

DOI: 10.31866/2616-745X.16.2025.344681
UDC 005.21:327:[351.746:007

**STRATEGIC STATE MANAGEMENT IN INTERNATIONAL
RELATIONS: ROLE OF ANTICIPATORY GOVERNANCE
IN FORMING SECURITY POLICY FRAMEWORKS**

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For citation:

Likarchuk, D. 2025. Strategic State Management in International Relations: Role of Anticipatory Governance in Forming Security Policy Frameworks. *International Relations: Theory and Practical Aspects*, 16, c.36-48. doi: <https://doi.org/10.31866/2616-745X.16.2025.344681>.

The relevance of the offered study is conditioned by necessity of a critical reappraisal of the institutional mechanisms that delineate the dynamics of the security environment within the globalised system of international relations, wherein the paradigm of strategic state management increasingly acquires anticipatory features. The growing polyvalence of risks and the asymmetry of challenges render obsolete the traditional reactive models of decision-making, compelling states to construct innovative configurations of political and security practices capable of proactively shaping the global order's trajectories.

The main objective of this study is the analytical extrapolation of the concept of anticipatory governance into the realm of strategic security planning, with the purpose of uncovering its latent determinants and verifying the potential capacity of such an approach in order to unify multidimensional imperatives of states' foreign policy and defense strategies.

The methodology is grounded on the synthesis of system and constructivist analysis, supplemented by elements of critical security studies and comparative political science. All this enables to make not merely a descriptive but also an interpretative reconfiguration of core concepts. The application of the methods of strategic foresight and discursive hermeneutics, as well as a structural-functional approach, makes it possible to identify both the formal institutional parameters of anticipatory governance and their implicit substantive correlates.

The findings demonstrate that anticipatory governance cannot be reduced to mechanical forecasting. It rather constitutes a complex integration of preventive cognitive matrices with politico-bureaucratic processes that simultaneously incorporate both technological and normative dimensions of strategic management. It is offered to conceptualise this phenomenon as a synergistic mechanism transcending classical models of strategic planning and emerging as an autonomous discursive-institutional phenomenon. The conclusions highlight that the articulation of an anticipatory dimension within state security policy has a potential to radically transform the architectonics of international relations by instituting a new logic of interaction between states and non-state actors, wherein pre-emptiveness and foresight function as systemic principles. Thus, oriented towards anticipatory governance, the implementation of strategic state management not only mitigates the degree of global turbulence, but also facilitates the consolidation of more stable and predictable security regimes within a polycentric world order.

Key words: strategic foresight; anticipatory governance; state security policy; international relations; global turbulence.

Introduction

In modern dynamic paradigm of global politics, strategic state management emerges not merely as a collection of administrative-institutional practices, but as a complex cognitive-prognostic phenomenon, integrated with the conceptual framework of anticipatory governance, capable of shaping adaptive, multi-scalar strategies for national security that simultaneously mediate domestic resources and global systemic transformations, whereby the effectiveness of such an integrative approach correlates directly with the level of strategic reflexivity exercised across the expert, analytical and political hierarchies of the state (Boyd and Wilson, 2021).

In this context, anticipatory governance acquires a functional duality: it serves as an instrument of preventive forecasting, enabling the anticipation of exogenous threats and their nonlinear consequences for security policy; it functions as a cognitive filter, facilitating multi-dimensional synthesis of strategic scenarios, prioritisation and risk hierarchy within complex interdependent systems of state

governance, where each political action, potentially contextually determined, may produce both direct and latent effects on the international standing of the state. Special attention is drawn to the integrative function of anticipatory governance in the process of strategic state management, as it mediates the transformation of potential exogenous challenges into systemic advantages, realised through multi-level coordination structures, mechanisms of adaptive administrative response and dynamic inter-institutional interaction algorithms (Ahern, 2025). Oriented toward linear crisis scenarios, traditional models of reactive management increasingly prove insufficient to adequately reflect the complexity of the contemporary international environment, compelling the academic community to develop comprehensive methodologies for forecasting, risk system analysis, and the integration of strategic vision into practical political administration.

