

# Features of Effective Management of the Social Sphere in the Conditions of Striving For Peace

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**Abstract:** The purpose of the research is to study the basic principles of functioning of the social sphere as an object of management. The object of research is the social sphere in terms of the problems of its management. The article uses the following research methods: analysis of literary sources, abstraction, graphical method, method of deduction, methods of systematization and generalization. As a result, a scheme of the social sphere as an object of management has been formed, the basis of which should be the concept of social cohesion. The study concludes that by adopting an accountability framework, a social reporting taxonomy, and more participatory business and governance models, Ukraine can contribute to the structural transformation of its current economic model with its persistent problems and accelerate the transition to a more inclusive, sustainable future. To this end, it is proposed to change the concept to accept the social sphere as an object of governance, namely to expand its understanding through the complexity of the elements covered by the social sphere, which include three main areas: basic human needs, the foundations of well-being and opportunities.

**Keywords:** Social sphere, management, welfare state, welfare state.

## INTRODUCTION

A peaceful society worth living in is based on the core values of social policy, such as equality of opportunity, solidarity and participation. Long-term investments in social services in a society contribute to sustainable development and economic growth. Education, healthcare, and social protection systems enable people to develop from their own resources and live independently. Moreover, education and health are human rights. At the same time, education is a powerful driver of development. The development of the social sphere involves promoting formal and non-formal education in pre-school, basic (general) and university institutions. Concepts of economic and social integration and youth empowerment are being developed to optimally utilize the potential of young people. And strengthening preventive health services is an important contribution to achieving the Sustainable Development Goals (SDGs). To protect people living in poverty from life-threatening risks, the global community is developing regionally adapted social protection systems, such as health and microinsurance.

According to the World Bank, the development of the social sphere in Ukraine will face many challenges in the near future, as poverty and the social consequences of the war will be widespread. According to the baseline scenario, the share of the population with an income below the national poverty

line could reach almost 60% in the near term, compared to 18% in 2021. Based on the global poverty line of USD 6.85 per day (2017 PPP), poverty is projected to increase from 5.5% in 2021 to 25% in 2022-2023, with high risks of further decline if the war and energy security situation worsens. Despite the fact that active hostilities are now conditionally localized, the duration of the war is uncertain, and the risks of deterioration are quite high, especially in anticipation of a Russian offensive. Therefore, assuming that the military and economic situation does not change significantly, the World Bank expects Ukraine's GDP to contract by 35 percent in 2022-2023, with a gradual recovery of 3-4 percent in the medium term. This scenario does not include any potential positive effects of a major reconstruction, as well as possible downside risks associated with a deteriorating security situation and/or energy shortages during the winter season. Inflation is expected to accelerate to 30% and real wages are expected to fall by 10% (World Bank, 2023).

The war has already caused devastating economic and social losses to Ukraine through job losses, rising unemployment, and increased migration, including of highly skilled workers. In some regions and cities, the complete or partial destruction of schools, hospitals, and specialized centers for children, the elderly, and people with disabilities has undermined the ability to reach the most vulnerable. Business disruptions and job losses have led to a sharp decline in social

contributions. The war in general will have a significant negative impact on the mental health of the general population.

## LITERATURE REVIEW

Many scientists have studied the problems of the social sphere as an object of management. In particular, T. Semigina (Semigina, 2020) studied the practical issues of organizing social work as an important factor in the management of the social sphere. Thus, the study summarized the materials that have been developed in recent years. An important achievement of this study was the visual representation of the studied aspects using the graphic method, that is, in diagrams and illustrations, which greatly simplifies the final perception. The work includes a significant number of articles from scientific journals and previously published chapters from collective monographs. Thus, the study presents modern theoretical conceptualizations of the areas of social sphere management in the segment of social work organization. In addition, the results of research on specific interventions are presented. This publication involves graduate students and undergraduates who, in aggregate, have performed a meaningful study of this area. The research itself was focused on four main topics: history; values and principles; knowledge and concepts; practice and interventions.

