

Functional specialization of public institutions in entrepreneurship governance: Germany's experience and opportunities for Ukraine

O. I. Ilyash, V. Ye. Khaustova

Purpose. *The purpose of the article is to identify the institutional and functional features of entrepreneurship governance in Germany, examine the distribution of functions, powers, and responsibilities among key institutions, and determine elements of the German model relevant to improving entrepreneurship governance in Ukraine.*

Methodology. *The study applies a comparative institutional approach based on legislative acts, government and programme documents, and materials of public institutions. Comparative, structural and functional analysis, systematization, generalization, and graphical visualization are used.*

Findings. *The German model combines federal policy coordination with decentralized implementation by the Länder and local authorities. Its key feature is the separation of policy formulation from administrative implementation, regulation, control, and financial support. Federal ministries formulate policy, while specialized institutions perform administrative, regulatory, supervisory, and financial functions. BAFA implements programmes, the Federal Cartel Office enforces competition law, the Federal Network Agency regulates network industries, and KfW provides financial support. Chambers of industry and commerce perform delegated public functions and represent business interests. The Ukrainian model is more centralized, with a less pronounced separation of functions and financial support distributed among several institutions.*

Originality. *The scientific novelty lies in the comparative systematization of the institutional models of entrepreneurship governance in Germany and Ukraine according to the functional distribution of policy formulation, administrative implementation, regulation, control, and financial support, which makes it possible to identify differences in the degree of institutional specialization and functional separation.*

Practical value. *The results may improve entrepreneurship governance in Ukraine by clarifying institutional responsibilities, strengthening specialization and coordination, and improving interaction between public authorities and business.*

Keywords: *entrepreneurship governance; public institutions; functional specialization; institutional model; multilevel governance; small and medium-sized enterprises; Germany; Ukraine.*

Introduction

Entrepreneurship governance in the European Union is characterized by a diversity of institutional models shaped by differences in state organization, administrative traditions, levels of decentralization, and economic policy. Germany occupies a particular place among these models due to the combination of a federal system of public authority, a high level of institutional stability, developed mechanisms of intergovernmental coordination, and effective interaction between the state and the business environment. In the context of Ukraine's deepening European integration, the reform of central executive authorities, the development of decentralization, and the challenges of post-war economic recovery, the German experience is becoming particularly relevant, as it provides an opportunity to identify institutional arrangements that may be adapted to the Ukrainian system of entrepreneurship governance.

The German institutional model of entrepreneurship governance is based on the distribution of functions and powers between the federal level, the Länder, local authorities, specialized public institutions, and institutions of economic self-government. Federal authorities formulate the main directions of economic and entrepreneurship policy, while a significant part of administrative functions and public programmes is implemented at the regional level and through specialized

institutions. Of particular importance is the functional separation of policy formulation from its administrative implementation, regulation, control, and financial support. In contrast, the Ukrainian model remains more centralized and is characterized by a less pronounced separation of these functions. This determines the relevance of a comparative analysis of the two institutional models and the identification of elements of the German experience that may be considered in improving entrepreneurship governance in Ukraine.

Literature Review

The institutional foundations of entrepreneurship and the role of public policy in shaping entrepreneurial activity are widely addressed in recent international research. S. Dilli, N. Elert, and A. M. Herrmann (2018) examine the institutional foundations of different types of entrepreneurship, while H. Hottenrott and R. Richstein (2020) focus on the role of start-up subsidies and the choice of policy instruments. M. Ferry (2021) analyses approaches to regional policy coordination in Europe, and A. Kuckertz and A. Brem (2023) consider the German Federal Government's Start-up Strategy in the context of supporting innovation and growth through entrepreneurship. A separate direction of research concerns the interaction of policy instruments: D. B. Audretsch, E. E. Lehmann, M. Menter, and N. Seitz (2026) examine the relationship between science policy, cluster policy, and entrepreneurship in Germany.

Ukrainian research focuses on the institutional mechanisms and instruments of entrepreneurship support and on the broader conditions of economic development. P. M. Koval (2024) examines mechanisms and instruments of state policy for supporting small and medium-sized entrepreneurship, A. B. Kustryn (2024) analyses the institutional environment of banking support for small business, and A. O. Lyndiuk and V. V. Boiko (2025) address institutional support for the innovative development of entrepreneurial activity in territorial communities. Related studies consider the correspondence of sectoral markets to European models (Osińska, 2022) and the relationship between industrial-technological development and economic security (Ilyash, 2021). At the same time, the functional specialization of public institutions in entrepreneurship governance, particularly the separation of policy formulation, administrative implementation, regulation, control, and financial support in Germany and Ukraine, remains insufficiently covered and requires further comparative analysis.

Against this research background, the formal architecture of entrepreneurship governance in Germany is determined by constitutional, governmental, and policy documents regulating the distribution of powers between the Federation and the Länder and the organization of federal executive authority. The Basic Law of the Federal Republic of Germany (Bundesministerium der Justiz & Bundesamt für Justiz, 2026), materials of the Bundesrat (Bundesrat, n.d.), and the Federal Government (Die Bundesregierung, n.d.-a) establish the principles of federalism, the allocation of public functions, and the organization of federal ministries. The role of the Federal Ministry for Economic Affairs and Energy in economic and entrepreneurship policy is specified in its organizational structure and policy materials, including documents on regional economic development and Mittelstand policy (Bundesministerium für Wirtschaft und Energie, n.d.-a; 2026a; 2026b).

A separate group of sources concerns the institutional specialization of bodies involved in the implementation, regulation, and support of entrepreneurship policy. The National Regulatory Control Council Act (Bundesministerium der Justiz & Bundesamt für Justiz, 2022) and the legislation governing chambers of industry and commerce (Bundesministerium der Justiz & Bundesamt für Justiz, 2025a) define mechanisms of regulatory oversight and economic self-government. The functions

of the Federal Office for Economic Affairs and Export Control, the Federal Cartel Office, and the Federal Network Agency are established by the relevant federal legislation, while the legal framework of KfW and the ERP Special Fund determines the institutional basis of public financial support for enterprises (Bundesministerium der Justiz & Bundesamt für Justiz, n.d.-a; n.d.-b; n.d.-c; n.d.-d; 2025b). The Federal Government's Start-up Strategy (Bundesregierung, 2022) complements this institutional framework by defining policy priorities for financing, innovation, digitalization, and the development of start-ups.

