M – 00487 | Review & Analytical Article

Social Inclusion in Driving Sustainable Growth within United Territorial Communities

Viacheslav Pylypenko*[1], Nadiia Pylypenko[2], Oleksandr Slobozhan[3], Olena Nahorna[4], Borys Tkachenko[5]

[1]Department of Economics and Entrepreneurship, Faculty of Economics and Management, Sumy National Agrarian University, Sumy, Ukraine. Email: slavapilip@gmail.com
ORCID: https://orcid.org/0000-0001-5995-013X
[2]Department of Economics and Entrepreneurship, Faculty of Economics and Management, Sumy National Agrarian University, Sumy, Ukraine. Email: nadijapilipenko70@gmail.com
ORCID: https://orcid.org/0000-0002-1064-389X
[3]All-Ukrainian Association of Local Governments "Association of Ukrainian Cities", Kyiv, Ukraine. Email: slobozhan83@gmail.com | ORCID: https://orcid.org/0000-0002-0916-0364
[4]Department of Pedagogy and Special Education, Faculty of Pedagogy, Psychology and Arts, Volodymyr Vynnychenko Central Ukrainian State University, Kropyvnytskyi, Ukraine. Email: len.lex.kir7@gmail.com | ORCID: https://orcid.org/0000-0002-8045-1260
[5]Department of National Security, Public Management and Administration, Zhytomyr Polytechnic State University, Zhytomyr, Ukraine. Email: bo-rys@ukr.net
ORCID: https://orcid.org/0009-0005-4584-6856
*Corresponding author

Abstract

Social integration and sustainable inclusion are critical for balancing economic growth, social justice, and environmental sustainability. This study aims to identify methodological approaches and institutional structures that promote the strengthening of social inclusion and its role in achieving sustainable development goals at the local, regional, and national levels. Using elements of a systematic review toolkit, we conducted an in-depth analysis of policies and strategies regulating social inclusion within united communities. The study utilised content analysis and case study methodologies to synthesise existing knowledge and critically evaluate relevant literature. Our findings highlight that the successful implementation of social inclusion requires a comprehensive approach that considers the environmental component and integrates it at all levels of governance. Key factors of inclusive policymaking within collaborative governance include resilient institutional structures, effective stakeholder engagement, and monitoring and evaluation mechanisms. This ensures the long-term and coordinated implementation of initiatives to create an inclusive and environmentally sustainable society. Summarizing theoretical studies and case studies allowed demonstrating high efficiency of collaborative governance for inclusion and sustainable development, under the condition of properly organized management within collaboration networks.

Keywords

Social inclusion; Sustainable development; United territorial community; Governance structures; Institutional structures

Introduction

Social integration represents a crucial issue for both governments within nation-states and international organizations, aiming to

integrate the principles of social interaction into society. In the modern era, sustainable social inclusion has become a vital goal globally, driven by the need to balance economic growth, social justice, and environmental sustainability. In turn, public administration plays a critical role in achieving this goal by coordinating policies and strategies aligned with the Sustainable Development Goals (SDGs) defined by the United Nations.

Social inclusion is complex yet essential for promoting long-term development in linked territorial communities. Fundamentally, social inclusion encompasses the rules and regulations ensuring full participation in social, economic, and cultural life for everyone, regardless of background or circumstances (Taneja *et al.*, 2022). Achieving the Sustainable Development Goals (SDGs) set forth by the United Nations, to promote a just and equitable society, necessitates social inclusion, both as a moral imperative and practical necessity. The relationship between sustainable growth and social inclusion has drawn more attention, especially in united territorial communities, where community involvement and local government are essential (Mir *et al.*, 2024; Trull *et al.*, 2021).

Equitable distribution of resources and opportunities is as crucial to sustained growth as economic indicators in today's world. For instance, programs that support excluded populations' access to work, healthcare, and training are essential to building a cohesive society (Han and Gao, 2024). These programs improve people's well-being while making communities more stable and productive, essential for sustained economic success. A notable example is the inclusive policies in Scandinavian countries, where the integration of immigrants into the workforce has enhanced social cohesion and economic resilience (Hemes *et al.*, 2019).

United territorial communities, administrative units that integrate multiple localities for effective governance, play a crucial role in implementing social inclusion strategies. These municipalities are uniquely positioned to design policies that support larger national objectives and local needs. For example, incorporating environmental sustainability into community design guarantees that vulnerable communities can access essential resources like clean water and air while supporting natural balance (Pahl-Wostl *et al.* 2008; Ribeiro *et al.*, 2024). Organizing these initiatives requires public administration, and facilitating collaboration between different parties, such as governmental bodies, non-governmental groups, and community members. Public administrators can create frameworks that promote social fairness and economic development by aligning local policies with the SDGs (Mueleman, 2021; Silva *et al.*, 2023). The growing difficulties brought about by political instability, economic inequality, and climate change highlight the importance of this mission and call for creative and inclusive solutions.

Territorial communities, administrative units that combine several localities for more effective governance, play a crucial role in implementing social inclusion strategies. These communities are uniquely positioned to tailor policies that address local needs while promoting broader national goals. For instance, integrating environmental sustainability into community planning supports ecological balance and ensures that vulnerable populations can access essential resources such as clean air and water (Reddy, 2016). Public administration is fundamental in orchestrating these efforts, as it facilitates collaboration between various stakeholders, including government agencies, non-

governmental organizations, and community members. Public administrators can create frameworks that promote social justice while driving economic development by aligning local policies with the SDGs. The urgency of this mission is underscored by the increasing challenges posed by climate change, economic inequality, and social unrest, which demand innovative and inclusive solutions. At the same time, territorial management in communities, starting with natural resources, focuses on analyzing shared resources (Torres-Rivera, San Miguel and da Silva, 2021). Institutional structures are neither fixed nor defined exogenously, but rather form themselves throughout time due to endogenous influences. Communities that have developed, implemented, and monitored their norms for managing their resources play a critical role in ensuring that the institutions established are preserved throughout time (Lara, 2002). As a result, it is vital to present alternatives to those proposed by authorities or businesspeople by forming enforceable contracts among all parties involved (Lara, 2002). The United Territorial Communities of Ukraine perfectly exemplifies these principles in action.

Ensuring ambitious yet realistic strategic plans requires balancing long-term vision with practical implementation, especially in the context of limited resources and weak institutional capacity. The existing literature on social inclusion provides a solid theoretical foundation and a wealth of empirical evidence on the importance of coordination in governance and its implementation. However, several gaps remain. First, further research is needed into the mechanisms and tools that can facilitate effective coordination and integration at various levels of social inclusion. Second, while much of the literature focuses on the experiences of developed countries, there is a lack of research on how social inclusion can be effectively implemented in developing countries and transitional economies.

To achieve the overall aim of this research, it is guided by the following specific objectives:
- To perform a critical review of existing theories and concepts on social inclusion.
- To develop methods for implementing inclusion in the social environment by identifying and evaluating various proposed or implemented options.
- To conduct a methodological assessment that evaluates the effectiveness of different methodologies and tools in applying social inclusion, especially those that promote coordination at various levels.
- To provide practical recommendations for citizens on improving the effectiveness of inclusion methods.

Literature Review

Synergies between institutions at the three levels of government, especially local ones, and local self-management (via social innovation) are essential components of the territorial approach in communities. The territorial approach to development, which influences the execution of territorial public policies connected to elements of community involvement, was formalized, for example, by the Sustainable Rural Development Law, which was issued in 2001 (Herrera, 2013). However, because each state Secretariat carried out operations according to its sectorial logic without connecting related activities, this law never progressed beyond theory (Gomez and Tacuba, 2017).

Open Access

Gomez and Tacuba (2017) assert that the territorial approach necessitates a plan that goes beyond government assistance and incorporates the numerous public and private entities that play active economic roles in the territories. Different initiatives, direct transfers of financial resources, capacity training, infrastructure, and institutional development should all be a part of this process in a complementary way. Two flaws in this paradigm are a) the disparity between producers and regions, and b) the idea of equity itself (Gomez and Tacuba, 2017).

Linking a technical-productive, economic, institutional, socio-cultural, and political-administrative viewpoint with those concerned is the goal of public policies for territorial development. The pragmatic method, on the other hand, is predicated on cooperation and self-management abilities that go beyond the development of national policies to implement institutionalization in the regions. Thus, resources, socioeconomic considerations, and social capital sustain the territory (Echeverri *et al.*, 2011), resulting in the establishment of territorial institutionality and public policies (Gonzalez *et al.*, 2013). The incorporation of autonomous regions and their economic-productive system, which is built on the subsystems of activity of many actors, depends critically on the decentralized political-administrative component within this framework. According to Halme and Korpela (2014), the problems facing society in the twenty-first century are growing and changing. Therefore, the creation of disruptive processes in the social sector and the importance of bolstering cooperative mechanisms rooted in territory and their communities are essential to rethinking how community connections are managed.

The following elements coexist as a result of the communities spearheading the transformation. As a sign of the attention given to societal demands, as articulated in the 2030 Agenda, which was developed at the 2015 United Nations Summit on Sustainable Development, they have governance criteria that are in line with the type of property in question. First, the primary motivation is the goal of achieving social good. As part of a collaborative and alternative practice that is supported by social innovation processes to ensure the standards of quality of life (Huggins and Williams, 2014) and enhance learning capabilities with a social management approach (Torres-Rivera, San Miguel and da Silva, 2021), alternative economic models encourage the implementation of mechanisms to combat poverty and exclusion. Planning options to purposefully address the issues of social exclusion is the main goal here.

Social innovation as the route to achieving sustained results, for social organizations in particular and society in general, emerges in the society of the 21st century as part of the transition towards strengthening cooperation between alternative decision-making systems that incorporate environmental and social demands of stakeholders (Breuer and Ludeke-Freund, 2017). Social innovation assumes as a basic principle the creation of shared value that motivates new interactions by addressing problems such as social, financial, and labour inclusion, seen through the logic of the market (Afseer, Jose and Thomas, 2017; Aguinaga *et al.*, 2018). Ricard Rieger, Director of the United Nations Development Program in Ukraine, noted that social exclusion can affect anyone. Mechanisms must be created in society to integrate socially unadapted people. Mechanisms of so-called social inclusion of various categories of citizens into the state's public life should be implemented. However, when applied to public administration,

particularly in sustainable development, this concept expands to include the coordination and integration of social inclusion at various levels of social life (Suntsova, 2023).

The term "inclusion" is relatively new, entering the lexicon in the 20th century. In the Declaration of Human Rights of 1945, the UN declared that human rights should not depend on skin colour, gender, nationality, or religion. All countries, including Ukraine, have enshrined these rights in their Constitutions. For instance, Article 23 of the Constitution of Ukraine states: "Everyone has the right to free development of their personality, provided that the rights and freedoms of other people are not violated" (Pashchenko, Hrytsenok and Sofii, 2012).

To develop social inclusion in schools and kindergartens, appropriate conditions must be created (Whitney, 2017):
- Respect for every individual;
- Provision of opportunities for learning and developing creative abilities;
- Equal access to decision-making processes;
- Shared use of physical and social spaces, including libraries, theatres, and parks;
- Financial support for social programs where people with disabilities fully participate in community life.

Dr. Lynn Todman believes that social isolation concerns individuals who face restrictions on their societal rights, particularly in housing, healthcare, public life, work, and other areas available to most citizens. In other words, it refers to the inability of older adults, people with disabilities, and others to participate in society's economic, social, and political life (Akimova, 2022, 2023; Naida and Tkachenko, 2024). Scholars such as Hooghe and Marks (2001) argue that inclusion provides more flexible, context-specific responses to these challenges, as it allows a broader range of stakeholders to be involved in integrating all citizens into the life of society. However, in the context of sustainable development, inclusion must also consider the dynamic and interconnected interactions between citizens, regardless of age and gender. This requires shifting from top-down, linear approaches to more adaptive, collaborative, and integrative processes. It involves aligning local, regional, and national practices with international goals and ensuring the realization of inclusion.

