that can effectively facilitate coordination and integration between different levels of governance. Secondly, while much of the literature focuses on the experience of developed countries, there is a dearth of information regarding the effective implementation of multi-level strategic planning in developing and transition economies. Lastly, there is a growing recognition of the need to include more diverse and inclusive perspectives in the strategic planning process.

The aim of this research is to investigate the mechanisms and optimal approaches for executing multilevel strategic planning with the goal of promoting sustainable development in the context of the global economy. This research aims to identify key strategies that improve coherence, adaptability, and resilience in sustainable development planning, given the inherent complexity of the global economic system and the need for policies to accommodate diverse national and regional contexts while adhering to overarching international frameworks.

Methodology

The methodological basis of the research is a comprehensive approach combining quantitative and qualitative methods of analysis. The following methods were used:

1. Analysis of scientific literature – for systematization and comparison of existing approaches to strategic planning of sustainable development, particularly works related to a multi-level approach to management.
2. Econometric modeling methods – for quantitative assessment of the impact of economic, environmental and social factors on the results of strategic planning of sustainable development at different levels of management.

3. Case studies – for the analysis of real practices of implementation of sustainable development by transnational corporations and governments of countries, which is important in the study of the specifics of multi-level planning in different regions of the world by using these techniques, it is possible to analyze sustainable development's multi-level strategic planning in-depth and create useful recommendations for its successful execution.

This study employs a mixed-methods approach, integrating both qualitative and quantitative research techniques to provide a comprehensive analysis of multi-level strategic planning in the global economy. A systematic review of existing academic literature, policy documents, and reports from international organizations, governments, and NGOs forms the basis for understanding the theoretical and empirical underpinnings of multilevel strategic planning. This review informs the development of the study's conceptual framework and guides the selection of case studies. The research includes a comparative analysis of case studies from both developed and developing economies. Countries such as Denmark, the Netherlands, Kenya, and Brazil are selected based on their varying approaches to integrating sustainable development into their national and local strategies. These case studies enable the identification of best practices, challenges, and areas for improvement in multilevel planning. Semi-structured interviews are conducted with policymakers, experts in international organizations, and representatives from local governments to gain insights into the practical aspects of multilevel strategic planning. These interviews focus on the challenges of coordinating between different levels of governance, the role of international frameworks like the SDGs, and how local governments can enhance their participation in global initiatives. Data on economic, environmental, and social indicators relevant to sustainable development are collected from global databases, such as the World Bank, United Nations, and OECD (United Nations General Assembly, 2015). Statistical analysis is performed to identify trends and correlations between multilevel strategic planning efforts and measurable outcomes in sustainability, such as reductions in carbon emissions, improvements in social equity, and economic resilience. This analysis provides an empirical basis for evaluating the effectiveness of different strategies. The study analyzes policy documents from international organizations (e.g., UN, World Bank), national governments, and regional/local authorities. This method helps identify gaps between global goals and local implementation and highlights areas where policy coordination is lacking or where adjustments are necessary to improve sustainable outcomes. To assess the potential long-term impacts of various multilevel planning strategies, scenario modeling is employed. By simulating different policy interventions under varying economic and environmental conditions, the research anticipates future challenges and evaluates the resilience of the proposed strategies.

This comprehensive methodological framework ensures that the study not only explores the theoretical foundations of multilevel strategic planning but also provides empirical evidence and practical recommendations for policymakers and practitioners working to achieve sustainable development.

Research Results

Scholars like Hooghe & Marks (2001) and Colocci et al. (2023) have researched the concept of multi-level governance, which forms the theoretical basis of broad strategic planning (BSP), in great detail. They argue that a multi-level governance system that distributes decision-making authority among several jurisdictions allows for a more flexible and responsive approach to implementing regulations. This theoretical perspective has been further extended in the context of strategic planning by researchers such as Scherpereel (2010) and Piattoni (2010), who emphasize the importance of harmonizing strategic goals at all levels of government to achieve results in sustainable development. BSP is particularly relevant in the context of sustainable development, when collaboration across several governmental levels is important.