The institutional framework of entrepreneurship governance in Ukraine is determined by the Constitution of Ukraine (Legislation of Ukraine, 1996), the Law of Ukraine "On the Cabinet of Ministers of Ukraine" (Legislation of Ukraine, 2014a), and the Law of Ukraine "On Central Executive Authorities" (Legislation of Ukraine, 2011). The distribution of functions between the Ministry of Economy, Environment and Agriculture of Ukraine, the Ministry of Finance of Ukraine, the State Tax Service of Ukraine, the State Customs Service of Ukraine, and the Antimonopoly Committee of Ukraine is defined by the respective regulations and legislation (Legislation of Ukraine, n.d.; 2014b; 2019a; 2019b; 1993), while the Law of Ukraine "On Development and State Support of Small and Medium-Sized Enterprises in Ukraine" (Legislation of Ukraine, 2012) establishes the general legal framework for public policy in the field of SME development. These sources provide the regulatory basis for comparing the organization and functional distribution of entrepreneurship governance in Ukraine and Germany.

The available studies and official sources predominantly address individual institutions, policy instruments, or specific components of entrepreneurship governance in Germany and Ukraine. However, the functional distribution of responsibilities among public institutions and the separation of policy formulation, administrative implementation, regulation, control, and financial support have not been sufficiently considered within an integrated comparative framework. Therefore, a comparative systematization of the German and Ukrainian institutional models from the perspective of functional specialization is required to identify differences in the organization of entrepreneurship governance and the possibilities for applying relevant elements of the German model in Ukraine.

Purpose of the Study

The purpose of the article is to identify the institutional and functional features of entrepreneurship governance in Germany, to analyse the distribution of functions, powers, and responsibilities among the key institutions involved in the formulation and implementation of entrepreneurship policy, and to determine the possibilities for applying selected elements of the German model to improve the institutional framework of entrepreneurship governance in Ukraine.

The scientific novelty of the study lies in the comparative systematization of the institutional models of entrepreneurship governance in Germany and Ukraine according to the functional distribution of policy formulation, administrative implementation, regulation, control, and financial support, which makes it possible to identify differences in the degree of institutional specialization and functional separation.

Methodology

To achieve the aim of the study, a set of general scientific and special research methods was applied. In particular, institutional analysis was used to examine the organization of entrepreneurship governance in Germany and the distribution of functions and powers among federal authorities, the Länder, specialized public institutions, and institutions of economic self-government; comparative analysis

was employed to identify differences between the German and Ukrainian models of entrepreneurship governance; and structural and functional analysis was applied to distinguish the functions of policy formulation, administrative implementation, regulation, control, and financial support. The empirical basis of the study includes constitutional and legislative acts, official government and ministerial documents, strategic and programme documents, and materials of public institutions involved in entrepreneurship governance. Methods of systematization, generalization, and graphical visualization were used to structure the institutional relationships, summarize the distribution of functions and responsibilities, and present the comparative characteristics of the entrepreneurship governance models in Germany and Ukraine.

Results and Discussion

Institutional system of entrepreneurship governance in Germany. The institutional system of entrepreneurship governance in Germany is shaped within a federal model of state organization, under which powers are distributed between the Federation and the 16 Länder. The Basic Law of the Federal Republic of Germany defines Germany as a democratic and social federal state and establishes the principle of the division of powers between the Federation and the Länder, according to which the exercise of state powers and the fulfilment of state functions fall within the responsibility of the Länder unless otherwise provided by the Basic Law (Bundesministerium der Justiz & Bundesamt für Justiz, 2026). Accordingly, the federal level establishes the foundations of national economic, competition, financial, and entrepreneurship policy, adopts federal legislation, and coordinates nationwide mechanisms of entrepreneurship support, while the Länder authorities are responsible for the practical implementation of a substantial part of administrative functions and public programmes at the regional level (Bundesministerium der Justiz & Bundesamt für Justiz, 2026; Bundesrat, n.d.; Bundesministerium für Wirtschaft und Energie, n.d.-a). The distribution of powers does not imply the isolated functioning of different levels of government but presupposes their continuous interaction through the participation of the Länder in the legislative process and the implementation of joint mechanisms for regional economic development (Bundesrat, n.d.; Bundesministerium für Wirtschaft und Energie, n.d.-a).

At the federal level, public administration is exercised by the Federal Government of Germany, which consists of the Federal Chancellor and the federal ministers (Bundesministerium der Justiz & Bundesamt für Justiz, 2026; Die Bundesregierung, n.d.-a). Under the Basic Law, the Federal Chancellor determines the general guidelines of government policy, while each federal minister independently manages the respective area of responsibility within these political guidelines (Bundesministerium der Justiz & Bundesamt für Justiz, 2026). This model combines the political responsibility of the Federal Government with the functional autonomy of individual ministries and interministerial coordination of public policy (Bundesministerium der Justiz & Bundesamt für Justiz, 2026; Die Bundesregierung, n.d.-a).

Federal ministries are responsible for policy formulation, the preparation of draft legislation and regulatory acts, coordination of subordinate institutions, and implementation of public programmes within their respective fields (Die Bundesregierung, n.d.-a). Within the system of entrepreneurship governance, a leading role is played by the Federal Ministry for Economic Affairs and Energy, which is responsible for economic policy, entrepreneurship support, small and medium-sized enterprises, industrial policy, innovation, and economic competitiveness (Die Bundesregierung, n.d.-a; Bundesministerium für Wirtschaft und Energie, 2026a).