The local aspects of social sphere management through the organization of social work in the regions have been studied by G. I. Slozanska (2018). The scientist carried out a thorough study of a wide range of scientific sources, normative legislative acts and materials of various domestic and international organizations, which made it possible to conduct a comprehensive analysis of the problem of managing the organization of social work in territorial communities. As a result, the periodization of the processes of management and organization of social work in territorial communities abroad is proposed. The researcher has formed the conceptual foundations of the organization of social work in the territorial community in Ukraine and provided a description of strategic development in the context of decentralization of power. In addition, the content, structure, functionality and roles of specialists who directly carry out and organize social work in the territorial community on the ground are analyzed. The author presents theories, models and methods of social work in communities. As a result of the study, the author's own models of organization of social work in the territorial community have been formed and the necessity of their implementation in modern conditions in Ukraine has been substantiated.

Research on the work of integrated social services as a basis for management using innovative approaches is presented in the work of O. V. Bezpalko, I. D. Zvereva, Z. P. Kiyanytsia, V. O. Kuzminskiy and others (Bezpalko et al., 2007). The study focuses on the theoretical and practical aspects of the development and operation of integrated social services created in the system of centers of social services for families, children and youth. The authors have developed recommendations for practitioners in the field of social work management.

Modern research focuses on the management of social work, namely in the work of M. Legkoletova (Legkoletova, 2021). The methods of social work management in the activities of

a social worker are investigated. The article presents an analysis of different approaches of domestic scholars to the interpretation of the concept of "social work management". The author considers the features of management as an object of management in the activities of a social worker. The features include the social nature of management information; the need for motivation methods which effectively influence and encourage professionals to achieve better results in social work; the availability of professional competence of social workers; the existence of problems with forecasting the results of management in the social sphere; the importance of current and final management results. The author substantiates the need for social workers to develop self-management skills (time management, motivation, stress resistance and recovery, development of emotional intelligence) for the effective performance of management tasks in their professional activities. The study of N. Trusova, R. Oleksenko, S. Kalchenko, D. Yeremenko, S. Pasiaka, S. Moroz, M. Dmytrenko, et al, studied the social sphere as the basis for managing innovative development, which should take into account the transition to a controlled socio-cultural evolution of creative intelligence, building a socially oriented economy that provides the necessary conditions for harmonizing relations in the chain: "individual-enterprise-society-state" with maximum distribution among all participants in this process.

Scientists I. Verkhovod, R. Oleksenko, O. Ratsul, N. Kushnir, and I. Ignatchenko defined social communications as the basis for the development of the social sphere. The authors noted that social communication in the social sphere, in addition to promoting greater government accountability, can serve as a platform for understanding and addressing broader needs and problems (Verkhovod et al., 2023).

Therefore, domestic scholars are more interested in the implementation and provision of social work at the current level (Semigina, 2020); research of its specifics in the regions (Slozanska, 2018); theoretical and practical aspects of social work integration and innovative approaches (Bezpalko et al., 2007); issues of social work management (Legkoletova, 2021) and other practical aspects of the implementation of the state's social policy. The research of foreign scholars focuses on the management of the social sphere on the basis of social cohesion and economic development (Sommer, 2021) and the problem of finding a balance in social and economic development, taking into account environmental prospects and threats to human development. Thus, the article by C. Sommer provides an overview of the main results of economic research on social cohesion, which introduces the implications for development policy. The researcher found a positive relationship between social cohesion and economic growth, based on the fact that social cohesion improves formal and/or social institutions, which causally stimulates economic growth. At the same time, the author notes that evidence of a link between growth and social cohesion exists, but it is still very scarce and limited to correlation analysis, so neither the direction nor the causality can be ruled out.