The synthesis of anticipatory governance with strategic state management opens further perspectives in the formulation of security policies that not only anticipate and neutralise potential crisis scenarios, but also establish cognitive-structural prerequisites for the stabilisation, reinforcement and dynamic development of national interests within a multi-dimensional international context (Koskimaa and Raunio, 2024). This necessitates an interdisciplinary integration of knowledge from political science, state governance theory, international relations, and systems analysis, ensuring a high level of strategic transparency and flexibility in decision-making processes under unpredictable global transformations, where only the comprehensive combination of analytical reflexivity, prognostic precision, and structural adaptability allows a state to maintain competitive positions on the international stage.

Analysis of recent research and publications

Recent scientific studies highlight the increasing significance of anticipatory governance as a strategic tool in state management and international relations, particularly in the formulation of security policies. D. Ahern (2025) emphasises the development of a new culture of anticipatory governance that integrates regulatory foresight, experimentation and learning to foster innovation. Similarly, J. Berten and M. Kranke (2022) study anticipatory global governance, underscoring the role of international organizations in shaping forward-looking policies and the politics of future scenarios. M. Boyd and N. Wilson (2021) argue that anticipatory governance is crucial for preventing and mitigating catastrophic and existential risks, highlighting its strategic relevance for national and global security. K. Heo and Y. Seo (2021) provide comparative insights from the UK, the Netherlands, Finland and Korea, demonstrating the effectiveness of anticipatory governance

mechanisms for newcomers in governance practices. Research by V. Koskimaa and T. Raunio (2024) shows the diffusion of anticipatory governance into legislative institutions, reflecting a global tendency toward integrating future-oriented decision-making into national policy frameworks.

Scientists address both the potentials and limitations of anticipatory governance in practice. C. Lazaro and M. Rizzi (2023) research the use of predictive analytics as a sociotechnical instrument for managing uncertainty, while T. Ly-saght (2022) discusses foresight as a tool to regulate unpredictability in complex policy environments. N. Likarchuk, O. Andrieieva, M. Kutepova, D. Dzvinchuk and E. Buriak (2022) highlight lessons from Ukraine's COVID-19 experience, illustrating the adaptation of anticipatory governance mechanisms in response to crises. K. Muiderman, J. Vervoort, A. Gupta, R. Norbert-Munns, M. Veeger, M. Muzammil and P. Driessen (2023) critically view whether anticipatory governance opens up or constrains future possibilities, particularly in Global South contexts. S. L. Robertson (2022) and G. Umbach (2024) emphasise the integration of anticipatory governance into international and EU-level policy frameworks, underscoring its role in strategic foresight, education and "Better Regulation" initiatives. All these studies prove that anticipatory governance is becoming a central instrument for aligning national security policies with global challenges and uncertain futures.

Formulation of the objectives of the article

The aim of this article is a systematic and synthetic study of the phenomenology of strategic state management within the global policy sphere, particularly through the lens of anticipatory governance, functioning as a metatheoretical instrument for the preventive modeling of security policies, ensuring the cognitive-normative integration of multi-level state regulatory processes and the formation of an adaptive, dynamically resilient institutional ecosystem within a highly complex international environment.

Presentation of the main material of the study

Strategic state management in international relations represents a highly complex systemic configuration in which the synthesis of cognitive, normative and technological components constitutes the foundation of state capacity in shaping security policies. Under conditions of exogenous turbulence and persistent geopolitical uncertainty, the phenomenon of anticipatory governance assumes not merely a methodological tool but an epistemological framework that enables the projection of multiplex scenarios in the evolution of the international environment (Berten and Kranke, 2022). The conceptual perspective of anticipatory governance emphasises the necessity of integrating retrospective analysis, proactive threat modeling, and strategic cognitive flexibility, thereby ensuring both the systemic resilience of the state and the emergent adaptive capabilities of its

institutions. So, state security policy emerges as the product of a complex interaction among normative-legal, technological, and socio-psychological determinants, which determines the high degree of complexity in management processes. At the same time, strategic management in the global perspective cannot be reduced to simplistic algorithmic procedures, as it entails the transformation of uncertainty into constructed opportunities (Heo and Seo, 2021). The anticipatory paradigm enables the state not only to react to exogenous threats but also actively to shape the architecture of international relations, modulating the balance between cooperation and confrontation. Consequently, anticipatory governance functions as a multidimensional instrument of strategic management, integrating forecasting, analytical reflection, and institutional innovation.