To summarize the organizational and institutional model of entrepreneurship governance in Germany and the relationships among its principal actors, Figure

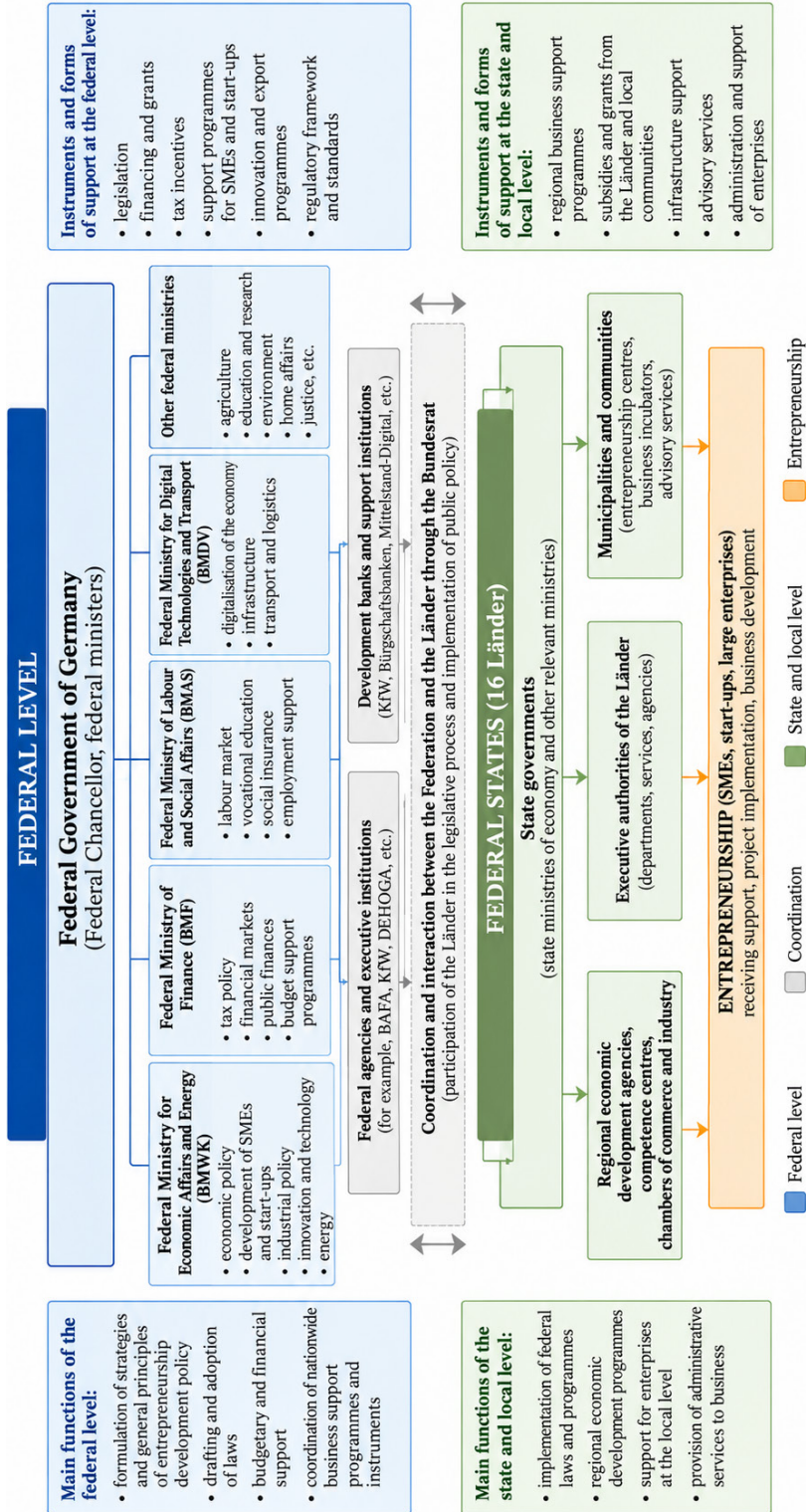


Fig. 1. Organizational and institutional model of entrepreneurship development in Germany
Compiled by the authors based on the Basic Law of the Federal Republic of Germany (Bundesministerium der Justiz & Bundesamt für Justiz, 2026); materials of the German Bundesrat (Bundesrat, n.d.); official materials of the German Federal Government (Die Bundesregierung, n.d.-a); official materials of the German Federal Ministry for Economic Affairs and Energy (Bundesministerium für Wirtschaft und Energie, n.d.-a; 2026a)

**Functional specialization of public institutions in entrepreneurship governance:
Germany's experience and opportunities for Ukraine**

1 presents an author-developed scheme. The model is based on the principles of federalism and the multilevel distribution of powers.

The Bundeskartellamt does not formulate entrepreneurship policy but ensures compliance with competition rules and equal competitive conditions for enterprises (Bundesministerium der Justiz & Bundesamt für Justiz, n.d.-b). The *Federal Network Agency* (*Bundesnetzagentur*) regulates electricity, gas, telecommunications, postal services,