The critical state of the social sphere of Ukraine requires the search for effective management mechanisms that would allow not only to cope with the challenges, but also to ensure

sustainable economic development of the state. Therefore, the study of the social sphere as an object of management is relevant today, given the need to find effective and efficient mechanisms for managing the social sphere of Ukraine and to build the concept of its development.

**The purpose of the study** is to examine the basic principles of functioning of the social sphere as an object of management.

## RESEARCH METHODS

To achieve this goal, it is necessary to formulate a research design based on the choice of appropriate research methods. The methods of literature analysis and abstraction were used to study the specifics of the social sphere and its role in the context of social development. The method of literature analysis made it possible to get acquainted with the main achievements of the scientific community related to the research topic, and the method of abstraction, being a universal method, allows focusing on essential properties, moving away from unimportant connections and relations, focusing on the chosen research objective while highlighting and consolidating important features. The article also applies the method of deduction, which is used in the study of the social sphere as the basis of social development. This method was also appropriate for studying the level of social sphere development at the state level and the concept of the welfare state and social policy, since this method involves a transition from the knowledge of general patterns to their individual manifestations.

The article also uses visual or graphical methods, which consist of drawing up diagrams and charts. Thus, the article uses this method to present a diagram of sustainability formation, a diagram of the social progress index of Ukraine, and a diagram of the social sphere as an object of management. The use of this method made it possible to obtain a generalized view of the object under study and at the same time to clearly show its components and cause-and-effect relationships. This method is closely related to computer technology.

In drawing up the conclusions, the methods of systematization and generalization were used, which made it possible to summarize the results of the study.

## RESULTS.

### 1. Social Sphere in the Context of Sustainable Development

Today, world governments are concerned not so much with achieving economic growth as with ensuring sustainable development, i.e. development that meets the needs of the present without jeopardizing the ability of future generations to meet their own needs. This means that society today must take care of the planet as a whole, its resources and people, to ensure that it is able to live in an environmentally friendly way.

It is well known that in order to achieve sustainable development, economic, environmental and social factors need to be balanced in an equally harmonious combination. This can be illustrated by the Venn diagram of sustainability as shown in Fig. (1).



**Fig. (1).** Diagram of resilience formation (Circular Ecology, n.d).

These three aspects form the three fundamental pillars for sustainable development.

Therefore, to achieve true sustainability, economic, social and environmental sustainability factors need to be balanced equally. They can be characterized as follows:

- 1) Environmental sustainability: This aspect means that humanity lives within the limits of available natural resources. To live in true environmental sustainability, we need to make sure that humanity consumes natural resources at a sustainable rate. Some resources are more abundant than others, so we need to consider the scarcity of materials, the environmental damage caused by the extraction of these materials, and whether the resources can be conserved within the principles of a circular economy. In addition, one should strive for zero net carbon emissions and then move on to ultimately achieve climate principles. Environmental sustainability should not be confused with full sustainability, which also requires a balance between economic and social factors.
- 2) Economic sustainability: Economic sustainability requires that a business or country use its resources efficiently and responsibly so that it can operate in a sustainable manner and continuously generate operating profits. Without operating profit, a business cannot sustain its operations. Without responsibility and efficient use of resources, any entity will not be able to sustain its operations in the long term and will not be able to provide social guarantees to its stakeholders.
- 3) Social sustainability: Social sustainability is the ability of a society or any social system to achieve sufficient social welfare on a continuous basis. Achieving social sustainability ensures that the social well-being of a country, organization or community can be sustained in the long term (Circular Ecology, n.d.).

At the same time, developing the above three pillars of sustainable development, it is possible to achieve only two of the three pillars, in which case the following results are obtained:

- social + economic sustainability = justice;
- social + environmental sustainability = tolerance;
- economic + environmental sustainability = viability (Circular Ecology, n.d.).

As we can see, only by balancing all three spheres: economy, social sphere and environment, can society achieve true sustainability and a truly circular economy.

