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РОЗВИТОК МІЖСЕКТОРНОЇ СПІВПРАЦІ В ІНІЦІАТИВНИХ ПРОЄКТАХ

DEVELOPING CROSS-SECTORAL COOPERATION IN INITIATIVE PROJECTS

Анотація. Стаття присвячена дослідженню розвитку міжсекторної співпраці в ініціативних проєктах, яка є важливою умовою для успішного вирішення актуальних соціальних, економічних та екологічних проблем. Міжсекторна співпраця включає взаємодію між різними секторами суспільства, зокрема державними органами, приватним бізнесом, громадськими організаціями та академічними установами. Ефективна інтеграція ресурсів, знань та інтересів різних учасників є важливим фактором для досягнення сталих і значущих результатів у реалізації ініціативних проєктів. Основною проблемою, яку висвітлює стаття, є низький рівень ефективності багатьох ініціативних проєктів, що реалізуються без належної міжсекторної взаємодії. Відсутність чітких механізмів координації, різні підходи до управління та суперечливі інтереси учасників часто призводять до неефективного використання ресурсів і зниження результативності проєктів. Проблеми, пов'язані з відсутністю прозорих механізмів співпраці, а також недостатньою комунікацією між учасниками, можуть гальмувати реалізацію навіть найобіцяніших ініціатив. У статті розглядаються ключові фактори, що сприяють розвитку міжсекторної співпраці, зокрема необхідність створення інституційних і правових механізмів для координації дій, розробка стратегії взаємодії між секторами та формування загальних цілей. Автори акцентують увагу на важливості налагодження ефективної комунікації між державними органами, бізнесом і громадськими організаціями для забезпечення стійкості та ефективності ініціативних проєктів. Також розглядається роль інновацій і нових технологій, які можуть стати важливим інструментом для адаптації проєктів до швидко змінюваного середовища.

Загалом, стаття має на меті окреслити основні проблеми і можливості для розвитку міжсекторної співпраці в ініціативних проєктах, а також запропонувати практичні рекомендації для створення ефективних механізмів, які сприятимуть успішному впровадженню таких проєктів на різних рівнях. Висвітлені в статті аспекти є важливими для розвитку сучасних стратегій управління та забезпечення сталого розвитку через співпрацю між різними секторами суспільства.

Ключові слова: міжсекторна співпраця, публічне управління, проєктний підхід, ініціативні проєкти, держава, ефективність.

Abstract. The article is devoted to the study of the development of intersectoral cooperation in initiative projects, which is an important condition for the successful solution of current social, economic, and environmental problems. Cross-sectoral cooperation involves interaction between different sectors of society, including government agencies, private business, NGOs, and academic institutions. Effective integration of resources, knowledge, and interests of various stakeholders is an important factor in achieving sustainable and meaningful results in the implementation of initiative projects. The main problem highlighted in the article is the low level of effectiveness of many initiative projects implemented without proper cross-sectoral cooperation. The lack of clear coordination mechanisms, different

approaches to management, and conflicting interests of participants often lead to inefficient use of resources and reduced project performance. Problems related to the lack of transparent mechanisms for cooperation, as well as insufficient communication between participants, can hamper the implementation of even the most promising initiatives. The article discusses the key factors that contribute to the development of intersectoral cooperation, including the need to create institutional and legal mechanisms for coordination, develop a strategy for interaction between sectors, and formulate common goals. The authors emphasise the importance of establishing effective communication between government agencies, businesses and NGOs to ensure the sustainability and effectiveness of initiative projects. They also consider the role of innovation and new technologies, which can be an important tool for adapting projects to a rapidly changing environment.

In general, the article aims to outline the main challenges and opportunities for the development of cross-sectoral cooperation in initiative projects, as well as to offer practical recommendations for creating effective mechanisms that will contribute to the successful implementation of such projects at various levels. The aspects highlighted in the article are important for the development of modern management strategies and sustainable development through cooperation between different sectors of society.