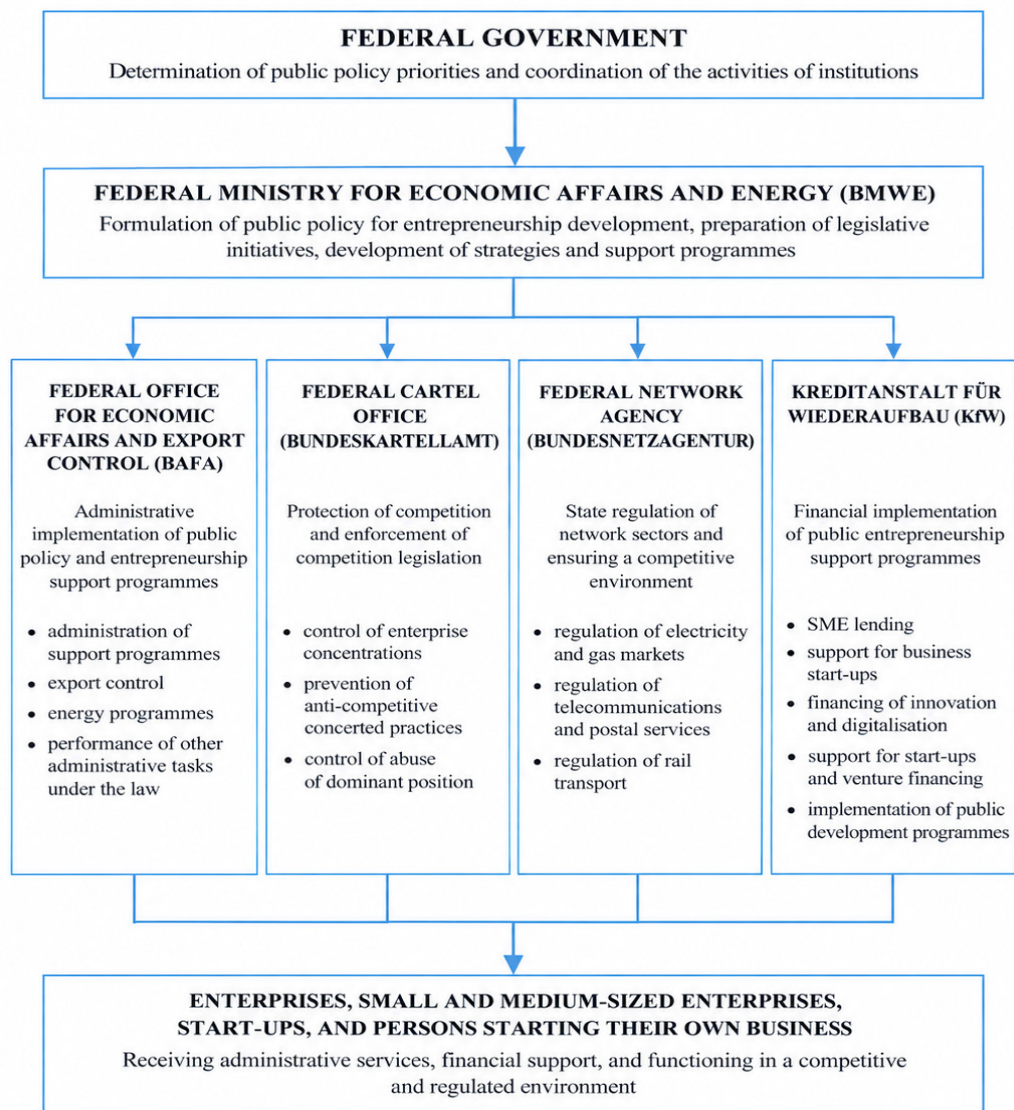


Fig. 2. Functional distribution of powers and responsibilities among federal institutions in the field of entrepreneurship development in Germany

Source: Compiled by the authors based on official materials of the German Federal Government (*Die Bundesregierung*, n.d.-a); official materials of the German Federal Ministry for Economic Affairs and Energy (*Bundesministerium für Wirtschaft und Energie*, 2026a; 2026b); the legislation governing the Federal Office for Economic Affairs and Export Control, the Federal Cartel Office, the Federal Network Agency, and KfW (*Bundesministerium der Justiz & Bundesamt für Justiz*, n.d.-a; n.d.-b; n.d.-c; n.d.-d); the Law on the ERP Special Fund for 2026 (*Bundesministerium der Justiz & Bundesamt für Justiz*, 2025b); and the Federal Government's Start-up Strategy (*Bundesregierung*, 2022).

and railways, while financial support is provided primarily through the *Kreditanstalt für Wiederaufbau (KfW)*, which implements programmes for SMEs, business start-ups, innovation, digital transformation, energy efficiency, and sustainable development (Bundesministerium der Justiz & Bundesamt für Justiz, n.d.-c; n.d.-d; 2025b). Figure 2 summarizes the distribution of functions, powers, and responsibilities among the principal federal institutions and illustrates the separation between policy formulation and its administrative, regulatory, supervisory, and financial implementation.

Comparative analysis with the current institutional model of entrepreneurship governance in Ukraine shows substantial differences in institutional organization and the distribution of powers. The German model is based on federalism, functional specialization, and the separation of political, administrative, regulatory, and financial functions, whereas the Ukrainian system is more centralized and concentrates a broader range of functions within central executive authorities (Bundesministerium der Justiz & Bundesamt für Justiz, 2026; Bundesrat, n.d.; Die Bundesregierung, n.d.-a; Bundesministerium für Wirtschaft und Energie, 2026a; 2026b; Bundesregierung, 2022; Legislation of Ukraine, 1996; 2011; 2014a).

In Ukraine, the leading role belongs to the Ministry of Economy, Environment and Agriculture, while individual functions are also performed by the Ministry of Finance, the State Tax Service, the State Customs Service, and the Antimonopoly Committee within their legally defined competences (Legislation of Ukraine, 1993; 2011; 2012; 2014a; 2014b; 2019a; 2019b; n.d.).

Financial support for entrepreneurship is provided through specialized public financial institutions, with a central role assigned to the *Kreditanstalt für Wiederaufbau (KfW)*, a public-law credit institution of the Federation that implements programmes supporting SME lending, business start-ups, innovation, digital transformation, energy efficiency, and sustainable development (Bundesministerium der Justiz & Bundesamt für Justiz, n.d.-d; 2025b). This separation of policy-making, regulation, control, and financial support contributes to institutional specialization and limits duplication of functions.

Comparative analysis with the current institutional model of entrepreneurship governance in Ukraine shows that Germany and Ukraine pursue the same general objective – creating a favourable environment for entrepreneurial activity – but differ substantially in institutional organization and the distribution of powers. The German model is based on federalism, functional specialization, and a clear separation of political, administrative, regulatory, and financial functions, whereas the Ukrainian system is formed within a unitary state structure and is characterized by a greater concentration of powers at the central executive level (Bundesministerium der Justiz & Bundesamt für Justiz, 2026; Bundesrat, n.d.; Die Bundesregierung, n.d.-a; Bundesministerium für Wirtschaft und Energie, 2026a; 2026b; Bundesministerium der Justiz & Bundesamt für Justiz, n.d.-a; n.d.-b; n.d.-c; n.d.-d; 2025b; Bundesregierung, 2022; Legislation of Ukraine, 1996; 2011; 2014a).