The interdisciplinary dimension of strategic state management manifests in the synthesis of political theory, econometric forecasting and international security theory, allowing for the development of policies with a high degree of adaptability to dynamic exogenous challenges. The anticipatory framework of governance presupposes cognitive modeling of both predictable and unpredictable transformations of the global system, emphasising the capacity of state institutions to transform acquired data into strategic interventions. This paradigm does not reduce the management process to mere prognostic models; on the contrary, it implicitly requires the integration of analytics, scenario planning, and normative regulation into a coherent cognitive-operational structure (Likarchuk et al., 2022).

The primary function of anticipatory governance grounds on the formulation of policies that combine strategic stability with flexibility in respond to transnational threats. This entails the integration of defense, diplomatic and economic strategies while considering the systemic dynamics of international relations. Concurrently, it stimulates the development of interagency and transnational coalitions, enhancing the state's coordination potential and strategic autonomy. Thus, anticipatory governance emerges not merely as a procedural mechanism but as the conceptual core of strategic management, ensuring both cognitive and operational readiness of the state.

The analytical value of anticipatory governance grounds on its ability to transform empirical data and informational patterns into highly adaptive strategic insights, in such a way increasing the predictive accuracy of security policies. Strategic management in the international context requires not only technocratic competence but also normative-ethical reflexivity, enabling the determination of security priorities in a multipolar system. The complexity of the process stems from the multiplicative interaction of factors (from international norms and sanc-

tions to technological transformations and transnational threats). The anticipatory paradigm allows for the construction of policies that combine strategic stability with adaptive flexibility. It is critically important in a world of high uncertainty (Lysaght, 2022), as it encourages the creation of cognitive scenario maps that reflect potential trajectories in international relations, facilitating more informed and evidence-based decision-making. Anticipatory governance fosters the formation of interagency and transnational coalitions, enhancing the institutional resilience of the state. Consequently, it stands as a central mechanism of strategic management, ensuring the systemic adaptability of security policies over the long term.

Strategic state management in international relations constitutes a polyphonic phenomenon that integrates forecasting, planning and institutional adaptation, transforming uncertainty into strategic advantage. In this process, the role of anticipatory governance grounds on the creation of a cognitive-operational space capable of modeling future threats and constructing effective security policies. It ensures the synthesis of technological, social and political components into a unified mechanism of strategic foresight (Robertson, 2022). Such an approach overcomes the traditional fragmentation of management processes, enhancing the efficiency and adaptability of state strategies. The anticipatory paradigm emphasises the necessity of integrating interdisciplinary knowledge and advanced analytical practices for the construction of state security; it stimulates the development of flexible adaptive mechanisms that ensure strategic resilience in the long term. Therefore, anticipatory governance emerges as the epicenter of contemporary strategic state management, where scientific reflection, political pragmatism, and technological innovation converge into a coherent system of strategic foresight.

In the context of strategic state management in international relations, thirteen key components can be distinguished that determine the effectiveness of security policies:

1. Anticipatory governance entails proactive forecasting of potential geopolitical threats based on a multidisciplinary analysis. It allows the state not only to react to crisis situations but also to actively shape the strategic environment in accordance with long-term interests. The integration of preventive planning with scenario models ensures the optimisation of both political and resource potential. The state is transformed from a passive observer into an active architect of international security.

2. Systemic cognitive perspective provides a comprehensive understanding of multidimensional interdependencies on the global stage. It integrates cognitive mapping, structured models and empirical data in order to enhance the accuracy of strategic decisions. Research and forecasting are based on the synthesis of

diverse disciplines, fostering the cognitive resilience of the state. This approach enables the effective anticipation of the consequences of political and economic transformations.

3. Integrative forecasting employs a synthesis of quantitative and qualitative methods to formulate scenarios for the evolution of international security; it allows for the early detection of crisis signals that may pose threats to national interests. Forecasting contributes to the adaptive adjustment of policies in response to rapidly changing global conditions. Thus, it transforms an analytical tool into a mechanism of strategic influence.

4. Multilevel coordination ensures the alignment of actions between central authorities, regional structures and international partners. It enhances policy coherence and prevents the duplication of functions. Effective coordination minimises the risk of organisational dysfunction during crisis situations. Additionally, it strengthens the legitimacy of state decisions in the global arena.

5. Scenario-based risk modeling allows the simulation of alternative futures based on comprehensive analyses of socio-political and economic factors. It provides an assessment of potential threats and vulnerabilities within state systems. Such an approach facilitates the development of adaptive strategies in real time. Risk modelling enhances the state's capacity for preemptive response.