### 2. Social Sphere as a Basis for Social Development

The social sphere and economic development are interdependent. And in recent years, social inequality and fragmen-

tation of society have become major issues in many OECD countries and developing regions. Policymakers and researchers suggest that economic factors such as income inequality and/or unemployment are causing and exacerbating these trends. The 2030 Agenda recognizes the challenge and emphasizes the importance of inclusive growth, equality, and peaceful, inclusive societies (Sommer, 2019).

Thus, to ensure the development of the social sphere at the state level, an effective governance mechanism should be applied. With this in mind, let's consider the concept of a welfare state, which is a state in which the government plays a crucial role in protecting and promoting the economic and social well-being of its citizens. This concept is based on the principle of fair distribution of wealth, social responsibility, and equality of opportunity for those who do not have the minimum conditions for a good life. While this is the core meaning, countries adopt different ideologies when defining the welfare state. The main ones can be categorized into three types:

1) Ideal model: countries that adopt this ideology believe that the welfare state is the ideal model of provision, where the government assumes responsibility for providing comprehensive and universal welfare for citizens.

2) Social protection: Western European countries use this approach to define welfare. According to them, welfare is not only the responsibility of the government, but also of independent and autonomous public services.

3) Public welfare: this definition is often used in the United States (Welfare States, 2023).

The United States and the United Kingdom are considered to have introduced the modern meaning of the welfare state. In the UK, for example, the definition was based on the Beveridge Report, which advocated for the government to provide services previously provided by trade unions, charities, and the church. Since then, the government has adopted this system and continues to do so even today, despite frequent restructuring and adjustments to keep it relevant. In the United States, the culmination of the welfare state was the Great Depression, which caused job loss and misery for millions. The concept was a solution to the differences between communists and capitalists (Welfare States, 2023).

Thus, modern countries that use the welfare state concept include: Great Britain, France, Sweden, Italy, Belgium, Denmark, Finland, Germany, Portugal, Spain, Austria, Greece, Japan, the Netherlands, Switzerland, Iceland, Kuwait, Israel, Slovenia, Australia, South Korea, Estonia, Latvia, Israel, Canada, New Zealand, and the United States of America. Examples of the specifics of some countries are provided:

- The United Kingdom: the government uses an institutional model of social security based on three main elements: service provision, social protection in case of insecurity, and guarantees of minimum standards, such as a minimum income.

- France: its social security ideology is heavily influenced by the principle of national solidarity, which is used in different ways. Initially, the idea was about cooperation and mutual support, responsibility and shared risk. However, the French

social security system seems to be taking a different direction, focusing on four groups of people in society: the elderly, the sick/disabled, families, and the unemployed.

- Sweden: The country provides for the most basic needs of all its citizens and demonstrates a strong commitment to social equality (Welfare States, 2023).

According to a United Nations report, the social economy accounts for about 7% of global GDP and contributes to employment in the economy (Kolot, 2008). In times of multiple and interconnected challenges, social economy organizations strengthen resilient communities and help manage major changes. In addition, during the global crises, employment in the social economy grew by 12-20%, in contrast to the sharp decline in private and public sector jobs (OECD, 2020).

More and more governments are recognizing the potential of the social economy to address global challenges. This year, the European Commission launched an Action Plan on the Social Economy; the International Labor Organization discussed the issue for the first time ever at its conference; and the Organization for Economic Cooperation and Development is providing legal guidance to its members. But despite the potential, social economies around the world face common barriers that prevent them from developing: limited visibility; lack of an enabling legal and regulatory framework; lack of audits and standards; insufficient financial resources; and limited access to markets (Kachny, 2018).

The briefing paper "Unlocking the Social Economy" outlines five specific policy areas that governments can develop to build more inclusive, sustainable and resilient societies (WEFORUM, 2022):

1. Developing new frameworks. Political recognition, development of the regulatory environment, and regular dialogue with social economy actors have proven to be vital in countries for the development of the sector. In 2007, the Republic of Korea enacted the Social Enterprise Promotion Act to promote, incentivize and regulate social enterprises. The European Commission has recently launched its Social Economy Action Plan for 2021-2027, investing more than €2.5 billion to strengthen social investment, support social economy actors to start, expand, innovate and create jobs.