In Ukraine, entrepreneurship policy is formulated and implemented by the Cabinet of Ministers through the system of central executive authorities. Figure 3 summarizes the comparative distribution of functions and powers among key public authorities, financial support institutions, and regional levels of entrepreneurship governance in Germany and Ukraine. The leading role belongs to the Ministry of Economy, Environment and Agriculture of Ukraine, while individual functions are also performed by the Ministry of Finance, the State Tax Service, the State Customs Service, the Antimonopoly Committee, and other authorities (Legislation of Ukraine, 1993; 2011; 2012; 2014a; 2014b; 2019a,b).

The analysis shows that the *division of functions among Ukrainian public authorities is less pronounced than in Germany*. Ukrainian central executive authorities may combine policy formulation, implementation, regulation, and

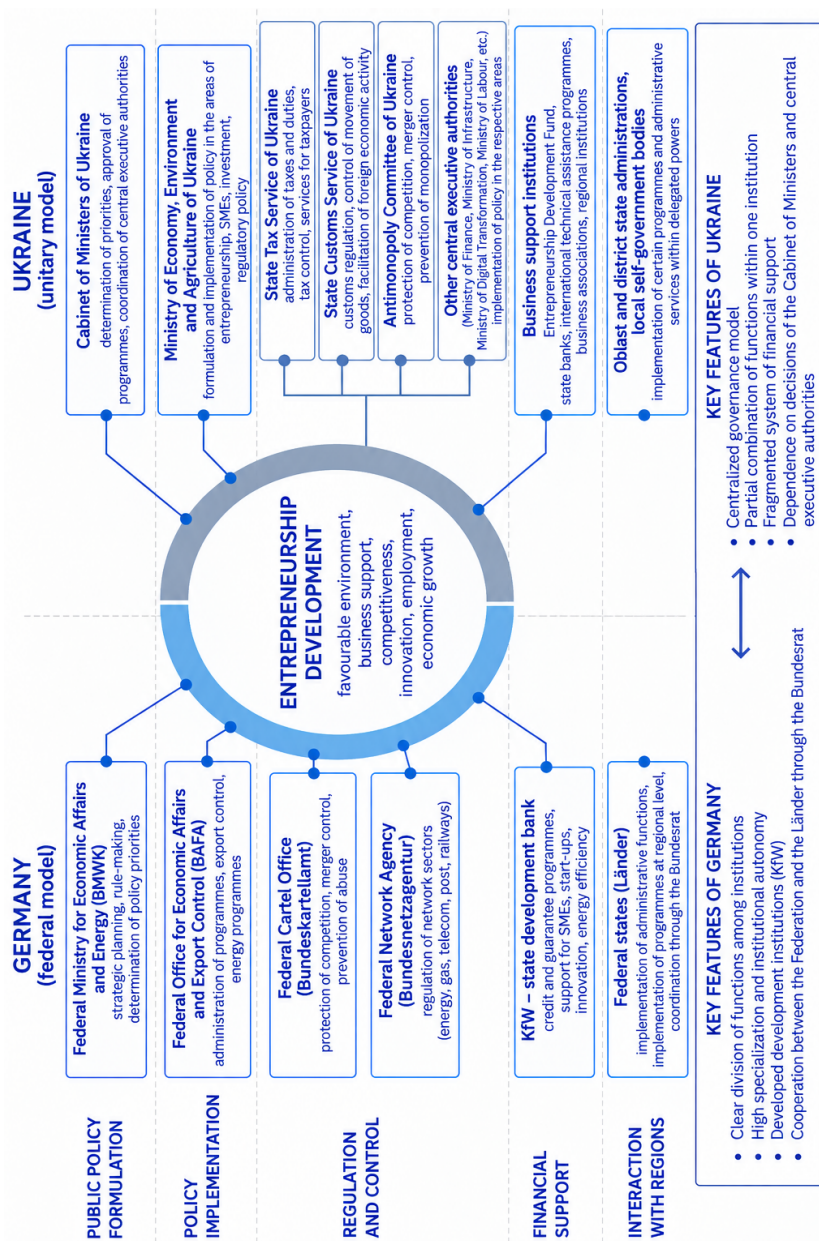


Fig. 3. Comparative scheme of the distribution of functions and powers of public authorities in the field of entrepreneurship development in Germany and Ukraine
Source: Compiled by the author based on the Basic Law of the Federal Republic of Germany (Bundesministerium der Justiz & Bundesamt für Justiz, 2026); materials of the Bundesrat (Bundesrat, n.d.); official materials of the Federal Government and federal ministries (Die Bundesregierung, n.d.; Bundesministerium für Wirtschaft und Energie, n.d.; 2026; Bundesministerium für Arbeit und Soziales, n.d.); federal legislation governing regulatory, administrative, competition, and financial support institutions (Bundesministerium der Justiz & Bundesamt für Justiz, n.d.; 2022, 2025); the Federal Government's Start-up Strategy (Bundesregierung, 2022); the Constitution of Ukraine (1996); the Law of Ukraine On the Cabinet of Ministers of Ukraine (2014); the Law of Ukraine On Central Executive Authorities (2011); regulations governing the Ministry of Economy, Environment and Agriculture of Ukraine, the Ministry of Finance of Ukraine, the State Tax Service of Ukraine, and the State Customs Service of Ukraine; the Law of Ukraine On the Antimonopoly Committee of Ukraine (1993); and the Law of Ukraine On Development and State Support of Small and Medium-Sized Enterprises in Ukraine (2012).

control functions, whereas in Germany these functions are more clearly separated between federal ministries and specialized bodies with administrative, regulatory, supervisory, or financial competences (Bundesministerium für Wirtschaft und Energie, 2026a; Bundesministerium der Justiz & Bundesamt für Justiz, n.d.-a; n.d.-b; n.d.-c; n.d.-d; 2025b; Bundesregierung, 2022). A significant difference also concerns financial support: in Germany, public financing programmes are implemented primarily through KfW, while in Ukraine similar mechanisms are distributed among the Entrepreneurship Development Fund, state-owned banks, and individual budget programmes, resulting in a more fragmented support system (Bundesministerium der Justiz & Bundesamt für Justiz, n.d.-d; 2025b; Legislation of Ukraine, 2012).