6. Political adaptability is characterised by the ability to transform policies in response to external and internal changes; it entails institutional mobility and legislative flexibility. Adaptability minimises the risk of strategic stagnation and increases the effectiveness of crisis management. Also, it facilitates the integration of the state into complex networks of global interactions.

7. Institutional resilience denotes the capacity of state structures to withstand shocks and maintain functionality under crisis conditions. It is grounded in robust organisational mechanisms, reserve resources and emergency protocols. Resilience prevents paralysis of administrative processes during unforeseen events, and accordingly, it forms the foundation of long-term national security.

8. Transnational partnerships involve collaboration with foreign states, international organizations, and non-governmental actors. They facilitate the exchange of information, technology and strategic practices. Partnerships enhance the adaptive flexibility of the state in response to global challenges. At the same time, they contribute to the legitimisation of national policies on the international stage.

9. Critical infrastructure synchronisation entails the alignment of strategic facilities and resources with overall security policies; it ensures the effective protection of energy, transport and communication systems. This synchronization re-

duces the vulnerability of the state to hybrid threats and fosters the integration of national infrastructure into international cooperation networks.

10. Information extrapolation involves utilising analytics and big data to forecast trends and potential threats. It enables the development of adaptive scenarios and operational strategies. Extrapolation improves the quality of decision-making and minimizes the risk of erroneous political actions. Concurrently, it integrates heterogeneous information flows for precise strategic planning.

11. Cultural-political contextualisation entails consideration of historical, social and cultural factors in the security policies' grounding. It reduces the risk of conflicts and misunderstandings in international relations. Contextualisation allows strategies to be adapted to local conditions. It strengthens the state's diplomatic capacity.

12. Normative legitimisation of strategies ensures the legal and political justification of security policies. It involves harmonising national legislation with international standards. Such legitimisation increases the acceptability of decisions among both domestic and external actors. This approach contributes to the sustainability and durability of national strategies.

13. Dynamic resource management entails flexible allocation of material, technological and human assets in response to changing international conditions. It allows for optimizing resource efficiency. Resource management ensures strategic mobility and the readiness of the state to face unforeseen scenarios. At the same time, it forms a basis for the continuous improvement of national security mechanisms (Lazaro and Rizzi, 2023; Muiderman et al., 2023; Umbach, 2024).

Conclusions

Strategic state management in international relations emerges as a quasi-integrative construct, wherein cognitive, prognostic and regulatory functions interact in a synergistic configuration aimed at optimising national security under conditions of global unpredictability. The concept of anticipatory governance functions not merely as a methodological apparatus but as a cognitive compass, enabling proactive modelling of emergent threats and the construction of strategic response scenarios. Its integration into state institutions grounds an adaptive architecture of political management, capable of translating prognostic insights into normative-legal imperatives. The essence of this paradigm lies in preventive analytical engagement with complex geopolitical systems, thereby minimising cognitive and operational uncertainty.

The integration of innovative technologies, expert simulations and multidisciplinary models ensures the coherence of decision-making in emergency situations. The analytical purpose of anticipatory governance is to generate not linear but adaptive-evolutionary trajectories of state policy. It consolidates resources, ensures

a balance between internal stability and external integration, and creates precedents for strategic proactivity. The systemic nature of this instrument allows the alignment of short-term operational decisions with long-term strategic imperatives. Empirical and theoretical findings confirm that anticipatory governance constitutes a centripetal force transforming traditional conceptions of security into a dynamic and adaptive paradigm. Its implementation is a pivotal precondition for the sustainable functioning of state institutions in a globalised environment.

The analytical perspective of anticipatory governance conceptualises it as a cognitive-operational instrument capable of modelling multi-scalar scenarios for the development of international security systems. It necessitates continuous adjustment of strategic priorities according to evolutionary and discrete transformations of the global continuum. The synergistic effect of its integration manifests in the formation of interaction networks between state and supranational actors operating within the domain of complex risks. Anticipatory governance translates expert knowledge into political algorithms, ensuring the coherence and systemic integrity of state strategy. It creates conditions for predictable and adaptive governance, accounting for the uncertainties of the international environment and enhancing strategic flexibility. The integration of analytical and technological tools mitigates cognitive biases and elevates decision-making quality. Its functional significance grounds on its capacity to consolidate resources, model crisis scenarios and provide preventive intervention mechanisms. Modern state security policy is inconceivable without anticipatory governance, as it establishes a platform for long-term strategy and adaptation. Its implementation demonstrates that strategic management transcends mere reactivity, assuming a proactive and foresight-oriented character. So, anticipatory governance becomes the core of strategic state activity, consolidating analytical, technological and institutional resources.