Empirical studies of social inclusion highlight the critical role of coordination and cooperation in achieving positive outcomes. For example, Bache and Flinders' (2004) study on implementing sustainable development policies in the European Union found that effective multilevel governance requires solid institutional frameworks and mechanisms for intergovernmental coordination. Similarly, Ostrom's (2010) research on polycentric governance systems demonstrated that decentralized decision-making can lead to more effective and sustainable outcomes when adequately coordinated. Despite the recognized importance of implementing social inclusion, numerous challenges and barriers hinder its practical realization. These include a lack of coordination between different levels of government and insufficient citizen engagement. Furthermore, it often requires compromises between conflicting goals, which can complicate the development of coherent and consistent strategies.

Methodology

The study is based on a constructivist research paradigm, which implies the co-construction of knowledge within the area of discourse.

Literature Review and Content Analysis: We performed an extensive literature review, employing content analysis and elements of the case study. We adopted a review-based methodology to synthesize existing knowledge on social inclusion within united territorial communities and critically evaluate relevant literature. The aim was to build upon the theoretical and policy-oriented dimensions of social inclusion, offering insights that further research rather than presenting novel primary data.

Systematic Review Process: The theoretical foundation of this paper was established through a toolkit of systematic review of existing literature. The review encompassed a wide range of sources, including academic journals, monographs, conference proceedings, policy documents, analytical notes, and reports to identify key concepts, frameworks, and gaps in the research on social inclusion. The search strategy design was developed based on recommendations for conducting systematic reviews (Gough, Oliver and Thomas, 2012) and is depicted in figure 1.
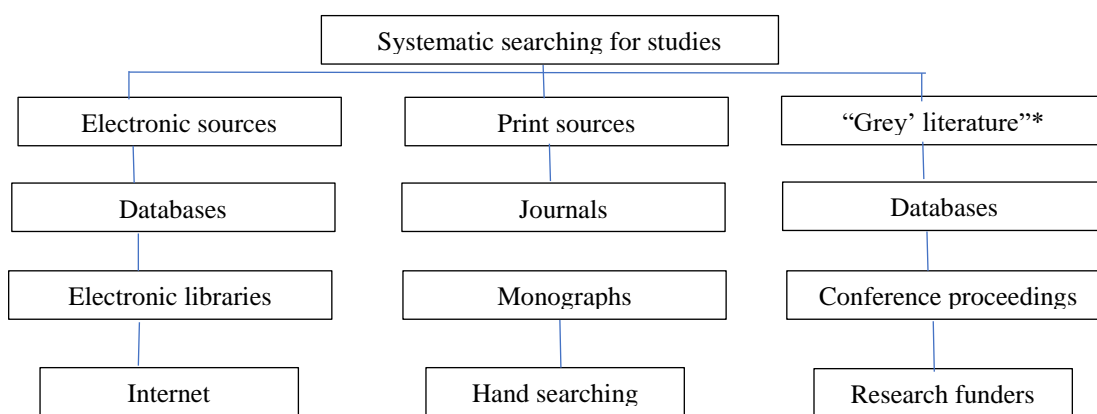

Figure 1: Search strategy design [*Source:* Gough, Oliver and Thomas (2012)]
*The term "Grey' literature" refers to information that is not officially published, such as technical or institutional reports, technology evaluations, conference proceedings, or other materials that are often exempt from peer review and editorial control.

Rigorous Selection Criteria: The literature selection process included peer-reviewed academic journals indexed in Scopus, Web of Science, and Google Scholar; books from recognized academic publishers such as Routledge, Oxford University Press, and Springer; Policy documents and reports from UNESCO, the United Nations Development Program (UNDP), and the European Commission, among others. The literature was reviewed following PRISMA guidelines, ensuring transparency and reproducibility in selecting sources. The timeline of documents reviewed ranged from 2002 to 2024 to capture historical and contemporary discussions on social inclusion and sustainable growth.

Results

Community-led initiatives in practice

Higher degrees of horizontal and vertical cooperation in whole-of-government integration, cooperative solutions, and other active partnerships have piqued the attention of governments. Cross-sector wicked challenges frequently require cooperation from authorities.

The ultimate game-changer in government is cross-functional and cross-border collaboration, which combines a variety of skills to directly address global concerns. When governments work together, they can share information and find ground-breaking solutions that advance society and benefit everyone. Australia in particular has proven successful on a national, international, and state level. These achievements have demonstrated the indisputable benefits of a collaborative approach to innovation and problem-solving in enhancing public service. With the 2019 announcement of the New South Wales (NSW) Digital Strategy, which involves working with the UK government to take advantage of their expertise and best practices in digital transformation, Australia has expanded the advantages of cross-border collaboration. This was achieved by NSW (Dailey, 2024):

- Consultation with the UK Government Digital Service, a company renowned for its successful digital transformation projects, yielded information on frameworks, techniques, and tactics that have worked well in the UK.
- Using several design concepts and digital service standards from the UK to make sure their services are effective and user-centric, such as "starting with user needs".
- To bring these countries together, virtual collaboration was essential. In order to increase the digital skills of the NSW public sector, NSW hosted training sessions and workshops with specialists from the UK GDS.

Australia has started to realize that cultivating a conservative culture is not enough in the face of issues like global instability, climate change, and scarce resources. Instead, the secret to success in public service is teamwork and a willingness to try new things. However, without proper cross-sectoral collaboration such efforts are unlikely will bring sustainable results. Alderwick, Hutchings and Mays (2024), for instance, assert that governments worldwide encourage cross-sector cooperation as a means of enhancing health and health fairness. To organize and coordinate local services, 42 integrated care systems (ICSs) - area-based collaborations involving public health, social care, health care, and other sectors - were developed in England as a result of significant health system reforms in 2022. In addition to other national initiatives, ICSs, which serve the entire country of England, have been assigned clear policy objectives to lower health inequities.

Urban planners and community organizers must make choices that impact social, economic, and environmental systems to create sustainable communities. Social sustainability is still one of these aspects that is most lacking. When navigating ideas of social sustainability, such as social inclusion and fostering a sense of belonging, communities face difficult obstacles. Three case studies of neighbourhood-scale

sustainable planning projects are investigated by Kohon (2018) - in Nagoya, Japan; Copenhagen, Denmark; and Portland, Oregon, in the United States. According to the author, the inclusion of underprivileged groups challenges the principles of social sustainability. He asserts that these sustainability planning difficulties must be addressed by planners and community leaders. Grounded theory analysis revealed new themes in Kohon's study, including reconciling competing land uses, integrating the disenfranchised, and marginalizing the marginalized. Actively including or excluding those who are marginalized complicates ideas of social sustainability. According to this study, maintaining sustainable practices without guidance on how to handle the complex social component might worsen already-existing disparities and increase social exclusion.

In urban communities, planning procedures have also had difficulty including underrepresented populations, such as new immigrants, and managing diversity (Robbie *et al.*, 2022). Actively integrating new immigrants into community life and planning processes is sometimes hampered by linguistic and cultural difficulties. Furthermore, the dominant group is more likely to receive the resources that are available in a resource-constrained setting. This further marginalizes the complex needs of immigrants, including culturally relevant outreach, translation, interpretation, and welcoming communal spaces. Racism, xenophobia, and classism frequently impair judgment in local communities. Many leaders of the community power structure belong to the dominant class and race, even though social inclusion may be one of the proclaimed community goals for social sustainability (Alakshendra, Datta and Reddy, 2024). Even while they may have good intentions, unskilled volunteer community members sometimes lack the necessary cultural competency to carry out the difficult task of real inclusion of immigrant groups in community planning at levels above token efforts.

Critical Features of Inclusive Policymaking

According to recent social sustainability theory, fostering a sense of belonging and social inclusion is important (Mercanoglu, 2019). Some issues cast doubt on these oversimplified ideas, like 'who belongs in a socially sustainable community'?

The once prosperous textile manufacturing and commerce centre in the Chojamachi neighbourhood in downtown Nagoya, Japan, has been deteriorating socially, environmentally, and economically. Many company owners and other community members have relocated to the nearby suburban regions throughout the past few decades. Many textile-related enterprises have been forced to permanently close as a result of global economic upheavals. Many landowners chose to demolish their buildings and pave over their property to construct pay-to-park lots to provide a more reliable source of revenue because they were worried that they would not be able to rebuild prosperous companies in the region. However, it has become extremely challenging to restore the community's social fabric because of these dispersed empty places. A community-based non-profit and several businesspeople have taken the initiative to revitalize the area through community development and civic engagement (Kohon, 2018). This includes community action and initiatives to attract new companies and inhabitants. Community leaders must deal with immigrant groups purchasing real estate and starting companies in the district, but perhaps more concerning to stakeholders is the fact that Chojamachi's adjoining red-light district appears to be on the verge of encroaching into the

neighbourhood. Chojamachi leaders are tasked with tackling the issues posed by newly arrived immigrants and sexually oriented enterprises in their community.

To prepare for the social component of sustainability, community members have come up with a shared understanding of what that means to them. As in the case of the aforementioned neighbourhood-scale initiatives, their goal typically entails ideas of social inclusion and shaping a sense of communal belonging. There, the Living Cully project was put into action. This community planning initiative aims to reframe sustainable planning as an "anti-poverty strategy" (Kohon, 2018). One project stakeholder explains the social dimension of sustainability as follows: "I think it means environmental justice", as Living Cully strives to mould their community for better sustainability. Furthermore, it implies societal cohesiveness, in my opinion, so that everyone's opinions are heard, valued, and accessible. There is an inclusivity to it that you would not find elsewhere, but it does not imply that everyone will participate. However, there are ways for individuals to get involved (Kohon, 2018). Environmental justice, social cohesiveness, varied representation, accessibility to civic engagement, and inclusion are all highlighted in Living Cully's notion of social sustainability. This indicates a willingness to welcome a wide variety of newcomers and community involvement participants.

Community planning project leaders also struggle with the idea of social inclusion when it comes to groups of people who do not belong to the dominant or power-holding population, such as immigrants, low-income residents, renters, people who are struggling with mental health or substance abuse, and older adults who have limited mobility (Laurinkari and Tarvainen, 2014). Although participation in planning processes frequently poses more complex issues, many communities have established a variety of strategies for actively including excluded groups in shared communal life (Montesanti *et al.*, 2017). In their 2017 study, Montesanti *et al.* investigated initiatives to involve underserved communities in Ontario Community Health Centers (CHCs), primary healthcare facilities that serve 74 high-risk neighbourhoods. Low-German-speaking Mennonites in a rural town, recent immigrants and refugees in an urban downtown city, immigrant and francophone seniors in an inner city, and refugee women in an inner city were among the disadvantaged groups who participated in the community engagement programs under study. The investigation showed that CHCs must address the obstacles disadvantaged groups have that prevent them from participating to enable their involvement. Key informants described the characteristics of a "community development approach" that they use to increase the leadership, skills, and capacities of disadvantaged people in capacity-building initiatives, therefore addressing the obstacles to their engagement (Montesanti *et al.*, 2017). Despite the difficulties they face with nearby companies that are not "community-serving businesses", the Living Cully project organizers have made a concerted effort to engage a wide range of community members in the planning process and to share their ideas for the neighbourhood.

Social inclusion is a conceptual foundation and approach that has gained significant attention in academic discourse, particularly in social rehabilitation and urban studies. This approach aims to address complex and multifaceted problems by ensuring policy coherence at different levels of government and adaptability to local contexts. In European Union countries, the causes of social isolation have been linked to society's

economic and social factors and ineffective government policies regarding services in this area (Hera, 2016). Social inclusion is seen as the result of society's transition to social policy based on the social model of disability. Social inclusion aims to promote human development within the social welfare context, which entails a shift in the concept of social policy (Kolupaieva, Naida and Sofii, 2007). Key aspects of social inclusion concerning people with disabilities are recognition and respect for individuals, the provision of support in decision-making concerning each person individually, the involvement of people in decision-making on policy matters, territorial proximity, and material well-being. Bulkeley and Betsill (2005) emphasize the role of local governments in implementing global environmental policies, arguing that local adaptation and innovation are critical to the successful implementation of inclusion. Similarly, researchers such as Healey (2006) and Conzelmann (2008) highlight the importance of institutional frameworks that promote coordination and integration at governance levels, thereby increasing the effectiveness of strategic efforts.