2. Create incentives for financing and investment. Governments can develop the social economy by investing public funding and encouraging investment from mainstream finance providers and social investors. Mechanisms include fiscal incentives, easing regulatory barriers, tax efficiency, reducing the risk of private finance, and developing hybrid mechanisms that combine public and private investment. The Singapore government has established the Singapore Centre for Social Enterprise (raiSE) to provide grants to Singaporean social enterprises to develop the sector and address the country's human-centered social gaps through collaboration between public and private actors.

3. Expanding education and research. Expanding and strengthening research and education on social innovation, social entrepreneurship, and the social economy in schools and universities can develop both local knowledge and a talent pipeline. For example, Scotland launched the Social Entrepreneurship in Education program in 2007 to improve understanding of the social economy and raise awareness

among young people and students. The program focuses on developing and understanding social enterprise business models and provides practical experience.

4. Transforming public and private procurement channels to be more inclusive. The public sector can purchase goods and services from enterprises that deliver social and environmental value. In this way, procurement becomes a means to achieve other goals, such as the reintegration of the long-term unemployed into labor markets and the social and labor integration of people from isolated or vulnerable groups. Governments can also create incentives for the private sector to buy from the social economy. In 2014, EU member states adopted the EU Public Procurement Regulation, which provides for "environmental and social considerations" as well as innovation aspects to be taken into account when awarding public contracts.

5. Introduce visibility of social impact data. To increase the visibility of the social sphere, governments are encouraged to collect statistics on the social economy that go beyond traditional indicators. In addition to the contribution of the social economy to economic growth and job creation, governments should systematically measure and report the social and environmental impacts of the social economy. The Social Progress Index measures the extent to which the social needs of citizens are met in three dimensions: basic human needs, foundations of well-being, and opportunities, by aggregating 35 social indicators.

### 3. Management of the Social Sphere

The current conditions of transformation of the social sphere in Ukraine require an in-depth analysis of the institutional role of the state in the field of social management. In this context, it is important to analyze what institutional changes are taking place in the public administration of the social sphere and what is the role of the state in this process. In addition, in the context of the transformation of Ukraine's social sector, it is necessary to consider the role of other stakeholders, such as NGOs, the private sector, international organizations, and others. This will help ensure effective and high-quality implementation of social policy and social security, as well as improve the quality of life of citizens.

A.M. Hrynenko notes in his paper: "Social policy is management in the social sphere. It is an integral part of the overall strategy of the state, which belongs to the social sphere, and is a purposeful activity to develop and effectively implement solutions aimed at improving the living conditions of every citizen of Ukraine, providing him with social guarantees, taking into account different groups of the population" (Hrynenko, 2003).

Lopushnyak defines social policy as "an activity that reflects the social system and regulates relations in society to ensure a decent standard of living for the population, determined by their goals and interests" (Lopushnyak, 2012).

Yakovlyev O. A. considers social policy as a complex system that covers different levels and areas of activity. It is aimed at ensuring the economic and social development of the country, as well as at activating and maximizing the innovative potential of human resources (Yakovlyev, 2019).

Kolot A. M. emphasizes the fundamental importance of the role of social policy - "it is not only social protection, social security, but also laying the foundations for social development" (Kolot, 2008).

Mnykh M. V. considers social policy as a subsystem of state policy that aims to ensure social development and prospects, as well as to act as a mechanism for regulating social relations (Mnykh, 2015).