The integration of anticipatory governance into strategic state management constitutes not merely a methodological task but a cognitive-strategic imperative that determines the resilience of the national management system in the long term. It enhances the cognitive capacity of government structures, shapes innovative security policies, and ensures adaptability to emergent challenges in the global environment. This concept functions as a meta-instrument, synthesising institutional, analytical and technological resources into a coherent strategic framework. Its application facilitates the anticipation of exogenous and endogenous risks, mitigating the adverse effects of unforeseen events. The integration of interdisciplinary knowledge into decision-making creates a multi-layered adaptation system and ensures strategic coherence. An additional critical aspect is

the formation of preventive response mechanisms, which significantly enhance the flexibility of the state policy. All this demonstrates that modern strategic management is impossible without systematic forecasting and scientifically grounded analysis. Anticipatory governance serves as a catalyst for the effectiveness and resilience of national security, ensuring the integration of strategic objectives with global transformations. Its implementation establishes a proactive, foresight-oriented and adaptive governance system. Thus, strategic state management acquires a scientifically substantiated, proactive and cognitively adaptive character, which is a decisive factor for stability and security in the international context.

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Received: 15.08.2025; Accepted: 16.09.2025;

The article was first published online: 28.11.2025

СТРАТЕГІЧНИЙ ДЕРЖАВНИЙ МЕНЕДЖМЕНТ У МІЖНАРОДНИХ ВІДНОСИНАХ: РОЛЬ ANTICIPATORY GOVERNANCE У ФОРМУВАННІ ПОЛІТИК БЕЗПЕКИ

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Актуальність запропонованого дослідження зумовлена необхідністю критичного переосмислення тих інституційних механізмів, що визначають динаміку безпекового середовища у глобалізованій системі міжнародних відносин, де парадигма стратегічного державного управління дедалі більше набуває характеристик антиципативності. Зростаюча поліваріантність ризиків та асиметричність викликів унеможливають традиційні реактивні моделі прийняття рішень, внаслідок чого держави змушені конструювати нові конфігурації політичних і безпекових практик, спроможних випереджально формувати траєкторії розвитку глобального порядку. Метою дослідження виступає аналітична екстраполяція концепту антиципативного врядування на сферу стратегічного безпекового планування з метою виявлення його латентних детермінант та верифікації потенційної спроможності такого підходу уніфікувати багатовимірні імперативи зовнішньополітичного й оборонного курсів держав.

Методологічна рамка ґрунтується на синтезі системного та конструктивістського аналізу із залученням елементів критичної теорії безпеки і порівняльної політичної науки, що дозволяє здійснити не лише дескриптивну, але й інтерпретативну реконфігурацію понять. Використання методів стратегічного форсайту, дискурсивної герменевтики та структурно-функціонального підходу уможливило виокремлення як формальних інституційних параметрів антиципативності, так і їхніх імпліцитних змістовних корелятив.

Результати дослідження засвідчують, що антиципативне врядування не зводиться до механічного прогнозування, а являє собою складну інтеграцію

превентивних когнітивних матриць із політико-бюрократичними процесами, котрі водночас інкорпорують і технологічний, і нормативний виміри стратегічного менеджменту. Запропоновано розглядати його як синергетичний механізм, який трансцендує класичні моделі стратегічного планування та постає як автономний дискурсивно-інституційний феномен. У висновках підкреслюється, що розгортання антиципативного виміру державної політики у сфері безпеки здатне радикально модифікувати архітектоніку міжнародних відносин, утверджуючи нову логіку взаємодії держав і недержавних акторів, де превентивність і передбачальність виступають системоутвірними принципами. Таким чином, імплементація стратегічного державного управління, зорієнтованого на антиципативність, не лише редукує ступінь глобальної турбулентності, але й уможливорює формування більш стабільних та передбачуваних безпекових режимів у поліцентричному світі.

Ключові слова: стратегічне передбачення; антиципативне врядування; державна безпекова політика; міжнародні відносини; глобальна турбулентність.