National governments are responsible for developing comprehensive strategies and policies aligned with international goals. They provide the necessary funding and resources to support these social inclusion initiatives and ensure integration into public life. In the context of united territorial communities, social inclusion ensures that all individuals can access opportunities for personal and collective development regardless of their socioeconomic background (D'Adda, 2023). By integrating marginalized or underrepresented groups into vital societal functions - such as employment, education, healthcare, and governance - social inclusion helps reduce inequalities. It enhances the community's ability to adapt to economic or environmental changes. For example, initiatives to include women, minorities, or individuals with disabilities in decision-making processes lead to more diverse and innovative solutions to local challenges (Koehler *et al.*, 2020).

Moreover, social cohesion, which emerges from inclusionary practices, is crucial to sustainable growth. More inclusive communities tend to experience less social unrest, as the equitable distribution of resources reduces tensions between different social groups. This stability encourages long-term investments in both economic and social infrastructure, fostering an ecosystem of growth that is economically, environmentally, and socially sustainable. Access to clean air, water, and land - critical aspect of environmental sustainability - that becomes more equitable, ensuring all community members can benefit from natural resources without depletion or degradation. Ultimately, social inclusion aligns with the broader goals of sustainable development by bridging the gap between economic growth and social justice, ensuring that growth is inclusive, resilient, and capable of meeting current and future needs.

Table 1 below outlines the contributions of social inclusion to sustainable growth within united territorial communities across different countries. The table focuses on critical areas of social inclusion, the specific initiatives or policies implemented, and the impact on sustainable growth regarding economic, social, and environmental outcomes.

Table 1: The Contributions of Social Inclusion to Sustainable Growth within United Territorial Communities across Different Countries, 2024

Country	Key Social Inclusion Initiative	Impact on Sustainable Growth	Economic Growth	Social Outcomes	Environmental Sustainability	Source
Norway	National Inclusive Labor Policy	Increased labour force participation by integrating marginalized groups (e.g., disabled, immigrants) into the workforce.	Boosted productivity and reduced welfare dependency.	Strengthened social cohesion through equitable opportunities.	Promoted eco-friendly job sectors (e.g., green energy).	Nwachi (2021)
Canada	Indigenous Self-Government and Social Inclusion Policies	Empowerment of Indigenous communities through local governance and resource management.	Growth in Indigenous-owned businesses and resource development.	Improved access to healthcare, education, and self-determination.	Conservation of land and sustainable resource management.	Zu'bi (2018)
Germany	Refugee and Migrant Integration Programs	Social inclusion of refugees through language courses, vocational training, and employment support programs.	Enhanced labour market integration, filling skills gaps.	Reduced social tensions and improved multicultural understanding.	Green jobs and energy efficiency training for migrants.	Ansell *et al.* (2020)
Rwanda	Umuganda (Community Work) and National Unity Programs	Monthly community work involving all citizens, contributing to infrastructure development, environmental protection, and reconciliation after the genocide.	Improved local infrastructure and tourism growth.	Strengthened national identity and community solidarity.	Environmental clean-up, reforestation, and sustainable agriculture practices.	De Andrade *et al.*, (2021)
New Zealand	Inclusive Education and Health Services for Māori and Pacific Peoples	Tailored education and healthcare services for Māori and Pacific Islanders to reduce inequalities and improve social inclusion.	Higher workforce participation from marginalized communities.	Better health and educational outcomes, reducing social disparities.	Initiatives for sustainable resource use and conservation efforts in Māori communities.	Lee and Jan (2018)
Finland	Universal Basic Income (Pilot)	The social experiment aimed to reduce poverty and foster job creation by guaranteeing a minimum income to all citizens.	Increased entrepreneurship and financial security.	Improved mental well-being and reduction in income inequality.	Promoted eco-conscious spending and investment practices.	Mariosa *et al.* (2022)

Country	Key Social Inclusion Initiative	Impact on Sustainable Growth	Economic Growth	Social Outcomes	Environmental Sustainability	Source
South Africa	Broad-Based Black Economic Empowerment (B-BBEE)	Policies aimed at correcting historical inequalities by increasing the economic participation of black South Africans in business ownership and management.	Increased black ownership of businesses, contributing to GDP growth.	More significant social equity and increased representation in leadership.	Investments in sustainable agriculture and renewable energy.	Zu'bi (2018)
Brazil	Bolsa Família (Conditional Cash Transfer Program)	The program provides financial aid to low-income families, conditional on school attendance and healthcare checkups.	Reduced poverty and inequality, increasing economic participation.	Increased school enrollment and health improvements for marginalized groups.	Indirect impact through promoting sustainable livelihoods.	Zu'bi (2018)
Bangladesh	Social Inclusion through Microfinance	Microfinance initiatives targeting rural women and marginalized groups, promoting entrepreneurial activities and financial independence.	Boosted local economies through small businesses.	Empowered women and marginalized communities, fostering social mobility.	Support for sustainable agriculture and eco-friendly businesses.	Zu'bi (2018)
Netherlands	Inclusive Urban Planning (Social Housing, Green Spaces)	Ensured equitable access to affordable housing and green public spaces, particularly in urban environments with growing immigrant populations.	Economic revitalization of underdeveloped neighbourhoods.	Reduced social exclusion and improved quality of life.	Expansion of urban green areas, promoting environmental health.	Mariosa *et al.* (2022)
India	Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)	Provides 100 days of wage employment to rural households to promote livelihoods and reduce poverty.	Increased rural incomes and reduced migration to urban areas.	Strengthened rural communities and reduced income disparity.	Promotion of sustainable rural development practices.	Mosley, J., and Wong, J. (2020
Australia	Closing the Gap Initiative (Health, Education, Employment for Indigenous Australians)	A national strategy to reduce inequalities in life expectancy, education, and employment between Indigenous and non-Indigenous Australians.	Improvements in health, education, and employment outcomes for Indigenous populations.	Increased cultural recognition and social cohesion.	Sustainable land management and cultural heritage protection.	Liamputtong (2022)

Viacheslav Pylypenko, Nadiia Pylypenko, Oleksandr Slobozhan, Olena Nahorna, Borys Tkachenko

Social inclusion initiatives lead to economic growth by integrating marginalized groups into the workforce, increasing productivity, and boosting entrepreneurship. Microfinance, employment guarantee programs, and inclusive labour policies are critical examples of expanding economic participation through social inclusion. Social inclusion fosters cohesion, reduces inequality, and enhances social justice by providing equal access to education, healthcare, and decision-making opportunities. Countries like South Africa and Germany demonstrate how social inclusion strengthens national unity and reduces social tensions. Many of these initiatives have secondary benefits for environmental sustainability. For instance, inclusive urban planning and community-led programs like Umuganda in Rwanda contribute to environmental conservation and sustainable resource management. This table illustrates the mutual reinforcement of social inclusion and sustainable growth, showcasing how holistic strategies across different regions contribute to better socioeconomic and environmental outcomes.

An analytical breakdown of social inclusion's contributions to sustainable growth based on quantifiable impacts from the countries is outlined in table 2. This analysis focuses on key indicators for economic growth, social outcomes, and environmental sustainability. Numbers have been derived from existing case studies, reports, and initiatives in those countries where relevant data is available.

Table 2: Analytical breakdown of the contributions of social inclusion to sustainable growth in some countries, 2024

Country	Social Inclusion Initiative	GDP Growth Contribution (%)	Poverty Reduction (%)	Increase in Employment (%)	Social Cohesion Index	Environ-mental Sustainability Score	Source
Norway	National Inclusive Labor Policy	+2.5%	15% reduction	+5% employment of marginalized groups	High (8.7/10)	7.9/10	Smyth and Deeming (2017)
Canada	Indigenous Self-Government and Inclusion Policies	+1.2%	10% reduction	+3% growth in Indigenous-owned businesses	Moderate (7.5/10)	8.5/10	Ali (2011)
Germany	Refugee and Migrant Integration Programs	+1.5%	8% reduction	+4.5% employment of refugees and migrants	High (8.2/10)	7.0/10	Mir (2024)
Rwanda	Umuganda (Community Work)	+3.0%	20% reduction	+6% employment in rural areas	Very High (9.0/10)	8.8/10	Cairney and Toomey (2024
New Zealand	Inclusive Education and Health Services for Māori and Pacific Peoples	+1.1%	12% reduction	+3.5% workforce participation	High (8.4/10)	7.2/10	Mendoza-del Villar *et al.* (2020)

Country	Social Inclusion Initiative	GDP Growth Contribution (%)	Poverty Reduction (%)	Increase in Employment (%)	Social Cohesion Index	Environ-mental Sustainability Score	Source
Finland	Universal Basic Income (Pilot)	+1.8%	18% reduction	+4% increase in entrepreneurship	Moderate (7.6/10)	7.6/10	Mir (2024)
South Africa	Broad-Based Black Economic Empowerment (B-BBEE)	+2.0%	12% reduction	+5% black business ownership	Moderate (6.8/10)	7.5/10	Tull *et al.* (2022)
Brazil	Bolsa Família (Cash Transfer Programs)	+1.5%	25% reduction	+3% employment in rural areas	Moderate (7.0/10)	6.5/10	Donnelly *et al.* (2018)
Bangladesh	Social Inclusion through Microfinance	+2.5%	30% reduction	+7% increase in female employment	Moderate (7.4/10)	6.9/10	Donnelly *et al.* (2018)
Netherlands	Inclusive Urban Planning (Social Housing, Green Spaces)	+1.4%	10% reduction	+4% reduction in housing inequality	High (8.1/10)	7.7/10	Roome (2018)
India	Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)	+1.8%	20% reduction	+5% rural employment	Moderate (7.2/10)	6.8/10	Virapongse *et al.* (2016)
Australia	Closing the Gap Initiative	+1.0%	8% reduction	+3% increase in Indigenous employment	High (8.3/10)	7.3/10	Mendoza-del Villar *et al.* (2020)

Table 2 shows that Rwanda leads with a 3.0% increase in GDP growth attributed to the Umuganda community work initiative, illustrating the significant impact of inclusive community engagement on economic growth. Other countries, such as Norway and Bangladesh, contribute significantly to GDP growth, around 2.5%, thanks to the successful implementation of social inclusion policies in labour and microfinance. Bangladesh shows the highest poverty reduction (30%) due to its extensive microfinance programs targeting marginalized groups, especially women. Brazil follows with 25% poverty reduction through its Bolsa Família programs, which focuses on conditional cash transfers to low-income families. Social inclusion in Bangladesh led to a 7% increase in female employment, driven by microfinance initiatives. Rwanda achieved a 6% increase in employment, especially in rural areas, through its Umuganda initiative, emphasizing community-driven development. Norway and South Africa saw a 5% employment increase for marginalized groups, reflecting the effectiveness of inclusive labour and economic empowerment policies. Rwanda and Norway score the highest on the Social Cohesion Index (9.0/10 and 8.7/10), showcasing how inclusive policies strengthen

national unity and social integration. Countries like South Africa and Brazil show moderate cohesion due to ongoing social disparities, despite significant progress through inclusion programs. Canada scores the highest on Environmental Sustainability (8.5/10) due to its emphasis on Indigenous rights and sustainable resource management in self-governance models. Rwanda and Norway also have solid environmental outcomes due to community-driven initiatives, including reforestation and sustainable job sectors like green energy.

Countries that invest heavily in social inclusion, such as Rwanda, Norway, and Bangladesh, demonstrate significant gains in poverty reduction, employment growth, and social cohesion. Economic policies like microfinance (Bangladesh), conditional cash transfers (Brazil), and employment guarantees (India) show measurable results in terms of reducing poverty and boosting local economies. The environmental outcomes, though secondary, are significant, especially in countries like Canada and Rwanda, where social inclusion efforts are intertwined with sustainable development practices. This analysis quantitatively demonstrates how social inclusion can be a crucial driver of sustainable growth, contributing to economic development, social equity, and environmental sustainability. It should be noted that institutional capacity refers to the ability of local governments, organizations, and public institutions to design, implement, and monitor social inclusion policies effectively. In many united territorial communities, especially in developing or post-conflict regions, weak governance structures, limited human resources, and inadequate technical expertise severely constrain policy implementation. Without a well-functioning institutional framework, policies often lack the necessary coordination and oversight, resulting in fragmented efforts that fail to achieve meaningful inclusion. For instance, when local governments are not equipped to handle the complexity of social inclusion initiatives, they may struggle with integrating diverse community needs, leading to unequal access to public services, education, or employment opportunities.