Differences are also evident in institutional autonomy: German regulatory and supervisory functions are assigned to specialized federal bodies established by separate laws, whereas the Ukrainian model remains more centralized and interaction among public administration actors is largely determined by the Cabinet of Ministers and central executive authorities (Bundesministerium der Justiz & Bundesamt für Justiz, n.d.-a; n.d.-b; n.d.-c; n.d.-d; 2025b; Bundesregierung, 2022; Legislation of Ukraine, 1996; 2011; 2012; 2014a; 2014b; 2019a; 2019b; n.d.).

Overall, the key feature of the German model is a high degree of functional specialization, the legislative delimitation of competences, and the institutional separation of policy formulation, policy implementation, public regulation, and financial support for entrepreneurship. Ukraine is characterized by a more centralized model of public administration, within which certain functions remain concentrated in the system of central executive authorities. The application of selected elements of the German experience, primarily a clearer functional distribution of powers among public authorities and the development of specialized entrepreneurship support institutions, may contribute to the further improvement of the institutional system of entrepreneurship governance in Ukraine.

Conclusions and Directions for Further Research

The study confirms that entrepreneurship governance in Germany is based on a multilevel institutional model combining the distribution of powers between the Federation and the Länder with a high degree of functional specialization of public institutions. Federal ministries concentrate on policy formulation and coordination, while specialized federal bodies, development institutions, and Länder authorities perform administrative, regulatory, supervisory, and financial functions.

The results of the study show that the distinctive institutional feature of the German model is the functional separation of entrepreneurship governance functions. Policy formulation, administrative implementation, competition and network regulation, financial support, and representation of business interests are assigned to institutionally differentiated actors. This configuration reduces functional overlap and combines political coordination with specialized implementation and economic self-government.

The comparative analysis identifies two different institutional configurations of entrepreneurship governance. The German model is characterized by a higher degree of functional specialization and institutional separation, whereas the Ukrainian model remains more centralized and combines a broader range of functions within central executive authorities. The identified differences are particularly evident in the organization of policy implementation and financial support, which in Germany are concentrated within specialized institutions, while in Ukraine they are distributed among several public bodies and programmes.

Prospects for further research on this topic are related to identifying institutional mechanisms for adapting selected elements of the German model to entrepreneurship governance in Ukraine, particularly a clearer distribution of

powers and responsibilities, separation of policy formulation from administrative and regulatory implementation, and further development of specialized entrepreneurship support institutions.

References

1. Audretsch, D. B., Lehmann, E. E., Menter, M., & Seitz, N. (2026). More knowledge, more entrepreneurs? An investigation of the science and cluster policy mix in Germany. *Small Business Economics*, 66(4), 1755-1784. <https://doi.org/10.1007/s11187-026-01175-x>
2. Bundesministerium der Justiz., & Bundesamt für Justiz. (2022). *Gesetz zur Einsetzung eines Nationalen Normenkontrollrates (NKRK)* [Act establishing a National Regulatory Control Council]. <https://www.gesetze-im-internet.de/nkrk/BJNR186600006.html> [in German].
3. Bundesministerium der Justiz., & Bundesamt für Justiz. (2025a). *Gesetz zur vorläufigen Regelung des Rechts der Industrie- und Handelskammern (IHKG)* [Act on the provisional regulation of the law governing chambers of industry and commerce]. <https://www.gesetze-im-internet.de/ihkg/BJNR009200956.html> [in German].
4. Bundesministerium der Justiz., & Bundesamt für Justiz. (2025b). *Gesetz über die Feststellung des Wirtschaftsplans des ERP-Sondervermögens für das Jahr 2026* [Act determining the economic plan of the ERP Special Fund for 2026]. https://www.gesetze-im-internet.de/erpiwplang_2026/BJNR15A0A0025.html [in German].
5. Bundesministerium der Justiz., & Bundesamt für Justiz. (2026). *Grundgesetz für die Bundesrepublik Deutschland* [Basic Law for the Federal Republic of Germany]. <https://www.gesetze-im-internet.de/gg/BJNR000010949.html> [in German].
6. Bundesministerium der Justiz., & Bundesamt für Justiz. (n.d. a). *Gesetz über die Errichtung eines Bundesausfuhramtes* [Act establishing a Federal Export Office]. <https://www.gesetze-im-internet.de/bausfamtg/BJNR003769992.html> [in German].
7. Bundesministerium der Justiz., & Bundesamt für Justiz. (n.d. b). *Gesetz gegen Wettbewerbsbeschränkungen* [Act against restraints of competition]. <https://www.gesetze-im-internet.de/gwb/BJNR252110998.html> [in German].
8. Bundesministerium der Justiz., & Bundesamt für Justiz. (n.d. c). *Gesetz über die Bundesnetzagentur für Elektrizität, Gas, Telekommunikation, Post und Eisenbahnen* [Act on the Federal Network Agency for Electricity, Gas, Telecommunications, Post and Railways]. <https://www.gesetze-im-internet.de/begtpg/BJNR197000005.html> [in German].
9. Bundesministerium der Justiz., & Bundesamt für Justiz. (n.d. d). *Gesetz über die Kreditanstalt für Wiederaufbau* [Act on the Kreditanstalt für Wiederaufbau]. <https://www.gesetze-im-internet.de/kredanstwiag/BJNR701230948.html> [in German].
10. Bundesministerium für Arbeit und Soziales. (n.d.). *Aufgaben im BMAS* [Tasks of the Federal Ministry of Labour and Social Affairs]. <https://www.bmas.de/DE/Ministerium/Arbeiten-und-Ausbildung-im-BMAS/Arbeiten-im-BMAS/aufgaben-im-bmas.html> [in German].
11. Bundesministerium für Wirtschaft und Energie. (2026a). *Organisationsplan des Bundesministeriums für Wirtschaft und Energie* [Organizational chart of the Federal Ministry for Economic Affairs and Energy]. <https://www.bundeswirtschaftsministerium.de/Redaktion/DE/Downloads/M-O/organisationsplan-bundeswirtschaftsministerium.pdf> [in German].
12. Bundesministerium für Wirtschaft und Energie. (2026b). *Politik für den Mittelstand* [Policy for small and medium-sized enterprises]. <https://www.bundeswirtschaftsministerium.de/Redaktion/DE/Dossier/politik-fuer-den-mittelstand.html> [in German].
13. Bundesministerium für Wirtschaft und Energie. (n.d. a). *Gemeinschaftsaufgabe «Verbesserung der regionalen Wirtschaftsstruktur»* [Joint task «Improvement of the regional economic structure»]. <https://www.bundeswirtschaftsministerium.de/Redaktion/DE/Dossier/gemeinschaftsaufgabe-verbesserung-der-regionalen-wirtschaftsstruktur.html> [in German].
14. Bundesministerium für Wirtschaft und Energie. (n.d. b). *Beirat für Fragen des gewerblichen Mittelstandes und der Freien Berufe* [Advisory Council on Small and Medium-Sized Enterprises and the Liberal Professions]. <https://www.bundeswirtschaftsministerium.de/Redaktion/DE/Artikel/Ministerium/mittelstandsbeirat.html> [in German].
15. Bundesrat. (n.d.). *Bundesrat und Bundesstaat* [The Bundesrat and the Federal state]. <https://www.bundesrat.de/SharedDocs/downloads/DE/publikationen/Bundesrat-und-Bundesstaat.pdf> [in German].
16. Bundesregierung. (2022). *Start-up-Strategie der Bundesregierung* [Federal Government's Start-up Strategy]. Bundesministerium für Wirtschaft und Klimaschutz. <https://www.bundeswirtschaftsministerium.de/Redaktion/DE/Publikationen/Existenzgruendung/start-up-strategie-der-bundesregierung.html> [in German].
17. Bundesregierung. (n.d. a). *Die Bundesministerien* [The federal ministries]. <https://www.bundesregierung.de/breg-de/bundesregierung/bundesministerien> [in German].
18. Bundesregierung. (n.d. b). *Bundesministerium der Finanzen* [Federal Ministry of Finance]. <https://www.bundesregierung.de/breg-de/bundesregierung/bundesministerien/bundesministerium-der-finanzen> [in German].