Ostapenko's approach to interpreting the essence of the definition of "social policy" is to distinguish between "state" and "non-state management entities", such as public organizations and charitable foundations, whose activities include the implementation of various measures and programs that identify, meet and harmonize the needs and interests of different social groups, including through the provision of social protection, access to education, medical care, housing and other services. At the same time, it is important to take into account the interests of the state as a whole, in particular, ensuring the stability of the economy and the socio-political sphere (Ostapenko, 2021).

Traditionally, the state has been the main actor in the implementation of social policy, and thus in the management of the social sphere. The state acts both as a guarantor-implementer of social policy and as the main actor (Chorna and Kudlaienko, 2018).

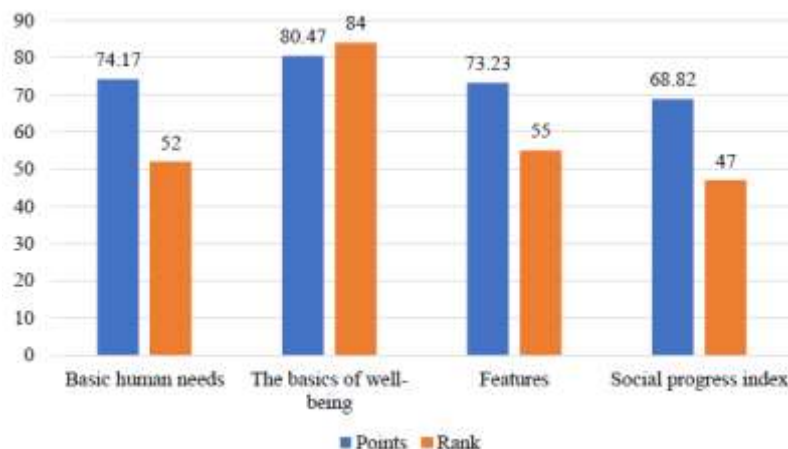
Social policy is an important component of the country's economic and social development. It includes a number of measures and programs aimed at supporting and protecting different segments of the population. One of the main tasks of social policy is to ensure the welfare of society as a whole, not just certain groups of the population. At the same time, state measures should be aimed at maintaining and increasing the welfare of the middle classes, as well as at improving the living standards of the poorest and most vulnerable groups.

Targeting social policy at low- and middle-income segments of society is characteristic of welfare states. This includes the provision of various support, such as social benefits, free medical care and education, social security, etc. (Bondarenko and Bugas, 2021).

Thus, social policy is a set of planned, coordinated measures and methods of state and public administration bodies whose activities are regulated at the legislative level. This complex ensures the development of the social sphere, which aims to improve the welfare of citizens.

Amid the crisis caused by the war, Ukraine's social sector is in a difficult situation. Difficulties in making optimal management decisions and the variety of functions to be implemented in the field of social policy require a developed, highly efficient management system, which is not possible without the introduction, adaptation and application of a new management paradigm.

The method of public administration is an important tool for implementing effective public policy. It includes various management approaches and strategies, such as legislation, regulation, financing, monitoring and evaluation. The use of an appropriate method of public administration can have a significant impact on the effectiveness of a policy and its



**Fig. (2).** Social progress index of Ukraine (Social progress, 2022).

implementation. At the same time, the choice of method should be justified and ensure an appropriate level of control and accountability of the authorities to the citizens (Krasnolobova, 2020). From the political and legal point of view, the will of the state and governing bodies as subjects of power is realized through the methods of governance (Oksiom, 2014).

In his work, scholar Kachnyy O. S. notes that the methods of public administration are divided into organizational and administrative, economic, legal, and socio-psychological (Kachnyy, 2018). Volska O. M. and Pankratieva T. L. have a similar approach. Although they share this approach, they slightly expand the classification and distinguish the following types of methods: legal, economic, political, organizational and motivational (Volska and Pankratieva, 2018).

T. Koretska identifies the following methods of managing social processes:

personal and psychological, which are used to form the worldview and personality of managers as the main subjects of management;

social and socio-psychological, used to increase the social activity of people;

economic, caused by economic incentives;

organizational and administrative, based on direct policy instructions;

self-government as a type of self-regulation of the social system;

modeling, forecasting, expert assessments, diagnostics;

methods of global regulation (Koretska, 2018).