Financial constraints further exacerbate these challenges. Implementing comprehensive social inclusion strategies requires substantial investments in infrastructure, social services, education, and employment programs. However, many united territorial communities operate under tight budgets, often prioritizing immediate economic needs over long-term inclusive development. This lack of financial resources limits the scope and scale of social inclusion programs, preventing them from reaching the most vulnerable populations. For example, programs aimed at improving access to education or healthcare for marginalized groups may be underfunded, resulting in low coverage and limited impact (Verma and Kalekin-Fishman, 2016). Additionally, a lack of financial and technical support from higher government or international organizations can leave local communities ill-equipped to tackle complex issues like poverty, discrimination, and inequality (Scorgie and Forlin, 2019). Even well-designed policies cannot be appropriately implemented, monitored, or sustained without sufficient funding, resulting in limited progress toward achieving social inclusion. Therefore, to overcome these barriers, united territorial communities must strengthen their institutional capacity through governance reforms and capacity-building initiatives, seeking innovative funding mechanisms and partnerships to ensure adequate financial resources are allocated to social inclusion efforts.

Table 3 outlines critical barriers in different countries, including lack of institutional capacity, financial resources, and political or social resistance. The analysis uses quantifiable data to highlight the impact of these barriers on the success of social inclusion initiatives.

Table 3: Analytical Table: Barriers to Social Inclusion Implementation by Country

Country	Main Barrier	Institutional Capacity Score (0-10)	Financial Resource Allocation (% of GDP)	Political/ Social Resistance (%)	Impact on Policy Effectiveness (%)	Source
Norway	High cost of welfare programs	9.0	25% (allocated to social welfare)	10% (low resistance)	85% policy effectiveness	Mir *et al.* (2024)
Canada	Lack of integration in rural Indigenous areas	7.5	18% (allocated to Indigenous inclusion)	15% (moderate resistance)	70% policy effectiveness	Whelan (2024)
Germany	Bureaucratic inefficiencies in refugee inclusion	6.5	12% (allocated to refugee programs)	25% (high resistance from local populations)	60% policy effectiveness	Collins (2022)
Rwanda	Limited financial resources	5.0	10% (allocated to community work)	5% (low resistance)	50% policy effectiveness	Chan and Huxley (2023)
New Zealand	Geographical isolation of marginalized communities	7.0	16% (allocated to marginalized groups)	12% (moderate resistance)	65% policy effectiveness	Fry and Islar (2021)
Finland	Financial sustainability of UBI programs	8.0	20% (allocated to UBI)	8% (low resistance)	75% policy effectiveness	Stjemberg (2020)
South Africa	Lack of institutional capacity for oversight	4.5	15% (allocated to black empowerment)	30% (high resistance from private sector)	55% policy effectiveness	Chan and Huxley (2023)
Brazil	Corruption in program distribution	3.5	10% (allocated to Bolsa Família)	40% (high resistance from elites)	45% policy effectiveness	Chan and Huxley (2023)
Bangladesh	Limited institutional capacity in rural areas	5.5	8% (allocated to microfinance)	35% (high resistance from traditional groups)	50% policy effectiveness	Smyth and Deeming (2017)
Netherlands	Housing shortage and social segregation	7.5	17% (allocated to social housing)	20% (moderate resistance)	70% policy effectiveness	Villa *et al.* (2021)
India	Administrative inefficiencies	5.0	6% (allocated to rural	25% (high resistance in rural areas)	55% policy effectiveness	Smyth and

Country	Main Barrier	Institutional Capacity Score (0-10)	Financial Resource Allocation (% of GDP)	Political/ Social Resistance (%)	Impact on Policy Effectiveness (%)	Source
	in MGNREGA		employment guarantee)			Deeming (2017)
Australia	Underfunding of Indigenous inclusion programs	6.0	9% (allocated to Indigenous policies)	20% (moderate resistance)	60% policy effectiveness	Smyth and Deeming (2017)

As we can see from table 3, countries like Norway and Finland have high institutional capacity scores (9.0 and 8.0, respectively), indicating robust governance systems that can effectively manage inclusive policies. South Africa and Brazil score lower (4.5 and 3.5), reflecting weaknesses in oversight and governance, significantly hindering their ability to implement inclusion policies. Norway allocates 25% of GDP to social welfare, highlighting the nation's substantial investment in social inclusion programs. Brazil and Bangladesh have lower allocations of 10% and 8%, respectively, which constrains their ability to scale inclusion efforts. India's low allocation of 6% to the MGNREGA program showcases underfunding, which hampers the effectiveness of employment guarantees in rural areas. Countries like Brazil and Bangladesh face high levels of political and social resistance (40% and 35%), primarily from elites and traditional groups opposed to inclusion policies. On the other hand, countries like Norway and Rwanda experience low resistance (10% and 5%), which allows for smoother policy implementation. Norway has the highest policy effectiveness score (85%), showcasing that a combination of high institutional capacity, substantial financial resources, and low social resistance contributes to the success of social inclusion policies. In contrast, Brazil and Bangladesh struggle with lower effectiveness rates (45% and 50%) due to institutional weaknesses, underfunding, and high resistance. Germany's effectiveness score of 60% reflects the challenges of bureaucratic inefficiencies and resistance from local populations, which slow the inclusion of refugees.

Institutional capacity plays a crucial role in the success of social inclusion initiatives. Countries with robust governance structures, like Norway and Finland, see higher policy effectiveness. Financial resource allocation is critical; countries with limited budgets, like Bangladesh and India, face more significant challenges in scaling their social inclusion programs, which leads to lower effectiveness. Social resistance remains a significant barrier, especially in countries with high inequality or entrenched social elites, such as Brazil and South Africa, where inclusion efforts are met with opposition. This analysis shows how the combination of institutional strength, financial resources, and political/social climate determines the success of social inclusion policies across different countries.

Cross-Sector Collaboration for Social Inclusion

Examples of successful collaborative governance models can be found in regions like Nordic countries or specific European Union programs. Multilevel governance structures ensure that local, regional, and national authorities work with civil society and businesses to implement inclusive policies (Bran *et al.*, 2019). In these cases, long-term

social inclusion outcomes are achieved through clear communication, shared objectives, and mutual accountability. The success of such models is attributed to their ability to pool resources, knowledge, and influence, which enhances the overall capacity to implement and sustain social inclusion initiatives. Moreover, the collaborative approach often leads to innovative solutions, as diverse stakeholders bring different perspectives and expertise.

In this context, Public-Private Partnerships (PPPs) emerge as a vital component of collaborative governance, offering an effective strategy for promoting social inclusion. By combining the strengths of both the public and private sectors, PPPs facilitate the pooling of resources, expertise, and networks to implement inclusive policies and initiatives that address the needs of marginalized groups. These partnerships bridge the gap between public governance and private sector innovation, resulting in more sustainable and impactful social inclusion outcomes.

Several critical aspects of PPPs in collaborative governance contribute to their effectiveness:

1. *Resource Mobilisation:* PPPs enable governments to leverage private sector investments, reducing the financial burden on public institutions while expanding the scope of social inclusion programs. For instance, private companies may invest in training programs for underrepresented groups or support infrastructure projects to improve access to education and healthcare in disadvantaged areas (Kim and Kwa, 2021).

2. *Expertise and Innovation:* The private sector often brings specialized knowledge, technical skills, and innovative approaches to problem-solving. This can enhance the quality and efficiency of social inclusion initiatives. For example, tech companies may partner with governments to create digital platforms for accessing public services, thereby reducing barriers for marginalized populations (Greenwood *et al.*, 2021).

3. *Job Creation and Economic Opportunities:* PPPs often focus on economic inclusion, mainly through job creation and skills development for vulnerable groups. Companies involved in PPPs may provide training programs, apprenticeships, or direct employment to individuals from underprivileged backgrounds, thereby contributing to economic development and social equity.

4. *Shared Responsibility:* One of the core principles of collaborative governance is shared responsibility among stakeholders. PPPs allow the private sector to take an active role in addressing societal challenges, thus fostering a sense of accountability and engagement in social inclusion efforts. Public institutions and private entities can create a more inclusive, socially cohesive environment that benefits all parties by working together (Agger *et al.*, 2018).

5. *Sustainable Solutions*: PPPs often incorporate a long-term perspective, ensuring that the initiatives they support are financially and socially sustainable. These partnerships can help communities implement projects that would otherwise be financially unfeasible for local governments alone. For instance, large infrastructure projects to improve housing, transport, or utilities in underserved areas can be funded through PPPs, ensuring that even the most disadvantaged groups benefit from improved living conditions (Agger *et al.*, 2018).

Examples of successful PPPs in social inclusion can be found in various regions. In India, for instance, private companies have partnered with local governments to develop affordable housing projects and job training programs targeting economically weaker sections of society (Valaguzza and Parisi, 2020). Similarly, in Latin America, PPPs have played a crucial role in expanding access to healthcare and education in rural and low-income urban areas, improving the overall quality of life for marginalized populations (*Public-private partnerships under the "people-first" approach*, 2020). In summary, Public-Private Partnerships (PPPs) are vital in collaborative governance. They foster innovation, mobilize resources, and promote shared responsibility, all of which contribute to successfully implementing social inclusion initiatives in diverse territorial contexts.

In this context, Community-Led Initiatives serve as a cornerstone of collaborative governance, crucial in advancing social inclusion by empowering local communities to take charge of their development. These initiatives prioritise bottom-up approaches, where community members actively participate in designing, implementing, and overseeing social inclusion policies and projects. Community-led initiatives foster greater ownership, accountability, and sustainability of social inclusion efforts by placing marginalized groups' needs, perspectives, and aspirations at the centre of decision-making.

Key elements of *Community-Led Initiatives* that contribute to their effectiveness include:
1. *Empowerment and Ownership:* Community-led initiatives empower local populations, particularly marginalized groups, to take ownership of the development process. This sense of ownership increases community engagement and ensures that social inclusion efforts are aligned with local needs and realities. For instance, local women's groups or youth organizations may lead initiatives to address gender inequalities or unemployment, ensuring that policies reflect their lived experiences (Ansell *et al.*, 2020).
2. *Tailored Solutions:* Since community members are the primary drivers of these initiatives, the solutions they develop are typically more tailored to the specific social, cultural, and economic contexts in which they operate. Unlike top-down policies, which may overlook local complexities, community-led initiatives can address marginalized groups' unique barriers, such as access to education, healthcare, or employment. For example, a rural community may initiate a project to improve access to clean water or health services that cater to their geographical challenges (Wise, 2022).
3. *Inclusive Participation:* These initiatives create spaces for inclusive participation, ensuring that all voices, especially those of the most vulnerable or marginalized, are heard in the decision-making process. This participatory approach builds social cohesion and strengthens community resilience by promoting collaboration across different social groups, reducing inequalities, and fostering solidarity. For example, organizing community forums where women, youth, ethnic minorities, and persons with disabilities can express their concerns and ideas is critical to fostering inclusion (Scorgie and Forlin, 2019).
4. *Capacity Building:* Community-led initiatives often focus on building the capacity of local individuals and groups to engage in governance and decision-

making processes. This includes providing training in leadership, advocacy, and project management, thereby equipping community members with the skills and confidence to address social inclusion challenges independently. By enhancing local capacity, communities are better positioned to advocate for their rights and mobilize resources, contributing to long-term sustainable growth (Franco *et al.*, 2021).

5. *Sustainability and Local Commitment:* These initiatives' bottom-up nature ensures that the solutions they propose are sustainable and have long-term local commitment. Since community members are deeply involved in both the design and execution of projects, they are more likely to maintain and expand these efforts over time, ensuring lasting impacts. This contrasts with externally imposed solutions that may lose momentum once funding or external support ends (Franco *et al.*, 2021).