19. Cabinet of Ministers of Ukraine. (2014, Aug 20). *Polozhennya pro Ministerstvo finansiv Ukrainy [Regulation on the Ministry of Finance of Ukraine]* (Resolution No 375). <https://zakon.rada.gov.ua/laws/show/375-2014-%D0%BF#Text> [in Ukrainian].
20. Cabinet of Ministers of Ukraine. (2019a, Mar 06). *Polozhennya pro Derzhavnu podatkovu sluzhbu Ukrainy [Regulation on the State Tax Service of Ukraine]* (Resolution No. 227). <https://zakon.rada.gov.ua/laws/show/227-2019-п> [in Ukrainian].
21. Cabinet of Ministers of Ukraine. (2019b, Mar 06). *Polozhennya pro Derzhavnu mytnu sluzhbu Ukrainy [Regulation on the State Customs Service of Ukraine]* (Resolution No. 227). <https://zakon.rada.gov.ua/laws/show/227-2019-п> [in Ukrainian].
22. Cabinet of Ministers of Ukraine. (2025, Jul 21). *Polozhennya pro Ministerstvo ekonomiky, dovykillya ta sil's'koho hospodarstva Ukrainy [Regulation on the Ministry of Economy, Environment and Agriculture of Ukraine]* (Resolution No 903). <chrome-https://www.kmu.gov.ua/storage/app/uploads/public/688/0f7/0bd/6880f70bd46e9517053602.pdf> [in Ukrainian].
23. Dilli, S., Elert, N., & Herrmann, A. M. (2018). Varieties of entrepreneurship: Exploring the institutional foundations of different entrepreneurship types through ‘Varieties-of-Capitalism’ arguments. *Small Business Economics*, 51, 293-320. <https://doi.org/10.1007/s11187-018-0002-z>
24. Ferry, M. (2021). Pulling things together: Regional policy coordination approaches and drivers in Europe. *Policy and Society*, 40(1), 37-57. <https://doi.org/10.1080/14494035.2021.1934985>
25. Hottenrott, H., & Richstein, R. (2020). Start-up subsidies: Does the policy instrument matter? *Research Policy*, 49(1), 103888. <https://doi.org/10.1016/j.respol.2019.103888>
26. Ilyash, O., Smoliar, L., Lupak, R., Duliaba, N., Dzhanan, I., Kohut, M., & Radov, D. (2021). Multidimensional analysis and forecasting the relationship between indicators of industrial-technological development and the level of economic security. *Eastern-European Journal of Enterprise Technologies*, 5(13(113)), 14-25. <https://doi.org/10.15587/1729-4061.2021.243262>
27. Koval, P. M. (2024). Derzhavna polityka pidtrymky rozvytku sektora maloho i seredn'oho pidpryemnytstva: mekhanizmy ta instrumentariy realizatsiyi [State policy of supporting the development of the small and medium-sized entrepreneurship sector: Implementation mechanisms and tools]. *Visnyk L'vivs'koho torhovel'no-ekonomichnoho universytetu. Ekonomichni nauky [Herald of Lviv University of Trade and Economics. Economic Sciences]*, 79, 113-118. <https://doi.org/10.32782/2522-1205-2024-79-15> [in Ukrainian].
28. Kuckertz, A., & Brem, A. (2023). Supporting innovation and growth through entrepreneurship: Reflections on the German Federal Government's «startup strategy». *Journal of Entrepreneurship and Public Policy*, 12(3-4), 197-208. <https://doi.org/10.1108/JEPP-03-2023-0026>
29. Kustryn, A. B. (2024). Instytutnyiye seredovyshche bankiv's'koyi pidtrymky rozvytku maloho pidpryemnytstva v Ukraini [Institutional environment of banking support for small business development in Ukraine]. *Ukrains'kyi zhurnal prykladnoyi ekonomiky ta tekhniki [Ukrainian Journal of Applied Economics and Technology]*, 9(2), 391-397. <https://doi.org/10.36887/2415-8453-2024-2-67> [in Ukrainian].
30. Lyndyuk, A. O., & Boiko, V. V. (2025). Instytutnyiye pidtrymka innovatsiynoho rozvytku pidpryemnyts'koyi dyal'nosti u terytorial'nykh hromadakh Ukrainy [Institutional support for the innovative development of entrepreneurial activity in territorial communities of Ukraine]. *Ekonomika ta suspil'stvo [Economy and Society]*, 73. <https://doi.org/10.32782/2524-0072/2025-73-24> [in Ukrainian].
31. Osińska, M., Kyzym, M., Khaustova, V., Ilyash, O., & Salashenko, T. (2022). Does the Ukrainian electricity market correspond to the European model? *Utilities Policy*, 79, 101436. <https://doi.org/10.1016/j.jup.2022.101436>
32. Verkhovna Rada of Ukraine. (1993, Nov 11). *Pro Antymonopol'nyy komitet Ukrainy [On the Antimonopoly Committee of Ukraine]* (Law of Ukraine No 3659-XII). <https://zakon.rada.gov.ua/laws/show/3659-12> [in Ukrainian].
33. Verkhovna Rada of Ukraine. (1996, Jun 28). *Konstitutsiya Ukrainy [Constitution of Ukraine]* (Law of Ukraine No 254k/96-VR). <https://zakon.rada.gov.ua/laws/show/254к/96-вр> [in Ukrainian].
34. Verkhovna Rada of Ukraine. (2011, Mar 17). *Pro tsentral'ni orhany vykonavchoyi vlady [On central executive authorities]* (Law of Ukraine No 3166-VI). <https://zakon.rada.gov.ua/laws/show/3166-17> [in Ukrainian].
35. Verkhovna Rada of Ukraine. (2012, Mar 22). *Pro rozvytok ta derzhavnu pidtrymku maloho i seredn'oho pidpryemnytstva v Ukraini [On development and state support of small and medium-sized enterprises in Ukraine]* (Law of Ukraine No 4618-VI). <https://zakon.rada.gov.ua/laws/show/4618-17> [in Ukrainian].
36. Verkhovna Rada of Ukraine. (2014, Feb 27). *Pro Kabinet Ministriv Ukrainy [On the Cabinet of Ministers of Ukraine]* (Law of Ukraine No. 794-VII). <https://zakon.rada.gov.ua/laws/show/794-18> [in Ukrainian].