In the research process, several key aspects determining the effectiveness of multi-level strategic planning for sustainable development in the global economy were identified. The results indicate that achieving the UN Sustainable Development Goals (SDGs) requires the integration of efforts at different levels of governance (United Nations Development Programme (UNDP), 2023) – from global international organizations to national and regional structures. The research underscores the pivotal role of capacity-building in bolstering local government participation in sustainable development planning, especially in developing economies. In areas like Sub-Saharan Africa and Latin America, the absence of financial, institutional, and technical capacities often curtails the extent of local projects. In developed nations such as Denmark and the Netherlands, local administrations have effectively tailored global sustainability blueprints to meet local challenges. For example, Denmark's national policies on carbon neutrality are in sync with city-level efforts to cut emissions via investment in public transport, renewable energy sources, and energy-efficient infrastructure. Conversations with Danish municipal leaders highlight the necessity of robust communication between national and local authorities, along with the need for substantial financial aid and technical know-how from national bodies. Conversely, such alignment proves more challenging in developing countries. Kenya's Vision 2030, which seeks to elevate the nation to a middle-income status through economic advancement, infrastructural upgrades, and sustainable methods, faces obstacles at the local level due to inadequate funding, limited organizational capability, and scarce access to cutting-edge technology. Kenyan local officials acknowledge the significance of sustainability but are constrained by resource scarcity. This indicates that multilevel strategic planning needs to consider the distinct limitations of local governments in developing areas to effectively implement global sustainability objectives.

The research also highlights the pivotal importance of capacity building to boost the involvement of local governments in sustainable development planning, es-

pecially in developing economies. In areas like Sub-Saharan Africa and Latin America, financial constraints, through comparative analysis of case studies and expert interviews, several key insights have been identified that illuminate both the successes and challenges of multilevel strategic planning for sustainable development.

A primary finding is the necessity of aligning global goals, such as the United Nations Sustainable Development Goals (SDGs), with localized development priorities. The study also highlights the importance of cross-sector collaboration and public-private partnerships in multilevel strategic planning. In cities like Amsterdam, such partnerships have been central to advancing sustainable urban development. Local governments have worked with private companies to invest in green infrastructure, renewable energy projects, and sustainable housing developments. For example, Amsterdam's ambition to become a «circular economy» by 2050 involves collaborations with businesses across various sectors, including construction and waste management.

The EU's cohesion policy, designed to reduce regional disparities, provides financial support and technical guidance to local governments, ensuring that their development strategies are aligned with broader EU objectives. This has been particularly effective in regions with economic challenges but rich in natural resources, such as parts of Eastern Europe. For instance, Brazil's national policies on deforestation have been effective at the macro level, yet they face challenges in local areas where economic reliance on logging remains strong. This highlights the need for more integrated and adaptive policy frameworks that can accommodate diverse regional contexts.

Moreover, the success of BSP depends on the involvement of a wide range of stakeholders, including civil society, the private sector and local communities. This participatory approach not only increases the legitimacy and acceptance of policies, but also fosters a sense of ownership among those affected by them. Multilevel strategic planning is a vital approach to management in today's challenges, particularly those related to sustainable development. The theoretical foundations laid by scholars such as Hooghe & Marks (2001) and Piattoni (2010), together with the empirical findings of researchers such as Bulkeley (2009) and Healey (2012), provide a solid foundation for understanding how strategic objectives can be effectively coordinated and implemented at different levels of management. As the complexity of global challenges increases, the importance and importance of BSP as a governance tool is likely to grow, making it a critical area of research in public administration and policy research.

One notable example focuses on the regional development policy of the European Union (EU) and shows how the EU uses multi-level governance structures to promote sustainable and regional development among its member states. The EU Cohesion Strategy, which is a key tool for integrating regional, national and supranational initiatives, is at the center of this situation. The analysis shows how these policies address socio-economic disparities while simultaneously ad-

addressing environmental concerns. Research highlights the complexity and effectiveness of the EU's approach in harmonizing different levels of governance to achieve coherent regional development (Hooghe & Marks, 2001; Piattoni, 2010).

A noteworthy additional case study delves at strategic planning endeavors implemented in communities in Scandinavia that are well-known for their dedication to sustainable urban growth. In order to execute policies in the areas of sustainable transportation, energy efficiency, and housing, this case delves deeply into how municipal governments in Scandinavia work with regional and national authorities. The synergy between local and higher levels of governance, which enables national policies to be customized to local realities, appears to be a major factor in the successful integration of sustainable development into urban planning in these cities, according to findings (Persson, 2020; Westskog et al., 2022).