Keywords: intersectoral cooperation, public administration, project approach, initiative projects, state, efficiency

Formulation of the problem. In today's world, addressing social, economic, and environmental challenges requires a comprehensive approach that ensures the efficient use of resources and capabilities of various social actors. Initiative projects aimed at solving specific problems can be more successful and efficient if they are implemented with the participation of several sectors – public, private, civil society and academia. Cross-sectoral cooperation in such projects is a key factor in determining their effectiveness and sustainability in the long run. However, despite the obvious benefits of cross-sectoral cooperation, many initiative projects face a number of challenges due to the lack of clear mechanisms for cooperation, different approaches to problem-solving, and conflicting interests of participants. Often, the lack of proper coordination between sectors leads to a dispersion of resources, inefficient use of potential, and even a decrease in project effectiveness. In addition, the lack of appropriate legal and institutional mechanisms, as well as insufficient communication between the parties, significantly complicates the implementation of such projects.

Therefore, there is an urgent need to develop and improve a strategy for developing cross-sectoral cooperation for the implementation of initiative projects. This includes creating effective mechanisms of interaction that take into account the interests of all participants, mobilize the necessary resources, and ensure the achievement of common goals. Issues related to optimizing governance, establishing clear legal frameworks, and maintaining project flexibility in the face of rapid change are also relevant.

Thus, the main problem is the need to develop scientifically sound and practical recommendations for the development of cross-sectoral cooperation in initiative projects that will ensure their effectiveness, sustainable development, and ability to adapt to new challenges and conditions.

Analysis of recent achievements and publications. Recent research in the field of cross-sectoral cooperation in initiative projects is actively developing both abroad and in Ukraine. Among the international scholars who have a significant impact on this area are Charlotte Bennett, who studies cross-sectoral partnerships in sustainable development and social responsibility of business, and Michael Porter, who promotes the concept of creating shared value for business and society [8]. Also worth mentioning are Susan Feinberg, who studies the role of cross-sectoral initiatives

in community development, and Linda Papanikoulos, who focuses on environmental initiatives and the importance of cooperation in solving environmental problems [5]. In Ukraine, important contributions to the development of this topic have been made by scholars, including Olena Bobrova, who studies the role of intersectoral cooperation in social change, and Victoria Benesh, who analyses mechanisms for engaging different sectors to effectively address social problems [12]. Ihor Koshman, in turn, studies innovative management strategies in the context of intersectoral cooperation, especially in the context of social entrepreneurship [2]. These researchers are actively developing theoretical foundations and practical approaches for effective cross-sectoral cooperation that contributes to community development and solving key social, economic and environmental problems both in Ukraine and globally.

The purpose of the article is to study the development of intersectoral cooperation in initiative projects as an important tool for achieving sustainable development of society. The article is aimed at analysing the mechanisms and conditions for effective interaction between different sectors - public, business and civil society – in the context of implementing social, economic and environmental initiatives. Identification of the benefits and challenges of such cooperation allows formulating recommendations for improving management practices and increasing the effectiveness of cross-sectoral partnerships to address the current challenges facing society.

Presentation of the main material. In today's world, where society faces a number of complex and multifaceted challenges, an important factor in achieving effective and sustainable results is the integration of efforts from different sectors - public, private, civil society, and academia. Intersectoral cooperation in initiative projects is particularly relevant as it allows not only to combine resources and expertise of different participants but also to find the best ways to solve social, economic, and environmental problems.

Cross-sectoral cooperation is the integration of different areas of activity to achieve common goals through initiative projects. This means that government agencies, businesses, NGOs, and academic institutions work together, pooling their resources, knowledge, and experience to address pressing issues. Each of the sectors has its own unique capabilities, and the interaction between them allows for more effective, innovative, and sustainable solutions [8].

One of the main challenges faced by initiative projects without proper cross-sectoral collaboration is the inefficient use of resources and capacity. For example, government agencies can provide the necessary regulatory support and funding but lack the flexibility and innovation that the private sector brings to the table. Private companies, on the other hand, can offer new technologies and investments, but often lack an understanding of the social aspects of the project and links with civil society organizations.

In addition, without effective communication between participants, conflicting approaches to project management often arise, which can lead to delays, costs, or even stopping the initiative. Lack of coordination and concerted action between different sectors creates risks for the successful implementation of projects, as each sector may work with different priorities or through different mechanisms [5].