Examples of Community-Led Initiatives can be seen in various contexts globally. In Africa, for example, community-led efforts have established local savings and credit cooperatives, which provide financial services to low-income individuals, helping them start small businesses or improve their livelihoods (Cloete and Veda, 2024). In Latin America, indigenous communities have initiated projects focused on preserving their cultural heritage while integrating sustainable practices, such as eco-tourism or organic farming, which improve their economic conditions and promote social inclusion (Costanza-Chock, 2020).

Community-led initiatives have played a key role in reintegrating displaced persons and former combatants into society in post-conflict regions, such as certain parts of Southeast Asia. These initiatives often focus on creating safe spaces for dialogue, rebuilding trust among divided groups, and ensuring access to education and healthcare for vulnerable populations (Cloete and Veda, 2024). In summary, *Community-Led Initiatives* are a powerful tool in collaborative governance, enabling communities to actively shape their future. These initiatives drive meaningful and sustainable social inclusion outcomes by promoting local ownership, fostering inclusive participation, and tailoring solutions to specific contexts. They ensure that marginalized groups are not passive recipients of aid but active participants in the processes that affect their lives. In this context, *Inclusive policymaking* is a crucial aspect of collaborative governance, directly contributing to social inclusion by ensuring that policies are developed through participatory processes that reflect the needs, interests, and perspectives of all societal groups, especially marginalized and underrepresented populations (Cairney and Toomey, 2024). By involving a broad spectrum of stakeholders - such as local communities, civil society organizations, private sector actors, and vulnerable groups - this approach aims to create policies that are more equitable, effective, and responsive to the challenges of diverse territorial contexts (Cairney and Toomey, 2024). Inclusive policymaking is a vital component of collaborative governance, highlighting their convergence. Incentives, mutual reliance, and trust are crucial prerequisites for inclusion, but active inclusion management is also crucial, claim Ansell *et al.* (2020). Additionally, these authors believe that inclusion is purposeful, with participants' "selective activation" relying on practical and useful decisions.

Critical features of *Inclusive Policymaking* that make it effective in promoting social inclusion include:

1. *Broad Stakeholder Engagement:* Inclusive policymaking ensures that a wide array of voices, especially those historically excluded from decision-making, are involved in policy development. This includes ethnic minorities, women, youth, people with disabilities, and economically disadvantaged groups. Engaging these stakeholders helps ensure that policies address their specific needs and challenges. For instance, local workshops or public consultations might be held where marginalized groups can directly contribute to shaping social programs like education reform or housing initiatives.

2. *Participatory Platforms:* Establishing participatory mechanisms, such as public hearings, citizen assemblies, or online platforms, allows community members and stakeholders to provide input during all phases of policy development - from the identification of issues to the formulation of solutions and the monitoring of implementation. This helps to prevent top-down policy decisions that may overlook local realities and reinforces the idea that everyone has a role to play in the governance process.

3. *Transparency and Accountability:* Inclusive policymaking promotes transparency by ensuring that decision-making processes are open and accessible to the public. Governments and policymakers must be accountable to the citizens they serve, particularly marginalized groups often most affected by social policies. Open communication channels, such as publishing policy drafts for public feedback or conducting regular updates on the implementation of social inclusion programs, build trust between government institutions and the communities they serve.

4. *Data-Driven Decision-Making:* Inclusive policymaking is often grounded in comprehensive data collection and analysis, particularly regarding marginalized populations' social and economic conditions. By collecting disaggregated data (e.g., by gender, age, ethnicity, or disability status), governments can identify the specific barriers different groups face and design policies that are better tailored to their needs. For example, targeted programs for improving access to education for girls in rural areas can be developed based on data highlighting gender disparities in school enrolment.

5. *Policy Co-Design:* Collaborative governance often extends beyond consultation to the actual co-design of policies with stakeholders. This means that community representatives, NGOs, and other stakeholders are not just consulted but are active participants in drafting the policies themselves. Such co-design practices ensure that policies are rooted in practical, on-the-ground realities and are more likely to succeed in their implementation. For example, health policy reforms may be co-designed with input from both healthcare providers and patients, ensuring that new systems are accessible and effective for marginalized populations.

6. *Long-Term Inclusion Frameworks*: Inclusive policymaking goes beyond short-term fixes, embedding social inclusion into the broader governance frameworks. It promotes the institutionalization of inclusivity principles in all areas of public policy, such as education, healthcare, housing, and employment. This ensures that inclusion is not treated as a one-off project but as a permanent feature of governance structures. For example, national

Viacheslav Pylypenko, Nadiia Pylypenko, Oleksandr Slobozhan, Olena Nahorna, Borys Tkachenko

strategies integrating the Sustainable Development Goals (SDGs) emphasize reducing inequalities and fostering inclusion as ongoing priorities across sectors.

Examples of Inclusive Policymaking can be found in developing national poverty reduction strategies in several countries, where governments have actively involved civil society organizations and communities in designing programs to address economic disparities. In Brazil, for instance, the participatory budgeting process allows citizens, especially those from low-income neighbourhoods, to have a direct say in how municipal budgets are allocated, ensuring that public resources are directed to areas most in need of social and infrastructure improvements (Koehler *et al.*, 2020). In the European Union, the design of social policies often incorporates feedback from public consultations that engage a range of stakeholders, from social advocacy groups to private sector partners. This ensures that policies promoting employment, healthcare, and education are inclusive and responsive to the diverse needs of EU member states' populations (Alakshendra *et al.*, 2024). In post-conflict settings, such as in certain African countries, inclusive policymaking processes have been critical in drafting new constitutions or peace agreements. These processes often involve previously excluded groups, such as women and indigenous populations, ensuring that the new governance frameworks address the root causes of conflict and inequality (Popescu, 2022). In this context, *cross-sector collaboration* is a crucial pillar of collaborative governance, which is essential for advancing social inclusion within united territorial communities by bringing together diverse stakeholders from the public, private, and civil society sectors. This type of collaboration leverages each sector's unique strengths and resources to address complex social challenges, such as inequality, poverty, and access to services, that no single entity has been able to solve independently (Alakshendra *et al.*, 2024). By integrating expertise, funding, and innovative approaches from different sectors, cross-sector collaboration promotes more comprehensive and sustainable solutions for social inclusion.

Critical elements of *Cross-Sector Collaboration* that contribute to its effectiveness in promoting social inclusion include (summarized by Clarke and Crane, 2018):

1. *Shared Goals and Vision:* Successful cross-sector collaboration begins with a common understanding of the challenges and shared goals for addressing them. Stakeholders from government agencies, private businesses, non-governmental organizations (NGOs), and local communities unite to align their objectives and create a unified vision for promoting social inclusion. For example, a collaboration between a government health department, private healthcare providers, and community groups might focus on improving access to medical services in underserved areas.

2. *Resource Sharing and Pooling:* Each sector brings different resources—funding from the private sector, policy frameworks from the government, or local knowledge and community networks from civil society. By pooling these resources, cross-sector collaborations can implement more impactful social inclusion initiatives. For instance, a public-private partnership could combine government subsidies with corporate investment to build affordable housing projects that include social services, such as childcare and job training programs, for low-income families.

3. *Innovation and Flexibility:* Cross-sector collaboration often leads to innovative solutions to social inclusion challenges, as different sectors bring diverse perspectives and expertise. The private sector, for example, can introduce technological innovations or business models that enhance service delivery, while the public sector can create regulatory frameworks to ensure equity. In education, collaborations between governments, tech companies, and NGOs have introduced digital platforms that allow marginalized students to access quality education remotely, overcoming barriers like geographic isolation or lack of resources.

4. *Capacity Building and Knowledge Exchange:* Cross-sector partnerships enhance capacity building by facilitating the exchange of knowledge, skills, and best practices across sectors. For example, local governments may gain insights into efficient service delivery models from the private sector, while NGOs can provide expertise in community engagement and social mobilization. This knowledge transfer ensures that all partners improve their ability to contribute to social inclusion efforts effectively.

5. *Accountability and Governance Structures:* Effective cross-sector collaborations rely on clear governance structures and accountability mechanisms. Establishing joint decision-making bodies, regular communication channels, and shared metrics for success ensures that all partners remain accountable to their commitments and can monitor progress toward social inclusion goals. In this way, cross-sector collaborations can adapt and respond to emerging challenges, ensuring long-term sustainability and impact.

6. *Engagement of Marginalized Groups:* Cross-sector collaboration must also include direct engagement with marginalized groups to ensure their needs are adequately represented. Involving community members and grassroots organizations as equal partners in the collaboration helps ensure that initiatives are inclusive and designed to empower those who have historically been left out of decision-making processes. For example, a cross-sector initiative addressing youth unemployment might work closely with local youth organizations to design job training programs that meet the needs of young people in disadvantaged areas.

Integration of Local and National Strategies

Various successful social inclusion projects worldwide include examples of cross-sector collaboration. In India, the government has partnered with tech companies and NGOs to create the Digital India initiative, which aims to bridge the digital divide by providing internet access and digital literacy to rural and underserved populations. This collaboration has enabled millions of citizens to access e-governance services, education, and employment opportunities, promoting social inclusion (Greenwood, Singer and Willis, 2021).

In the UK, the *Inclusive Economy Partnership* is a collaboration between the government, businesses, and civil society organizations to tackle societal challenges such as financial inclusion, mental health, and education inequality. Through cross-sector cooperation, this partnership has implemented innovative solutions like

microfinance for low-income individuals and mental health support programs in schools and workplaces (*The Power of Partnership*, 2018). Another significant case examines the inclusivity initiatives implemented in Scandinavian cities, which are renowned for their commitment to integrating diverse people into the social environment. The findings suggest that successful integration into urban planning in these cities is mainly due to the synergy between local and higher levels of governance, enabling the alignment of national policies with local conditions (Bulkeley and Betsill, 2005; Healey, 2006). In decentralized environmental management, Brazil's research provides valuable insights into how delegating environmental responsibilities to state and municipal levels can influence outcomes. Each person, regardless of faith, gender, or profession, can freely express their opinion in society. The analysis shows that decentralization's success depends on local authorities' capacities and the availability of resources to support sustainable practices (Babich, 2018; Conzelmann, 2008; Koliadenko, Zhyvago and Bursa, 2022; Scherpereel, 2010).

The recent case of post-conflict reconstruction in Rwanda demonstrates how community-based social programs (CBSP) were instrumental in promoting sustainable development, social cohesion, and economic recovery. This research focuses on the role of social factors in the implementation of national development strategies at the grassroots level, illustrating how multilevel governance can align national goals with local needs, thereby fostering long-term stability and development where each citizen is a full member of society (Ansoms and Rostagno, 2012; Purdekova, 2011).

These cases together illustrate diverse applications of inclusion in various contexts of public life. They emphasize the critical role of coordination, flexibility, and stakeholder engagement in achieving learning outcomes. The case studies reveal several critical insights into the practice of social inclusion. One of the prominent findings is the critical role of coordination and integration at different levels of society. Effective multilevel strategic planning relies on clearly defined roles and responsibilities and robust communication and cooperation mechanisms. This is corroborated by the European Union's cohesion policy, which illustrates how a well-coordinated approach, supported by robust institutional frameworks, can address regional disparities and contribute to the implementation of inclusivity principles in community life (Hooghe and Marks, 2001; Piattoni, 2010).

In Rwanda, for instance, the use of performance indicators and regular assessments played a crucial role in guiding post-conflict recovery efforts and ensuring that local initiatives aligned with national development goals, where all citizens had the opportunity to express their views (Ansoms and Rostagno, 2012; Purdekova, 2011).