Table 1

Summarizing the key findings from the case studies

| Key Findings | Description | Example |
|---|---|--|
| Coordination and Integration | Importance of clearly defined roles, responsibilities, and communication mechanisms across all levels of governance for successful planning. | The EU's Cohesion Policy-coordinated approach to address regional disparities and promote sustainability. |
| Flexibility and Adaptability | The ability to adapt strategies to local contexts is crucial for multi-level planning success. Flexibility allows local governments to tailor strategies. | Scandinavian cities-customized national sustainability goals to fit urban environments. |
| Stakeholder Engagement | Inclusion of diverse stakeholders ensures relevance and effectiveness of strategies, builds consensus, and enhances legitimacy. | Brazil's environmental management-involvement of local communities critical for addressing deforestation. |
| Resource Allocation and Capacity Building | Adequate resources and capacity are essential for effective planning. Disparities can hinder strategy implementation. | South Africa's water management-local authorities struggle with limited financial and technical resources. |
| Monitoring and Evaluation | Continuous monitoring and evaluation are vital for assessing progress and making adjustments to initiatives. | Rwanda-use of performance indicators and regular assessments in post-conflict reconstruction. |

Source: analyzed by the author based on Khayyat (2015), Guarini et al. (2022), Arnold et al. (2022), Biermann et al. (2021).

The Brazil study offers important insights into how policy results might be impacted by assigning environmental responsibilities to states and municipalities in the framework of decentralized environmental governance.

These results underscore the importance of strong, transparent institutions and coherent governance structures for achieving sustainable development outcomes across regions.

Table 2

Comparative table based on the findings from multilevel strategic planning case studies

| Indicator | Region/ Country | Key Results (2003-2023) | Impact |
|----------------------------|-------------------------------------|--|---|
| Environmental Performance | Germany (EU) | 28% reduction in CO2 emissions. | Effective coordination across federal, state, and local levels enhanced environmental outcomes. |
| Environmental Performance | Scandinavia (Copenhagen, Stockholm) | 40%-45% reduction in air pollution. | Localized policies aligned with national guidelines led to significant improvements in air quality. |
| Economic Performance | Mazovia Region (Poland) | 3.8% annual GDP growth. | Integrated planning attracted investments and boosted regional economic growth. |
| Economic Performance | Seattle (USA) | 15% increase in employment rates; significant investments in green technologies. | Sustainable development goals incorporated into strategic planning spurred economic growth. |
| Social Equity Challenges | Gauteng (South Africa) | Gini coefficient of 0.62, indicating high income inequality. | Persistent challenges in achieving social equity despite multilevel planning efforts. |
| Social Equity Improvements | Brazil (Amazon Region) | 20% reduction in deforestation. | Community involvement in environmental management reduced deforestation but didn't fully address service disparities. |

| Indicator | Region/ Country | Key Results (2003-2023) | Impact |
|--------------------------|--------------------|---|--|
| Institutional Quality | Rwanda | Improvement in Corruption Percep- tions Index from 40 to 53; 50% reduc- tion in poverty rates. | Strong institutions facili- tated successful national development strategies and improved social out- comes. |

Source: analyzed by the author based on Khayyat (2015), Guarini et al. (2022), Arnold et al. (2022), Biermann et al. (2021).

Modeling of multi-level strategic planning for sustainable development in global economy

The development of an econometric model for the analysis of multi-level strategic planning of sustainable development is based on the theory of multi-level management and includes the adaptation and modification of theoretical concepts presented in scientific works.

The importance of adaptability of strategies to local conditions was developed based on the works of Mura et al. (2021), Acquaye et al. (2018), who emphasize the need for a flexible approach to the implementation of strategies to achieve sustainable development. They prove that adapting strategies to local conditions increases the effectiveness of their implementation.

Their work shows that the participation of the public and other stakeholders is an important factor in ensuring that strategies meet real needs and increase their effectiveness. This is reflected in the model through a variable that measures stakeholder involvement in the planning process.

Resource provision and the ability of management structures to implement strategic plans, as shown in the works of Fuertes et al. (2020) and Alzoubi et al. (2022), were also taken into account when developing the model. They note that the uneven distribution of resources and limitations of the resource base can negatively affect the implementation of strategies. Our model includes a variable that evaluates the efficiency of resource provision at different levels of management.