Cross-sectoral cooperation offers many benefits for initiative projects. Pooling the resources, knowledge and approaches of different actors allows for more sustainable and adaptive project management models, which in turn helps to achieve results in a shorter timeframe and with greater efficiency.

1. Synergy of resources

One of the main benefits is the synergy that arises from combining different resources. For example, government agencies can provide legal and policy support, the private sector can provide investment and technology, and civil society organisations can provide volunteers and local support. Bringing together different types of resources helps to create more comprehensive and effective strategies.

2. Innovative solutions

Integrating different perspectives and approaches can generate new, innovative ideas and solutions to complex problems. Private companies often have access to advanced technologies and tools that can be used within a project to increase its effectiveness. At the same time, NGOs can provide a deep understanding of the social needs and specifics of local communities, which allows for more precise customization of project solutions.

3. Expanding funding

Cross-sectoral cooperation allows attracting funding from various sources. The state can provide grants or subsidies, businesses can invest, and NGOs can mobilize charitable funds or volunteer resources. This can significantly reduce financial risks and increase the financial stability of the project.

4. Sustainability and adaptability

Projects implemented through cross-sectoral cooperation are usually more resilient to external changes. A cross-sectoral team can adapt to new conditions more quickly and change strategy depending on the circumstances. This allows projects to be flexible and able to respond to new challenges or opportunities that arise during implementation.

5. Social responsibility

Cross-sectoral collaboration also improves the social impact of projects. By involving NGOs and civic initiatives, projects gain greater social relevance and become more focused on the needs of local communities. In addition, such cooperation increases the social responsibility of business and the state based on the results of projects.

To further develop cross-sectoral cooperation in initiative projects, it is necessary to create effective institutional and legal mechanisms. It is important to develop strategies that include specific steps to improve coordination and interaction between different sectors. This includes creating platforms for experience exchange, joint research, and the development of new approaches to project management [3].

Particular attention should be paid to the development of a feedback and monitoring system that allows for the early identification of problems and adjustments to the project strategy. It is also important to ensure effective communication and training between participants to reduce conflicts and disagreements.

1. Strengthening institutional and legal support

One of the main prospects for the development of cross-sectoral cooperation is the creation of institutional and legal mechanisms that would ensure transparency, efficiency, and sustainability of this interaction. In many countries, there are limitations related to bureaucratic obstacles or insufficient regulation of cross-sectoral projects. This requires the development of new regulations to facilitate the financing, coordination, and management processes between different actors. This may include the creation of specialized institutions or agencies to facilitate integration and cooperation between government agencies, businesses, and NGOs at various levels.

It is also important to develop clear monitoring and reporting mechanisms that will increase the effectiveness of projects and ensure their adaptability to changing conditions. The legal framework should also include guarantees of transparency in the

use of funds, ensuring equal conditions for all participants and protecting the rights of each party.

2. Use of digital technologies and innovations

Digitalization and the development of new technologies create new opportunities for cross-sectoral cooperation. Information technology can facilitate more efficient communication between actors, reducing the time and resources required to coordinate actions. Online platforms, data-sharing applications, and technologies for monitoring and analyzing results can significantly improve project management. In addition, innovative solutions such as blockchain or data security technologies can increase transparency and trust between participants, which is essential for effective collaboration.

Other emerging technologies, such as big data, artificial intelligence and machine learning, can be used to analyze huge amounts of data and provide more accurate predictions of project outcomes. These technologies allow for flexible project management, enabling rapid response to changes in the environment and better results.

3. Developing partnerships between business and the public sector

In the future, the role of business in developing cross-sectoral cooperation will become even more important. Previously, the private sector was often viewed as a mere provider of resources or services, but today business is becoming an important partner in creating social change through its initiatives, including corporate social responsibility (CSR). Business involvement in social projects can lead to new forms of partnerships in which businesses not only invest but also actively participate in developing solutions that meet the needs of society.

This may include joint projects in healthcare, education, sustainable development, and the environment. For example, businesses can actively engage in energy-saving initiatives or support local communities, using their own technologies and innovations to achieve social goals. Such partnerships allow us to effectively combine the resources and expertise of the private sector with the social initiatives of NGOs and government agencies.