When studying trends in social sector management abroad, it is worth noting that developed countries tend to use the program-targeted method, according to which a set of social development programs (short-, medium-, and long-term) serves as the basis. This method is implemented at the national and regional levels by state bodies, local governments, and private business (Oksiom, 2014).

Thus, the methods of public administration of the social sphere are a set of tools for the practical implementation of power and organizational influence by management bodies.

The imperfection of the social sector management system can increase inequality in access to social services and lead to insufficient quality of these services. But effective governance minimizes corruption in the social sector and the use of social services for political manipulation. In addition, an effective governance system stimulates the development of innovations and the use of new technologies in the social sphere, which leads to an increase in the welfare of citizens.

According to the Social Progress Index, Ukraine has 74.17 out of 100 possible points and ranks 52nd among 169 countries surveyed (Fig. 2). And in terms of PPP per capita GDP of \$12,944, it ranks 84th out of 164 countries surveyed (Social progress, 2022).

The above makes it possible to define the structure of the social sphere as an object of management, which is formed from the following elements of the social sphere:

1) Basic human needs:

food and basic health care;

water and sanitation;

shelter

personal safety;

2) Fundamentals of well-being:

access to knowledge

access to information and communications;

health and wellness;

environmental quality;

3) Opportunities:

personal rights;

personal freedom and choice;

inclusiveness;

access to higher education.

Domestic scholars (Bezpalno et al., 2007; Semigina, 2020; Slozanska, 2018) distinguish three levels of social sector management:

macro level social policy;



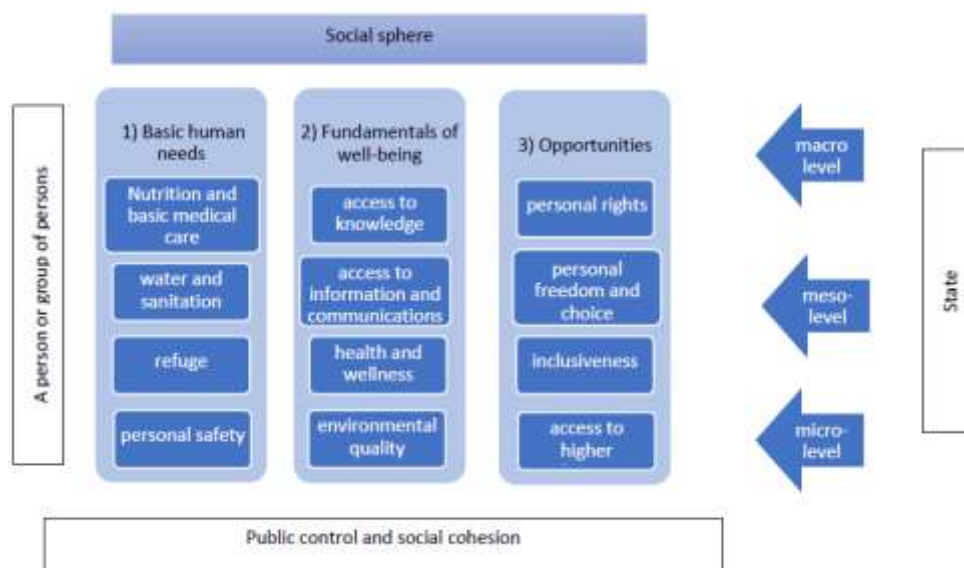


Fig. (3). Social sphere as an object of management. (Created by the author).

meso-level social programs at the regional, local level and at the place of residence;

micro-level social work with a client or citizen.

Taking into account the above, in Fig. (3) we will form a scheme of the social sphere as an object of management.