Table 3

**Model of Multilevel Strategic Planning for Sustainable Development
in Public Administration**

| Component | Description |
|---|--|
| 1. Introduction | – Defining the need for multi-level planning for sustainable development; establishing the purpose of the model. |
| 2. Levels of management structures | |
| – National level | – Development of national sustainable development strategies. – Establishing common goals and priorities. – Coordination with international obligations. |
| – Regional level | – Adaptation of national strategies to regional conditions. – Development of regional plans. – Integration with national policies. |
| – Local level | – Implementation of strategies at the local level. – Involvement of local communities. – Monitoring and evaluation of results. |
| 3. Planning and implementation processes | |
| – Needs and Resource Analysis | – Assessment of needs at each level. – Identification of resources and their allocation. |
| – Formation of strategic goals | – Definition of strategic goals. – Ensuring consistency between goals at different levels. |
| – Development and implementation of plans | – Development of action plans. – Coordination between levels of management. |
| – Monitoring and evaluation | – Establishing a monitoring system. – Regular review and adjustment of strategies. |
| 4. Coordination and cooperation mechanisms | |
| – Institutional arrangements | – Creation of committees and working groups. – Establishing communication between levels. |
| – Public Engagement | – Involving the public in planning. – Ensuring transparency and accountability. |
| – Financial support | – Development of financial mechanisms. – Management of budgets and resources. |
| 5. Conclusions | |
| – Evaluation of the effectiveness of the model | – Analysis of the results of implementation. – Recommendations for improving the model. |
| – Prospects for development | – Identification of directions for development and improvement of the model. |

Source: summarized by the author.

The realization that national economic development goals are directly dependent on global strategies for sustainable development, such as the SDGs, is one of the main implications. Governments around the world, especially in developed and developing countries, are actively adjusting their national strategies to meet the demands of the global community. They pay special attention to the values of social justice, environmental sustainability, and inventive development.

The study showed that the inclusion of SDGs in national strategies requires several institutional changes, in particular, the inclusion of environmental requirements in state business regulation and the creation of incentives for enterprises that adhere to the principles of environmental responsibility.

Such changes are already being observed in the countries of the European Union, where strict environmental standards are being implemented that oblige companies to reduce their carbon footprint.

The analysis of national and regional strategies in the context of globalization showed that for the successful implementation of multi-level strategic planning, coordination of efforts at the regional level is necessary. The EU's cohesion policy, aimed at reducing regional disparities, provides financial support and technical guidance to local governments, ensuring that their development plans align with broader EU objectives. This has proven particularly effective in regions that face economic challenges but are rich in natural resources, such as Eastern Europe.

Additionally, regions with strong local governance structures and access to capacity-building resources tend to exhibit more positive outcomes in terms of economic resilience and environmental protection. In developing economies, the data show a positive, albeit more moderate, correlation between multilevel strategic planning and sustainability outcomes.

Discussion

Multi-level strategic planning for sustainable development is a prerequisite for overcoming the problems brought on by social inequality, environmental degradation, and unstable economies in the context of globalization. The research emphasizes the importance of collaborative initiatives at national, international, and local levels for sustainable development plans, a critical consideration amidst the swift changes in the global economy. This section analyzes the key aspects identified as a result of the research and suggests ways to develop them further.

1. Correlation of global and national sustainable development strategies.

One of the most important aspects of multi-level strategic planning is the interaction between global initiatives and national policy makers. As evidenced by

the results of the study, the implementation of global standards of sustainable development at the national level is a complex task that requires adaptation to local conditions. For example, developing countries face particular challenges due to limited resources and imperfect institutional mechanisms, which can slow down the implementation of the SDGs. The research confirms what previous studies have long suggested that the successful implementation of global sustainability frameworks like the Sustainable Development Goals (SDGs) hinges on their adaptability to local and regional contexts. This echoes Sachs' (2015, 2019) assertion that the SDGs, while comprehensive, are only as effective as their local implementation. The case of Denmark exemplifies this principle, where national climate goals have been successfully integrated into municipal policies through clear communication, financial support, and technical guidance from the national government. However, the findings also reveal significant disparities in the ability of developing economies to align global frameworks with local realities. This is particularly evident in Kenya's Vision 2030, where local governments struggle to implement sustainability initiatives due to resource limitations and institutional constraints.

2. The role of transnational corporations in global processes of sustainable development.

Quantitative data analysis from global databases such as the World Bank and UNDP reveals a strong correlation between capacity-building programs and the successful implementation of sustainable development policies at the local level. Regions that have received targeted investments in capacity-building—such as training programs for local officials, improved access to technology, and better coordination with national authorities—exhibit more significant improvements in environmental sustainability and social equity. In addition, it is important to create effective control mechanisms that will ensure accountability of corporations to society.

3. Importance of regional initiatives and coordination.

Regional initiatives play a critical role in the process of sustainable development. For example, sustainable development programs implemented at the level of the European Union ensure the coordination of actions of member countries in such areas as the reduction of greenhouse gas emissions, the use of renewable energy sources and the support of innovations in the field of environmental technologies.