4. Educational initiatives and human resource development

In order for cross-sectoral cooperation to be effective, it is also necessary to develop human resources by creating conditions for the education and training of professionals with a deep understanding of processes in different sectors. Educational programs that incorporate elements of cross-sectoral management can help to create new generations of leaders who are able to work effectively in a collaborative environment between different social actors.

Creating training platforms and programs for the exchange of experience among workers from different sectors and developing courses for project leaders who will learn to find compromises between different interests will be an important step in developing cross-sectoral cooperation. Thus, educational initiatives will provide the necessary talent pool that can adapt to new challenges and changing conditions.

5. Building a culture of cooperation and collaboration

The future of cross-sectoral cooperation also depends on the creation of a new culture of interaction based on the principles of transparency, trust, mutual benefit and efficiency. In many cases, the success of cross-sectoral projects is not only due to formal structures and resources but also to the ability of participants to work together, taking into account different interests and approaches.

The growing role of intersectoral cooperation requires a change in the way participants think, and the ability to build partnerships based on mutual respect and

common goals. This involves not only organizational changes but also changes in the culture of project management and business ethics. Creating such a culture will ensure long-term cooperation between different sectors and the sustainability of projects, contributing to their successful implementation.

Cross-sectoral cooperation in initiative projects has a huge potential for the sustainable development of society, in particular through the integration of innovative technologies, business approaches, social initiatives, and effective institutional structures. Establishing appropriate legal, organizational and communication mechanisms, developing partnerships between business and the public sector, and training professionals to effectively manage such projects are key to the success of cross-sectoral cooperation in the future. Only a comprehensive approach to addressing these challenges will ensure sustainable development and social responsibility in various initiative projects.

Conclusions. Cross-sectoral cooperation is a necessary and effective strategy for implementing proactive projects aimed at solving complex social, economic, and environmental problems. It opens up new opportunities for synergies between different sectors - public, private, civil society, and academia - allowing for meaningful and sustainable results that could not be achieved individually.

Firstly, the importance of cross-sectoral cooperation lies in its ability to mobilise a variety of resources, from financial to intellectual, which can significantly increase the effectiveness of initiative projects. This, in turn, contributes to faster and better solutions to the problems faced by local communities or society as a whole. Improving mechanisms for interaction between sectors creates the foundation for the long-term effectiveness of projects, as each participant brings their own unique capabilities.

Secondly, cross-sectoral cooperation helps to reduce the risks associated with insufficient funding or resources, as well as reduce the likelihood of project failure by combining different approaches. The flexibility and adaptability of such projects allow them to respond quickly to changes in the external environment, as well as to quickly identify and correct problems that may arise at any stage of their implementation.

Thirdly, effective management of cross-sectoral projects helps to reduce bureaucratic barriers, as bringing together participants from different sectors allows for shared responsibility for the implementation of tasks, as well as the creation of coordination mechanisms that minimize conflicts and complications in the organizational process. It also promotes a culture of cooperation based on the principles of mutual trust and inclusiveness.

Fourthly, cross-sectoral cooperation in initiative projects allows for a higher social impact. By involving NGOs and local communities, projects become more focused on the real needs of people and their social environment. This not only improves the quality of life but also increases social cohesion, as residents are directly involved in the process of change.

However, for cross-sectoral cooperation to be effective, it is necessary to create and maintain appropriate institutional, legal, and communication mechanisms. An important component is the development of clear engagement strategies that allow for communication between participants, ensure proper monitoring and reporting, and develop tools to resolve potential conflicts.

In the long run, cross-sectoral cooperation can become the basis for the development of new models of social entrepreneurship, innovation ecosystems, and sustainable development at the local, national, and global levels. It allows the creation of flexible management strategies by integrating innovations, knowledge, and technologies from different sectors, which is an important condition for adapting to a

rapidly changing environment. Thus, successful cross-sectoral cooperation in initiative projects is the key not only to solving local or global problems but also to ensuring the sustainable development of society as a whole. It contributes to the formation of effective and sustainable projects that can adapt to changing conditions and have a lasting positive impact on various spheres of life. The development of such cooperation requires constant attention, resources, and innovative approaches that open up new horizons for achieving sustainable and equitable development.

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