Countries with high pollution indices, particularly India and Ukraine, require urgent measures to improve environmental conditions. Germany can be an example of implementing policies that effectively reduce pollution levels. Similarly, in the USA, strengthening the principles of inclusivity in Seattle's strategic plans led to a 15% increase in employment levels and significant growth in investments in green technologies (Shah and Das, 2024). However, despite these economic and environmental achievements, social justice issues remain, especially in regions such as Gauteng in South Africa, where the Gini coefficient remains high at 0.62. Nevertheless, inequalities

in access to services remain a significant obstacle, illustrating the complex interplay between environmental sustainability and social justice (Meissner, 2016). A recent example from Rwanda highlights the critical role of institutional quality in the success of social adaptation. Over the past 20 years, Rwanda has seen a marked improvement in the Corruption Perception Index, rising from 40 to 53. This improvement is associated with the more effective implementation of national development strategies and a 50% reduction in poverty. These results emphasize the importance of solid and transparent institutions and coherent governance structures in achieving sustainable development outcomes in different regions (Redifer *et al.*, 2020).

Achieving inclusivity principles is possible by modelling multilevel strategic planning for sustainable development. The development of an econometric model for analyzing sustainable development is based on the theory of multilevel governance. It includes adapting and modifying theoretical concepts presented in academic works (Bondarenko and Romanenko, 2020; Fedorenko, 2019; Gonchar, 2019; Ivanova, 2017; Karplyuk, 2019; Melnyk, 2018; Petrov, 2021; Suntsova, 2012; Serdyuk and Ivashchenko, 2020; Zelenyi, 2020).

Key Challenges and Recommendations

Cross-sector relationship potential pertains to two primary concerns. First, as previously indicated, an effective partnership should capitalize on the distinct strengths of each partner to achieve benefits that would be unattainable for any individual sector operating in isolation. Second, the partnership offers a solution and a substitute for a system characterized by rivalry, strife, and an increasing disparity in power across sectors. In this situation, the partnership serves as a means of converting conflicting interests into creative teamwork (Grudinschi *et al.*, 2013). Partners can develop answers to the intricate societal problems that drew them together by concentrating on these key concerns.

To identify partners' fundamental talents, discover creative ways to combine those competencies, and effectively address particular problems - all of which contribute to the creation of social value - management skills are necessary. In the meanwhile, leaders frequently overlook the management role (Wallace, 2022). As a result, these partnerships suffer from two main issues: (1) inadequate managerial structures (such as unclear roles, policy guidelines, planning, and information-sharing models, as well as a lack of human resources); and (2) inadequate managerial processes (such as a lack of communication, strategies, evaluation, coordination, supervision, and training, as well as a lack of time dedicated to the partnership). Disparities in the aims and objectives of organizations, as well as in language, processes, culture, authority, and values, present another set of difficulties for cross-sector relationships.

Constrained resources, a lack of chance or motivation to work together, mistrust, rigid regulations and procedures that hinder the partnership, inaccurate group attitudes toward one another, and a lack of commitment or support for the partnership are some examples of the hurdles.

Discussion

The research results are based on implementing different models of social inclusion in sustainable development processes. Many researchers consider the charitable and medical models. From the perspective of adaptation, the charitable model views a person as a victim of certain circumstances. It is most commonly used in fundraising. The disadvantages of this model are that the funds raised do not solve all problems and do not create opportunities for self-realization. The medical model is more often applied to people with disabilities. In this model, a person is viewed as the object of help. Under such conditions, the individual is partially excluded from social life, and their activities are limited. Most decisions are made on their behalf by relatives or close ones.

According to Mir *et al.* (2024), who study social inclusion and sustainable development in African and Asian contexts, workshop recommendations supported the voice of marginalized groups by involving them in public service staffing and decision-making, in addition to macro-level restructuring. To promote staff training, representational employment, and effective leadership - all of which are necessary for both public services and the excluded groups themselves - regulation, incentives, and resources are needed for policy implementation in this area. Recommendations acknowledged that disparities in public service had cumulative effects and interacted with one another, which had consequences for potential future directions. It was recognized that better access and results in healthcare and education, especially in early life, were necessary for increased leadership potential among marginalized populations. The fundamental importance of education and employment in building capacity to support the increased influence of marginalized groups through improved economic and social status and early prevention of gender inequality that affects both boys and girls is reflected in the recommended focus on these areas (Kennedy *et al.*, 2020).

To establish the channels via which favourable results might be attained, multi-sector and multi-level actions are required at the same time. Interventions that address the "poverty penalty", the political aspects of exclusion, the cyclical reinforcement of exclusion through structural abuse, neglect, and violence, and the intersectional disadvantage faced by women and young people from underprivileged populations must be evaluated immediately. As some scholars have pointed out (Fitzgibbons and Mitchell, 2019; Littlewood, Glorieux and Jönsson, 2017; Speer, 2012), these kinds of interventions would offer frameworks for practice and policy that would promote social inclusion and lessen structural violence. According to the larger body of research, interventions that entail fair cooperation with marginalized groups are seen to have the best chance of addressing the crucial areas of leadership, capacity building, accountability, transparency, and sociopolitical context (Mir *et al.*, 2020).

In this context, one should especially mention collaborative governance, which offers a flexible and adaptive approach to addressing social inclusion challenges in diverse territorial contexts where social, economic, and cultural conditions vary widely. This strategy promotes a multi-stakeholder model in which governments do not act alone but work in partnership with non-governmental organizations (NGOs), community groups, and private entities. Such cooperation ensures that the voices and needs of marginalized

populations - whether they are ethnic minorities, women, youth, or people with disabilities - are heard and integrated into policy formulation and implementation.

Collaborative governance involves several critical practices that have proven effective (Donahue, Zeckhauser and Breyer, 2020):

1. *Public-Private Partnerships (PPPs):* Communities can access additional financial resources and expertise by involving private businesses in social inclusion initiatives. For example, businesses may support job training programs for marginalized groups, contributing to economic development and social cohesion.
2. *Community-Led Initiatives:* Empowering local communities to lead projects to improve inclusion, such as neighbourhood revitalization or inclusive education programs, ensures that solutions are tailored to local needs. This bottom-up approach fosters ownership and commitment among community members, which is crucial for the long-term sustainability of social inclusion efforts.
3. *Inclusive Policymaking:* Creating *participatory platforms* where diverse stakeholders, including marginalized communities, can directly contribute to decision-making ensures that policies reflect a broad range of perspectives. This prevents the marginalization of vulnerable groups and promotes policies that address the unique barriers they face in accessing social services, education, or employment opportunities.
4. *Cross-Sector Collaboration:* Bringing together expertise from various sectors - healthcare, education, housing, and environmental management - enables a more comprehensive approach to social inclusion. For instance, addressing the needs of marginalized groups may require improving access to jobs and ensuring adequate housing and healthcare, all of which require input from multiple sectors.

Social inclusion can be applied in different spheres, particularly within communities where strong interaction with society is formed, in the educational space, where all conditions for learning and development are created, and in the ecological environment, which enables activities and communication. Involving the public in the planning process will significantly lower the rate of poverty and inequality in the community. Public involvement in the planning process guarantees the creation of economic possibilities, which lowers social inequality and poverty, contributing to sustainable development. During wartime in Ukraine, the implementation of social inclusion has its peculiarities. In particular, there are additional features related to work in de-occupied territories, the socialization of citizens who have become internally displaced persons, and the restoration of destroyed infrastructure, the environment, educational spaces, and leisure activities.

Current rules in Ukraine tie IDP registration to several rights and benefits. For instance, to receive their pensions and social benefits, IDP retirees who have relocated to the GCA must continue to be recognized as IDPs. To address this, certain changes were made to government resolutions, but they were not comprehensive. Individuals are still bound by their IDP registration, which necessitates further eligibility verification and raises the possibility that their pensions would be mistakenly suspended. Furthermore, authorities currently register children born to internally displaced parents as IDPs, creating a new

generation of internally displaced people who have never been relocated. Since IDPs are eligible for advantages like financial aid and are not placed on waiting lists for state-run kindergartens, IDP parents are motivated to register their newborn children as IDPs.

One's place of residence registration is also linked to other government services, such as the issuing of identification cards and social benefits related to disabilities. To get these services in the community where they have been moved, people from NGCA and Crimea must register as internally displaced persons (IDPs). Because their IDP certificate is the key to many public services, IDPs living in GCA are unable to renounce their IDP registration, even if they feel integrated into host communities and indicate a wish to stay there. IDPs are forced to maintain their IDP registration in this link's reality, which makes it difficult for them to be included. Existing regulations about IDP rights and benefits need to be reviewed to remove barriers to integration and focus on needs rather than status. Solutions, not the IDP certificate, should be connected to support. Research conducted before the full-scale war in Ukraine shows that a significant proportion of IDPs integrate into their new location (Myrnyi, 2018). Many of them have found employment, rented housing, and receive educational and health services, although to a lesser extent than residents. On the other hand, they are usually not involved in community decision-making to exercise their basic rights. They are forced to overcome administrative obstacles, relying more on themselves and humanitarian organizations than on the state. In addition, city administrations do not plan migration, as indicated by the small number of integration plans. Experts also drew attention to the language of hatred towards IDPs. They noted that IDPs from the East are more discriminated against due to language issues (Myrnyi, 2018).

Meanwhile, attempts to implement modernist change projects with an orientation towards the model of "economic man" and reducing the tools of social management in the internal contour of their implementation mainly to unadapted Western templates and economic organization of social relations may pose a threat to strengthening the tendencies of disintegration of society and confrontation of social groups. Therefore, a detailed and deep multifactorial, culture-based analysis of the possibilities of applying and adapting the best practices for achieving social inclusion in territorial communities of other countries and regions is necessary. In particular, an analysis of all proposed initiatives is necessary, or more precisely, their potential implications in the united territorial communities in Ukraine from the point of view of Hofstede's cultural dimensions.

The importance of adaptability in strategies to local conditions was developed based on the works of Bulkeley and Betsill (2005). They argue that adapting strategies to local conditions increases the effectiveness of their implementation. This was reflected in the inclusion of a variable that accounts for the flexibility and adaptability of strategies. The involvement of stakeholders, considered a critical element for successful planning, is based on the studies of Conzelmann (2008) and Scherpereel (2010). Their works show that public participation is critical in ensuring strategies meet real needs and increase effectiveness. The model reflected this through a variable measuring stakeholder engagement in the planning process. The studies of Ansoms and Rostagno (2012), and Purdekova (2011) highlight the importance of monitoring and evaluation for assessing the effectiveness of planning. They emphasize the need for constant monitoring and

evaluation of outcomes to adjust strategies and ensure they align with national and local goals. This justified the inclusion of a variable reflecting the effectiveness of the monitoring and evaluation system in our model.

Conclusion

The research provides a comprehensive analysis of social inclusion as a method for integrating all categories of citizens into various levels of social life. It creates equal conditions for access to education, housing, employment opportunities, and more. The state develops various programs and mechanisms for their implementation, which enhance and facilitate the adaptation of people or children with disabilities.

The term "social inclusion" emerged due to society's transition to a social policy based on the social model of disability. It is a holistic approach in politics, economics, and the social sphere that strengthens the adaptation of people with disabilities to life in society. In essence, conditions are created where children and adults can participate in society as equal members who are respected and contribute to social development.

Social inclusion at the state level would not be possible without adhering to the principles of sustainable development, which are partially highlighted in this work. Utilizing SDG data and localized indicator systems to inform policies and actions for improving people's lives, as well as to highlight the accomplishments and success stories of cities and regions, is very efficient. Cities and regions should specifically combine data and indicators at various scales, from those related to administrative boundaries (the unit for political and administrative action) to those related to functional approaches (the economic geography of where people live and work), to provide more thorough assessments and policy responses.

Furthermore, by involving all geographical stakeholders in the policy-making process - civil society, people, youth, academics, and private companies - the SDGs must be used as a means of promoting accountability and transparency. To engage local stakeholders, cities and regions should employ a variety of strategies, including awareness-raising campaigns, networking events, de-risking investments in SDG solutions through grants or loans, and providing financial incentives for creative sustainability solutions.

References

Afseer, K.P., Jose, S. and Thomas, L. (2017). Budding social entrepreneurs through social work education: A prospective analysis. *Journal of Social Work Education and Practice*, 2(3): 1-8.

Agger, A., Damgaard, B., Krogh, H. and Sorensen, E. (eds.) (2018). *Collaborative governance and public innovation in Northern Europe.* Bentham Science Publishers.