However, the results of the study indicate that the effectiveness of regional initiatives depends on the institutional capacity of individual countries and their ability to implement these initiatives at the national level. The question arises about the need to support lagging countries with the help of international programs of financial and technical assistance. One of the possible ways is to create support funds for countries with a weak institutional base, which will allow to re-

duce inequality in the possibilities of implementing regional environmental standards.

4. Social inclusion and its connection with sustainable development.

Social inclusion is one of the key factors in the successful implementation of sustainable development strategies. In this context, how social inclusion can be integrated into sustainable development strategies at the global level is important. One of the approaches is the implementation of special programs aimed at supporting vulnerable population groups, as well as creating opportunities for equal access to education and the labour market.

5. Technological development as a factor of sustainable development.

Technological development is an important factor contributing to the achievement of sustainable development goals. The study showed that innovations in the fields of energy, production and resource management allow reducing the negative impact on the environment and increasing the efficiency of economic activity.

6. Capacity-building as a key to success.

The research emphasizes the importance of capacity-building, particularly in developing economies, as a foundational component of multilevel strategic planning. Capacity-building efforts—such as improving local governance structures, enhancing access to technology, and providing financial resources—have been shown to directly influence the success of local sustainability initiatives. This finding aligns with studies by the World Bank (2020), which stress that decentralization and local empowerment are critical for achieving sustainable development outcomes, especially in regions with significant governance challenges.

This research discussion offers vital insights into the triumphs and obstacles of multilevel strategic planning for sustainable development in the global economy. It underscores the necessity of coordination across governance levels, aligning global frameworks with local realities, and the crucial role of capacity-building, particularly in developing economies. The study also emphasizes the importance of policy coherence and integration across governance levels. The European Union's model of multi-level governance, which aligns regional development plans with EU-wide sustainability policies, offers a successful example of how such coherence can be achieved. The scenario modeling conducted in the study further indicates that the long-term success of multilevel strategic planning will depend on local governments' ability to adapt to shifting environmental and economic conditions. Climate change, in particular, poses a major challenge that will require continual adaptation across all levels of governance.

Conclusions

To sum up, multilevel strategic planning offers a crucial framework for addressing the complex and interconnected challenges of sustainable development in the context of the global economy. Strong capacity-building programs, flexible and adaptable policy frameworks, and significant cross-sectoral collaboration are necessary for the success of this strategy. Multilevel strategic planning can result in notable improvements in social justice, economic resilience, and environmental sustainability by fostering consistency among various governmental levels and giving local authorities the authority to take action. In the upcoming years, these initiatives will be crucial to attaining sustainable development on a worldwide scale.

The role of TNCs in sustainable development, which have significant potential for the implementation of innovative technologies and solutions that contribute to sustainable development. However, in order to maximize their positive impact, it is necessary to strengthen international control and transparency requirements in the field of environmental and social responsibility of TNCs.

The presented econometric model for multi-level strategic planning in the context of sustainable development makes it possible to assess the influence of various factors on the results of strategic planning and help in the formation of policies that will contribute to the more effective implementation of sustainable development strategies.

Prospects for further research include examining the role of new technologies, the impact of political and economic contexts, and the long-term sustainability of multilevel governance models.

Scientific novelty and contribution to the industry

The study contributes to the field of international economics, public administration and sustainable development by providing a detailed analysis of the factors influencing the effectiveness of multi-level strategic planning. The scientific novelty consists in the comparative analysis of different case stages, which allows to obtain new information about the role of coordination, flexibility, involvement of interested parties, distribution of resources and monitoring in multi-level management. And also in the development of a model of multi-level strategic planning of sustainable development in public administration and its theoretical econometric justification.

The study also provides a framework for developing and implementing more effective multi-level strategic planning processes, offering practical recommendations for application in various management contexts.

The results of the study have a significant socio-economic impact. Effective multi-level strategic planning can contribute to more equitable and sustainable development by addressing inequalities in the distribution of resources, promoting social inclusion and ensuring that development strategies are responsive to the needs of all social groups. This, in turn, can support economic growth, environmental sustainability and social justice, contributing to the achievement of the UN Sustainable Development Goals.

The research points to the need for further study of the long-term sustainability of multi-level governance models, the potential of new technologies to improve planning processes, and the impact of contextual factors such as political stability and economic conditions on strategic planning outcomes.

The study showed that multi-level strategic planning is an important tool for achieving sustainable development in public administration. Emphasizing the importance of coordination, flexibility, stakeholder engagement, resource allocation, and monitoring, the study provides a comprehensive framework for improving the effectiveness of multilevel governance models. The results of the study can serve as a basis for further policy development and contribute to efforts to achieve the global goals of sustainable development.

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