Therefore, given the scope of this area, the state should provide governance at three levels: macro, meso, and micro. The involvement of public control and social cohesion will allow to cover three main segments: to meet basic human needs, to form the basis for well-being, and to provide opportunities. This will form a sufficient basis for successful management of the social sphere.

The possibilities of successful management of social investments in a rapidly changing society can be implemented by modeling the system of management of the development of the social sphere in the context of financing social investments, which can be successfully used by representatives of public administration or regional authorities in managing the financing of social investments and the development of the social sphere.

In this aspect, an important area is not only the introduction of a strategic approach to social sector management, but also the training of the necessary specialists at the appropriate level to ensure the successful implementation of management mechanisms. In addition, the project method can become a successful method in managing the social sphere, which will allow gradual changes in the existing management systems for the implementation of public projects and programs, directing all efforts to achieve the goal and increase the competitiveness of the social sphere of communities. In addition, the professional application of tools, methods and technologies for proactive management of programs and projects in the social sphere will allow government institutions to ensure the effectiveness of project activities on a national scale, reduce costs and implement social projects on time.

### DISCUSSION

The concept of social cohesion should become the basis for managing the social sphere in Ukraine. Economists at the German Institute for Development and Sustainability have found a positive relationship between social cohesion and economic growth, based on the fact that social cohesion improves formal and/or social institutions, which causally stimulates economic growth. One potential mechanism through which growth can affect social cohesion is through inclusive, pro-poor improvements in development outcomes, such as job creation, education, and reduced inequality in the distribution of income and resources. Another potential mechanism is policy reforms, for example, in the areas of social protection and taxation. A clear link to social cohesion is not part of most development strategies, with the exception of peacebuilding. However, economic policies and growth do not necessarily increase social cohesion and can even contribute to social discontent and unrest if not properly distributed (Sommer, 2019).

Social cohesion is, first and foremost, a social phenomenon of relations between actors and institutions in society. Therefore, it requires smart policies that ensure that economic development is inclusive and translates into changes in social and societal realities that strengthen social ties. Thus, it is desirable that economic development strategies include mechanisms to promote social cohesion, or at least not to undermine the "cohesion" of society ("do no harm") (Sommer, 2019).

Policymakers, NGOs, charities, and think tanks can address social cohesion problems in the following ways:

1) Recognize the importance of social cohesion in development strategies. Social cohesion is not only a valuable goal in its own right, but also a key condition for the impact and sustainability of development cooperation and economic growth.

2) Consider trust, identity and solidarity to support social cohesion. Successful support for individual elements can have an impact on social cohesion in society.

3) Integrate mechanisms that promote social cohesion into economic development strategies. Economic development alone does not automatically increase social cohesion and, therefore, does not necessarily contribute to counteracting societal exclusion (Sommer, 2019).

For Ukraine, the concept of social cohesion can serve as a basis for building a strong civil society and contribute to the development of the social sphere.

## CONCLUSIONS

Leading countries, as participants in social economies, are often pioneers in the development of social and environmental innovations in the management of the social sphere. They have proven that they co-design the decisions made by the mainstream economy. They can contribute inclusively and equitably to the development of environmental and digital transitions by putting people at the center, and can serve as a source of inspiration for the private sector. By adopting an accountability framework, a social reporting taxonomy, and more participatory business and governance models, Ukraine can contribute to the structural transformation of its current economic model with its persistent challenges and accelerate the transition to a more inclusive, sustainable future. To do so, it is necessary to change the concept to accept the social sphere as an object of governance, namely to broaden its understanding through the complexity of the elements covered by the social sphere, which include three main areas: basic human needs, the foundations of well-being and opportunities. Management should provide comprehensive impacts at three levels of governance: (macro-, meso- and micro-levels). At the same time, an important element is public control and ensuring social cohesion. For the successful management of the social sphere, it is possible to introduce modeling of the social sphere development management system in the context of social investment financing. In addition, it is advisable to introduce a strategic approach, proactive project methods, and revise training methods.

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