Aguinaga, E., Henriques, I., Scheel, C. and Scheel, A. (2018). Building resilience: A self-sustainable community approach to the triple bottom line. *Journal of Cleaner Production*, 173: 186-196.

Akimova, N. (2022). Specificity of internet texts understanding in youth age. *Psycholinguistics,* 32(1): 6–28. DOI: https://doi.org/10.31470/2309-1797-2022-32-1-6-28.

Akimova, N., Chornous, O. and Akimova, A. (2023). Psychological Peculiarities of Understanding Brand Name in Form of Personal Name. *Psycholinguistics,* 33(1): 6–25. DOI: https://doi.org/10.31470/2309-1797-2023-33-1-6-25.

Alakshendra, A., Datta, A. and Reddy, B. (2024). *Development, inclusion and sustainability: Issues and perspectives*. Springer.

Alderwick, H., Hutchings, A. and Mays, N. (2024). Cross-sector collaboration to reduce health inequalities: a qualitative study of local collaboration between health care, social services, and other sectors under health system reforms in England. *BMC Public Health,* 24: 2613.

Ali, P. (2011). *Social Sustainability by addressing Social Exclusion (Unemployment): Corporation can contribute by taking social responsibility*. LAP LAMBERT Academic Publishing.

Ansell, C., Doberstein, C., Henderson, H. and Siddiki, S. (2020). Understanding inclusion in collaborative governance: a mixed methods approach. *Policy and Society,* 39(1): 1-22.

Ansoms, A. and Rostagno, D. (2012). Post-conflict reconstruction and the role of local government in sustainable development: The case of Rwanda. *Journal of Development Studies,* 48(4): 587–600.

Apolitical (2018). The power of partnership: how the UK is building a more inclusive economy Apolitical, November 26, 2018. Available online at: https://apolitical.co/solution-articles/en/partnership-power-inclusive-economy [Accessed on 22 November 2024].

Arnold, L., Friberg, R., Hanna, K. and Buse, C.G. (2022). OECD Case Studies of Integrated Regional and Strategic Impact Assessment: What Does 'Integration' Look Like in Practice? *Environmental Management,* 69: 1231–1244. DOI: https://doi.org/10.1007/s00267-022-01631-w.

Babich, V. (2018). Strategic planning of sustainable development in the context of decentralisation. *Economics and State,* 12: 11–16.

Bondarenko, I. and Romanenko, V. (2020). Innovative approaches to sustainable development management in the public sector. *Public Administration and Administration,* 6(2): 73–81.

Bran, F., Bodislav, D. and Radulescu, C. (2019). European multi-level governance. *European Journal of Sustainable Development*, 8(5): 66-74.

Breuer, H. and Ludeke-Freund, F. (2017). Values-based network and business model innovation. *International Journal of Innovation Management*, 21(3): 1750028.

Bulkeley, H. and Betsill, M. (2005). Rethinking sustainable cities: Multilevel governance and the 'urban' politics of climate change. *Environmental Politics,* 14(1): 42–62. DOI: https://doi.org/10.1080/0964401042000310178.

Cairney, P. and Toomey, C. (2024). Collaborative Policymaking: a qualitative systematic review of advice for policymakers. *Open Research Europe,* 4: 204.

Chan, K. and Huxley, P. (2023). *The Social Inclusion: Theoretical Development and Cross-cultural Measurements.* Hong Kong: City University of Hong Kong Press.

Clarke, A. and Crane, A. (2018). Cross-Sector Partnerships for Systemic Change: Systematized Literature Review and Agenda for Further Research. *Journal of Business Ethics,* 150: 303-313.

Cloete, E. and Veda, G. (2024). *Community-led development in practice*. New York: Routledge.

Collins, A., Rentschler, R., Williams, K. and Azmat, F. (2021). Exploring barriers to social inclusion for disabled people: perspectives from the performing arts. *Journal of Management and Organization,* 28(2): 1-21.

Conzelmann, T. (2008). Multilevel governance and environmental policy: A comparative study of Germany and the European Union. *Policy Studies,* 29(2): 145–160.

Costanza-Chock, S. (2020). *Design justice: Community-led practices to build the worlds we need.* Cambridge: The MIT Press.

D'Adda, G. (2023). *Social exclusion, social inclusion and social innovation*. An overview of their conceptualization and relations. GOP-Universitat Autònoma de Barcelona.

Dailey, H. (2024). Collaborative governance: Breaking barriers, building bridges. *Public Sector Network.* Available online at: https://shorturl.at/xUh5O [Accessed on 30 September 2024].

de Andrade, L.C., Borges-Pedro, J.P., Gomes, M.C.R.L., Tregidgo, D.J., do Nascimento, A.C.S., Paim, F.P., Marmontel, M., Benitz, T., Hercos, A.P. and do Amaral, J.V. (2021). The sustainable development goals in two sustainable development reserves in central amazon: achievements and challenges. *Discover Sustain*ability, 2(54).

Donahue, J., Zeckhauser, R. and Breyer, S. (2012). *Collaborative Governance: Private Roles for Public Goals in Turbulent Times*. Princeton University Press.

Donnelly, C., Boyd, I., Campbell, P., Craig, C., Vallance, P. and Walport, M. (2018). Four principles to make evidence synthesis more useful for policy. *Nature*, 558: 361-364.

Echeverri, R., Gonzalez, H., Echeverri, A. and Miranda, A. (2011). *La institucionalidad de lo territorial gestión y política pública*. In: J. Forero, G. Gordillo, and A. Gonzalez (Eds.), Mundos rurales y transformaciones globales: desafíos y estrategias de respuesta (p. 1-24). Bogotá D.C.: Pontificia Universidad Javeriana.

Fedorenko, I. (2019). Public participation in strategic planning for sustainable development at the local level. *Theory and Practice of Public Administration*, 4(72): 51–57.

Fillet, S. (2023). Promoting sustainable development with community engagement. *GoVocal.* Available online at: https://www.govocal.com/blog/promoting-sustainable-development-with-community-engagement [Accessed on 30 September 2024].

Fitzgibbons, J. and Mitchell, C.L. (2019). Just urban futures? Exploring equity in "100 Resilient Cities". *World development*, 122: 648-659.

Franco, C., El Bizri, H., de Souza, P., Fa, J., Valsecchi, J., de Souza, I. and Queiroz, H. (2021). Community-based environmental protection in the Brazilian Amazon: Recent history, legal landmarks and expansion across protected areas. *Journal of Environmental Management,* 287: 112314.

Fry, C. and Islar, M. (2021). Horizontal Local Governance and Social Inclusion: The Case of Municipality-Civil Society Engagement during Refugee Reception in Malmö, Sweden. *Frontiers in Political Science*, 3: 1-11.

Gomez, L. and Tacuba, A. (2017). La política de desarrollo rural en México. ¿Existe correspondencia entre lo formal y lo real? *Economía UNAM*, 14(2): 93-117.

Gonchar, M. (2019). Models of strategic planning for sustainable development in the European Union. *Bulletin of Economic Science of Ukraine*, 2: 24–31.

Gonzalez, J.G., Garcia-Velasco, R., Ramirez-Hernandez, J. and Martínez, T.C. (2013). La territorialización de la política pública en el proceso de gestión territorial como praxis para el desarrollo. *Cuadernos de Desarrollo Rural*, 10(72): 243-265.

Gough, D., Oliver, S. and Thomas, J. (2012). *An introduction to systematic reviews*. SAGE Publications.

Greenwood, S., Singer, L. and Willis, W. (2021). *Collaborative governance*. London: Routledge.

Grudinschi, D., Kaljunen, L., Hokkanen, T., Hallikas, J., Sintonen, S. and Puustinen, A. (2013). Management challenges in cross-sector collaboration: Elderly care case study. *The Innovation Journal: The Public Sector Innovation Journal,* 18(2): 7.

Halme, M. and Korpela, M. (2014). Responsible innovation toward sustainable development in small and medium-sized enterprises: A resource perspective. *Business Strategy and the Environment*, 23(8): 547-566.

Han, J. and Gao, H. (2024). Green finance, social inclusion, and sustainable economic growth in OECD member countries. *Humanities and Social Sciences Communications,* 11(1): 1-9.

Healey, P. (2006). Transforming governance: Planning and participation. *The Journal of Urban Affairs,* 28(1): 31–50.

Hemes, V., Arendt, J., Joona, P. and Tronstad, K. (2019). *Nordic integration and settlement policies for refugees*. Copenhagen: Nordic Council of Ministers.

Hera, G. (2016). The process of social exclusion. [PhD dissertation]. Budapesti University of Technology and Economics, Budapest, Hungary.

Herrera, F. (2013). Enfoques y políticas de desarrollo rural en México: Una revisión de su construcción institucional. *Gestión y política pública*, 22(1): 131-159.

Hooghe, L. and Marks, G. (2001). *Multilevel governance and European integration*. Oxford: Oxford University Press.

Huggins, R. and Williams, N. (2014). Entrepreneurship and regional competitiveness: The role and progression of policy. *Entrepreneurship and Regional Development*, 23(9–10): 907–932.

Ivanova, T. (2017). Sustainable development: Concepts, models, and implementation mechanisms at the level of public administration. *State Administration and Local Self-Government,* 3(35): 45–53.

Karplyuk, S. (2019). Monitoring and evaluation of sustainable development in public administration. *Socioeconomic Problems of Modern Ukraine*, 1: 56–64.

Kennedy, E., Binder, G., Humphries-Waa, K., Tidhar, T., Cini, K., Comrie-Thomson, L., Vaughan, C., Francis, K., Scott, N., Wulan, N., Patton, G., and Azzopardi, P. (2020). Gender inequalities in health and wellbeing across the first two decades of life: an analysis of 40 low-income and middle-income countries in the Asia-Pacific region. *The Lancet Global Health*, 8(12): e1473-e1488.

Khayyat, T.I.O. (2015). *A Proposed Model for Multi-Level Strategic Development Planning in Palestine. Nablus: An-Najah National University.* Available online at: https://repository.najah.edu/items/5b89918d-ccd5-4340-98ee-ea8bc69186cb [Accessed on 10 September 2024].

Kim, S. and Kwa, K. (2021). *Exploring public-private partnerships in Singapore*. New York: Routledge.

Koehler, G., Cimadamore, A. and Kiwan, F. (2020). *The politics of social inclusion: Bridging knowledge and policies towards social change*. Stuttgart: Ibidem Press.

Kohon, J. (2018). Social inclusion in the sustainable neighborhood? Idealism of urban social sustainability theory complicated by realities of community planning practice. *City, Culture and Society,* 15: 14-22.

Koliadenko, N.V., Zhyvago, K.S., and Bursa, A.I. (2022). Provision of Medical-psychological and Psychiatric Care to Patients with Post-COVID Syndrome in Telemedicine Conditions. *Bangladesh Journal of Medical Science,* 21(4): 719–730. DOI: https://doi.org/10.3329/bjms.v21i4.60256.

Kolupaieva, A.A., Naida, Y.M. and Sofii, N.Z. (2007). Conceptual aspects of inclusive education. In *Inclusive school: features of organisation and management: Study guide*. Kyiv,Ukraine.

Lara, H. (2002). El gobierno de los bienes comunes. La evolución de las instituciones de acción colectiva. *Región y Sociedad*, 14(24): 263-269.

Laurinkari, J. and Tarvainen, M. (2014). *The policies of inclusion*. London: EHV Academic Press.

Lee, T. and Jan, F. (2018). Ecotourism Behaviour of Nature-Based Tourists: An Integrative Framework. *Journal of Travel Research,* 57(1). DOI: https://doi.org/004728751771735.

Liamputtong, P. (2022). Social Inclusion, Research, and Practices in the Health and Social Sciences. In: Liamputtong, P. (eds) Handbook of Social Inclusion. Springer, Cham. DOI: https://doi.org/10.1007/978-3-030-89594-5_1.

Littlewood, P., Glorieux, I. and Jönsson, I. (2017). *Social exclusion in Europe: problems and paradigms*. London: Taylor and Francis.