Іляш О., Хаустова В. Функціональна спеціалізація інституцій державного управління підприємництвом: досвід Німеччини та можливості для України

Мета. Метою статті є виявлення інституційних і функціональних особливостей державного управління підприємництвом у Німеччині, дослідження розподілу функцій, повноважень і відповідальності між ключовими інституціями та визначення елементів німецької моделі, релевантних для вдосконалення державного управління підприємництвом в Україні.

Методологія. У дослідженні застосовано порівняльний інституційний підхід, що ґрунтується на аналізі законодавчих актів, урядових і програмних документів, а також матеріалів державних інституцій. Використано методи порівняльного, структурно-функціонального аналізу, систематизації, узагальнення та графічної візуалізації.

Результати. Німецька модель поєднує координацію політики на федеральному рівні з децентралізованою реалізацією функцій на рівні земель і місцевих органів влади. Її ключовою особливістю є відокремлення формування політики від адміністративної реалізації, регулювання, контролю та фінансової підтримки. Федеральні міністерства формують політику, тоді як спеціалізовані інституції виконують адміністративні, регуляторні, контрольні та фінансові функції. BAFA реалізує програми, Федеральне картельне відомство забезпечує правозастосування у сфері конкуренції, Федеральне мережеве агентство регулює мережеві сектори, а KfW забезпечує фінансову підтримку. Торгово-промислові палати виконують делеговані публічні функції та представляють інтереси бізнесу. Українська модель є більш централізованою, з менш вираженим розмежуванням функцій і розподілом фінансової підтримки між кількома інституціями.

Оригінальність. Наукова новизна полягає в порівняльній систематизації інституційних моделей державного управління підприємництвом у Німеччині та Україні за функціональним розподілом формування політики, адміністративної реалізації, регулювання, контролю та фінансової підтримки, що дає змогу виявити відмінності у ступені інституційної спеціалізації та функціонального розмежування.

Практична цінність. Результати можуть бути використані для вдосконалення державного управління підприємництвом в Україні шляхом уточнення інституційних повноважень, посилення спеціалізації та координації, а також поліпшення взаємодії між органами публічної влади та бізнесом.

Ключові слова: державне управління підприємництвом, державні інституції, функціональна спеціалізація, інституційна модель, багаторівневе управління, мале і середнє підприємництво, Німеччина, Україна.

Іляш Ольга Ігорівна – доктор економічних наук, професор, завідувач сектору макроекономічного аналізу та прогнозування Науково-дослідного центру індустріальних проблем розвитку НАН України (e-mail: oliai@meta.ua, <https://orcid.org/0000-0002-7882-3942>).

Ilyash Olha Ihorivna – Dr.Sci. (Econ.), Prof., Head of the Sector for macroeconomic analysis and forecasting of the Research Center for Industrial Problems of Development of the National Academy of Sciences of Ukraine.

Хаустова Вікторія Євгенівна – доктор економічних наук, професор, директор Науково-дослідного центру індустріальних проблем розвитку НАН України (e-mail: v.khaust@gmail.com, ORCID ID: <https://orcid.org/0000-0002-5895-9287>).

Khaustova Viktoriya Yevhenivna – Dr.Sci. (Econ.), Prof., Director of the Research Center for Industrial Problems of Development of the National Academy of Sciences of Ukraine.

Стаття надійшла до редакції / Received 01.06.2026

Прийнята до друку / Accepted 21.08.2026

Опубліковано / Published 30.09.2026