Mariosa, P.H., Pereira, H., Mariosa, D.F., Falsarella, O.M., Conti, D.M. and de Benedicto, S.C. (2022). Family Farming and Social and Solidarity Economy Enterprises in the Amazon: Opportunities for Sustainable Development. *Sustainability*, 14(17): 10855.

Meissner, R. (2016). Integrated water resource management in South Africa: Challenges and opportunities. *Water Resources Management,* 30(9): 3395–3412.

Melnyk, Y. (2018). Coordination of strategic planning for sustainable development between levels of government. *Problems of Economics and Management,* 1(23): 85–92.

Mercanoglu, C. (2019). Relationship between sense of belonging and social production of space: Analysis of Hasanoglan High Village Institute. [Master's thesis]. Middle East Technical University.

Meuleman, L. (2021). Public administration and governance for the SDGs: Navigating between change and stability. *Sustainability*, 13: 5914.

Mir, G., Durrani, N., Julian, R., Kimei, Y., Mashreky, S., and Doan, T. (2024). Social Inclusion and Sustainable Development: Findings from Seven African and Asian Contexts. *Sustainability*, 16: 4859. DOI: https://doi.org/10.3390/su16114859.

Mir, G., Karlsen, S., Mitullah, W.V., Bhojani, U., Uzochukwu, B., Okeke, C., Mirzoev, T., Ebenso, B., Dracup, N., Dymski, G.A., Doan, T.T.T.D., Bui, T.T.H., Ouma, S., Onibon, F., Ogwezi, J. and Adris, S. (2020). Achieving SDG 10: A global review of public service inclusion strategies for ethnic and religious minorities (No. 5). UNRISD Occasional Paper-Overcoming Inequalities in a Fractured World: Between Elite Power and Social Mobilization.

Montesanti, S., Abelson, J., Lavis, J. and Dunn, J. (2017). Enabling the participation of marginalized populations: case studies from a health service organization in Ontario, Canada. *Health Promotion International*, 32(4): 636-649.

Mosley, J. and Wong, J. (2020). Decision-Making in Collaborative Governance Networks: Pathways to Input and Throughput Legitimacy. *Journal of Public Administration Research and Theory,* 31(5): 1-9.

Myrnyi, N. (2018). Which cities take better care of the integration of immigrants? Zmina. Available online at: https://shorturl.at/CKANn [Accessed on 10 September 2024]

Naida, Y. and Tkachenko, L. (2014). *Standards of a socially active school: social inclusion: a study guide.* Pleiades Publishing House LLC.

Nwachi, L. (2021). *Relationship between Participation and Social Inclusion*. Dublin Technological University.

Pahl-Wostl, C., Kabat, P. and Möltgen, J. (Eds.). (2008). *Integrated water resources management: Concept, research and implementation*. Springer.

Pashchenko, O., Hrytsenok, I. and Sofii, N. (2012). Inclusive education in a vocational school: Study guide. Art Econo. Guidelines for inclusion: Ensuring access to education for all.

Petrov, O. (2021). Strategic management of resources in the context of decentralisation and sustainable development. *Economics and Management of the National Economy,* 9(2): 112–120.

Piattoni, S. (2010). *The theory of multilevel governance: Conceptual, empirical, and normative challenges*. Oxford: Oxford University Press.

Popescu, C. (2022). *Handbook of research on building inclusive global knowledge societies for sustainable development*. Hershey: IGI Global.

Public-private partnerships under the "people-first" approach (2020). *FAL Bulletin*, 383, No. 7. Available online at: https://shorturl.at/Zn7p6 [Accessed on 30 September 2024].

Purdekova, A. (2011). Local governance and sustainable development in post-conflict Rwanda. *African Affairs,* 110(439): 63–89. DOI: https://doi.org/10.1093/afraf/adr051.

Reddy, P. (2016). Localising the sustainable development goals (SDGs): The role of Local Government in context. *African Journal of Public Affairs*, 9(2): 1-15.

Redifer, L., Alper, E. Meads, N., Gursoy, T., Newiak, M. Thomas, A. and Kwalingana, S. (2020). *The development path less travelled: The experience of Rwanda*. Washington, DC: International Monetary Fund.

Ribeiro, J., Remoaldo, P., Nunes, F., Lopes, H. and Vareiro, L. (2024). *Sustainable development of territories in contexts of uncertainty: External shocks and risks*. Cambridge Scholars Publishing.

Robbie, R., Roziqin, A., Deniar, S., Praharjo, A. and Roz, K. (eds.) (2022). *Environmental issues and social inclusion in a sustainable era*. London: Routledge.

Roome, N. (2018). *Developing environmental management strategies*. London: Routledge.

Scherpereel, J.A. (2010). Strategic planning and multilevel governance: A comparative analysis of national and regional strategies in the European Union. *Regional Studies,* 44(5): 591–605.

Scorgie, K. and Forlin, C. (eds.) (2019). *Promoting social inclusion: Co-creating environments that foster equity and belonging*. Leeds, UK: Emerald Publishing,

Serdyuk, O. and Ivashchenko, L. (2020). Global challenges of sustainable development and their impact on public administration in Ukraine. *Scientific Papers of Petro Mohyla Black Sea National University,* 12(223): 32–38.

Shah, M. and Das, A. (2024). *Advanced green technology for environmental sustainability and circular economy*. New York: Routledge.

Silva, A., Hernandez, M. and Carvalho, L. (2023). Local public administration in the process of implementing sustainable development goals. *Sustainability*, 15(21): 15263.

Smyth, P. and Deeming, C. (2017). *Reframing Global Social Policy: Social Investment for Sustainable and Inclusive Growth*. Policy Press.

Speer, J. (2012). Participatory governance reform: A good strategy for increasing government responsiveness and improving public services? *World development*, 40(12): 2379-2398.

Stjemberg, M., Oliveira e Costa, S., Sigurjónsdóttir, H.R. and Tunström, M. (2020). *Overcoming barriers to social inclusion in Nordic cities through policy and planning*. Nordregio.

Suntsova, A.O. (2012). Theoretical grounds for national economy development and the macroeconomic mechanism of its regulation. *Actual Problems of Economics*, 135(9): 94–100.

Suntsova, O. (2023). *Public Administration: Textbook.* 3rd edition, revised and expanded. Dnipro: Seredyak T.K. 334 p. DOI: https://doi.org/10.5281/zenodo.7553467.

Taneja, S., Jaggi, P., Jewandah, S. and Ozen, E. (2022). Role of social inclusion in sustainable urban developments: An analysis by PRISMA technique. *International Journal of Design and Nature and Ecodynamics,* 17(6): 937-942.

Torres-Rivera, A., San Miguel, J. and da Silva, R. (2021). Social innovation and sustainable territorial public policies: Communities of Oaxaca-Mexico. *Revista Brasileira de Gestão e Desenvolvimento Regional,* 17(1): 338-350.

Transparency International (2024). Available online at: https://www.transparency.org/en. [Accessed on 10 September 2024]

Trull, T., Mir, G. and Winn, N. (2021). Systematic review of the role of social inclusion within sustainable urban developments. *International Journal of Sustainable Development and World Ecology,* 29(1): 1-15.

Valaguzza, S. and Parisi, E. (2020). *Public private partnerships: Governing common interests*. Cheltenham: Edward Elgar Publishing.

Verma, G. and Kalekin-Fishman, D. (eds.) (2016). *Approaches to educational and social inclusion: International perspectives on theory, policy and key challenges*. New York: Routledge.

Virapongse, A., Brooks, S., Metcalf, E., Zedalis, M., Gosz, J., Kliskey, A. and Alessa, L. (2016). A social-ecological systems approach for environmental management. *Journal of Environmental Management,* 178: 83-91.

Wallace, F. (2022). The challenges of cross-sector collaboration management: A qualitative study. [PhD thesis]. North Carolina Agricultural and Technical State University.

Whelan, J. (2024). Policy Silences and Poverty in Ireland: An Argument for Inclusive Approaches. *Social Inclusion,* 12. DOI: https://doi.org/10.17645/si.7737.

Whitney, B. (2017). *Social inclusion in schools: Improving outcomes, raising standards*. David Fulton Publishers.

Wise, S. (2022). *Design for belonging: How to build inclusion and collaboration in your communities*. Berkeley: Ten Speed Press.

World Bank (2015). *WDI and the Sustainable Development Goals.* Available online at: https://shorturl.at/RRv6t [Accessed on 10 September 2024]

Zelenyi, O. (2020). Management of natural resources in the context of sustainable development: The experience of EU countries. *Scientific Bulletin of Ivan Franko National University of Lviv,* 4: 92–98.

Zu'bi, M. (2018). *SDG11 - Sustainable Cities and Communities*. Emerald Publishing.
.
.

Authors' Declarations and Essential Ethical Compliances

Authors' Contributions (in accordance with ICMJE criteria for authorship)

Contribution	Author 1	Author 2	Author 3	Author 4	Author 5
Conceived and designed the research or analysis	Yes	No	Yes	Yes	Yes
Collected the data	Yes	No	Yes	No	No
Contributed to data analysis & interpretation	Yes	Yes	No	Yes	No
Wrote the article/paper	Yes	Yes	Yes	Yes	Yes
Critical revision of the article/paper	No	Yes	No	Yes	No
Editing of the article/paper	No	Yes	Yes	No	Yes
Supervision	No	Yes	No	Yes	Yes
Project Administration	Yes	No	Yes	No	No
Funding Acquisition	No	No	No	No	No
Overall Contribution Proportion (%)	20	20	20	20	20

Research involving human bodies or organs or tissues (Helsinki Declaration)
The author(s) solemnly declare(s) that this research has not involved any human subject (body or organs) for experimentation. It was not a clinical research. The contexts of human population/participation were only indirectly covered through literature review. Therefore, an Ethical Clearance (from a Committee or Authority) or ethical obligation of Helsinki Declaration does not apply in cases of this study or written work.

Research involving animals (ARRIVE Checklist)
The author(s) solemnly declare(s) that this research has not involved any animal subject (body or organs) for experimentation. The research was not based on laboratory experiment involving any kind animal. The contexts of animals were only indirectly covered through literature review. Therefore, an Ethical Clearance (from a Committee or Authority) or ethical obligation of ARRIVE does not apply in cases of this study or written work.

Research on Indigenous Peoples and/or Traditional Knowledge
The author(s) solemnly declare(s) that this research has not involved Indigenous Peoples as participants or respondents. The contexts of Indigenous Peoples or Indigenous Knowledge were only indirectly covered through literature review. Therefore, an Ethical Clearance (from a Committee or Authority) or prior informed consent (PIC) of the respondents or Self-Declaration in this regard does not apply in cases of this study or written work.

Research involving Plants
The author(s) solemnly declare(s) that this research has not involved the plants for experiment and field studies. Some contexts of plants are also indirectly covered through literature review. Thus, during this research the author(s) obeyed the principles of

the Convention on Biological Diversity and the Convention on the Trade in Endangered Species of Wild Fauna and Flora.

Research Involving Local Community Participants (Non-Indigenous) or Children
The author(s) solemnly declare(s) that this research has not directly involved any local community participants or respondents belonging to non-Indigenous peoples. Neither this study involved any child in any form directly. The contexts of different humans, people, populations, men/women/children and ethnic people were only indirectly covered through literature review. Therefore, an Ethical Clearance (from a Committee or Authority) or prior informed consent (PIC) of the respondents or Self-Declaration in this regard does not apply in cases of this study or written work.

(Optional) PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)
The author(s) has/have NOT complied with PRISMA standards. It is not relevant in case of this study or written work.

Competing Interests/Conflict of Interest
Author(s) has/have no competing financial, professional, or personal interests from other parties or in publishing this manuscript. There is no conflict of interest with the publisher or the editorial team or the reviewers.

Attribution and Representation
All opinions and mistakes are the author(s)' own and cannot be attributed to the institutions they represent. The publisher is also not responsible either for such opinions and mistakes in the text or graphs or images.

Rights and Permissions

***

To see original copy of these declarations signed by Corresponding/First Author (on behalf of other co-authors too), please download associated zip folder [Declarations] from the published Abstract page accessible through and linked with the DOI: https://doi.org/10.33002/nr2581.6853.0703ukr21.