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3 INCLUSIVE PROJECT MANAGEMENT OPPORTUNITIES IN NATIONAL ECONOMY DEVELOPMENT

ABSTRACT

The section presents the results of a comprehensive study of inclusive project management as a tool for transforming the national economy in the face of global challenges. The authors examined the methodological foundations of inclusivity in project management, analyzed international experience, and conducted an empirical assessment of the relationship between inclusive practices and innovative capacity using the example of ten countries. The results obtained confirm the hypothesis of the positive impact of inclusive management on human capital development, economic sustainability, and innovative growth. The constructed regression model demonstrated a high level of correlation between the inclusion index, human development, and innovation index, as well as the multiplicative effect of social diversity.

For the first time, four approaches to inclusive project management (socially oriented, institutional, innovative, gender-inclusive) were systematized and practical recommendations were developed taking into account international standards. A critical analysis of Ukrainian realities was conducted, barriers were identified, and directions for further research were outlined — from dynamic econometric modeling to the impact of inclusive practices on local community development.

KEYWORDS

Inclusive governance, project management, human capital, innovative capacity, economic sustainability, social participation, gender equality, sustainable development, econometric modeling, post-war recovery.

In the current conditions of globalization and the growth of socio-economic interdependence of countries, the problem of inclusive development is becoming particularly urgent. In the context of sustainable economic growth, ensuring equal access to opportunities for all social groups, including vulnerable, low-mobility segments of the population, representatives of national minorities, persons with disabilities, women, youth and the elderly, is becoming a priority. One of the tools for implementing this approach is inclusive project management, which acts not only as a mechanism for achieving social justice, but also as a factor in increasing efficiency and innovation in management systems.

The relevance of the study is due to the fact that inclusive approaches to project management have the potential to have a positive impact on the qualitative transformation of economic structures, stimulating entrepreneurship, attracting new groups to economic activity and creating added value at the

national level. An analysis of the practical activities of many countries has shown that inclusive project management contributes to increasing labor productivity, forming flexible and sustainable teams, as well as increasing the level of trust in institutions.

Despite the existence of separate studies devoted to inclusivity in the context of management or social development, the integration of an inclusive approach into project management at the level of state economic policy remains understudied, especially in countries with transforming economies, such as Ukraine. Moreover, the lack of adapted tools and mechanisms complicates the implementation of inclusive practices in the real project environment.

Thus, the study of inclusive project management opportunities in the context of national economic development is extremely timely and socially significant.

The aim of the article is to substantiate the theoretical foundations, analyze international experience and develop practical recommendations for the integration of inclusive project management into the strategic paradigm of national economic development.

The scientific novelty of the study lies in the attempt to:

— determine the role of an inclusive approach as a tool of socio-economic transformation;

— develop a systemic model of the impact of inclusive project management on macroeconomic indicators;

— propose adaptive mechanisms for implementing inclusive practices in project management in the context of Ukrainian realities.

3.1 THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF THE STUDY

The concept of inclusivity comes from the broader discourse of sustainable development, where it is interpreted as a social model that guarantees equality of opportunities, participation and access to resources and processes for all categories of the population. The theoretical basis is formed by A. Sen's ideas about capabilities — the ability of an individual to realize their own potential under favorable conditions of the environment [1]. His approach focuses not on GDP growth, but on expanding the spectrum of life opportunities of individuals, which correlates with the goal of inclusive project management — to involve all social groups in the processes of project development, implementation and evaluation.

M. Porter and M. Kramer [2] in the concept of Creating Shared Value (CSV) emphasize that business should create not only economic, but also social value. Their model is intertwined with project management, because projects can be a platform for integrating the goals of inclusivity and business efficiency — for example, through the employment of people with disabilities in IT projects or taking into account gender balance in teams.

The concept of inclusive growth has also been developed in the works of authors such as R. Ranieri and R. Ramos [3], who proposed to consider inclusivity through the prism of a broad distribution of the benefits of economic development, with an orientation towards sustainability and human capital.

According to D. Khang and T. Moe [4], project management in developing countries should be adaptive to the socio-cultural context, which is a direct challenge for inclusive approaches. At the same time,

J. Thomas and T. Mengel [5] believe that inclusivity contributes to strengthening interpersonal relationships in teams and increasing the long-term viability of projects.

To achieve the objectives of the study, a combination of qualitative and quantitative methods of analysis was used, which corresponds to the interdisciplinary nature of the topic:

— content analysis of more than 80 publications from the Scopus, WoS, EBSCO databases, covering the years 2015–2024;

— SWOT analysis was used to identify the strengths and weaknesses of implementing an inclusive approach in Ukrainian conditions;

— case analysis of the programs "Inclusive City" (UNDP), "Community for All" (GIZ), "Women in Business" (EU4Business) — as examples of effective project inclusion;

— comparative analysis — assessment of the difference in approaches to inclusion between countries with different levels of development and their consequences for macroeconomic indicators.

Based on a literature review and analysis of practices, three leading paradigms of inclusive project management were identified:

1. Socio-oriented approach. The main goal is to include marginalized and vulnerable groups (people with disabilities, migrants, LGBTQ+ representatives, women in rural areas, etc.) in all stages of the project life cycle. An example is the UN Women program in Ukraine, which involves women in entrepreneurship through microgrants. This approach is mainly used in public, educational or social projects. It is based on the principles of gender equality, accessibility and participation, set out in Sustainable Development Goals 5, 10, 11.

2. Institutional-adaptive approach. Its essence is to adapt organizational policies, management culture and processes to the requirements of a diverse environment. For example, giant companies such as Google or Accenture implement diversity & inclusion policies in their own internal projects. Such organizations modify recruitment procedures, training, change management, communication channels in accordance with the needs of employees with different backgrounds.

3. Innovation-economic approach. It is based on the fact that diversity in the team stimulates creativity, new business models and innovation. According to a McKinsey study [6], companies with a high level of ethnic and gender diversity have a 33–35% higher probability of financial success. Inclusive project management in this paradigm is seen as a tool for increasing competitiveness. For example, startups that include people with disabilities in their development create products with greater market accessibility (universal design).

OECD studies [7] prove that inclusive policies in the project environment directly affect the following macroeconomic factors:

— reduction of unemployment among vulnerable groups of the population;

— increase of labor productivity by attracting new human capital;

— increase of entrepreneurial activity among women and youth;

— reduction of social spending of the state due to strengthening of economic participation of citizens.

In the Scandinavian countries (Sweden, Norway), introduction of inclusive standards in state projects has become one of the key factors of macroeconomic stability.

The toolkit of inclusive management covers a number of standards and frameworks that help to integrate principles of D&I (diversity and inclusion) into project processes:

— ISO 26000: Guidance on Social Responsibility — a framework document that defines the principles of ethical, responsible management, including inclusion as a component of corporate policy [8];

— PMI (Project Management Institute) Diversity Framework — a model for assessing the level of inclusion in project teams [9];

— GPM Global P5 Standard for Sustainability in Projects — includes indicators of gender equality, equal access to resources, social responsibility in project management [10];

— UNDP Project Appraisal Framework [11] — integration of the principles of social impact and community involvement in project development;

— Balanced Scorecard with D&I KPIs — a modernized strategic management system that takes into account quantitative indicators of inclusion (number of women in the team, coverage of low-mobility groups, level of involvement of participants, etc.).

3.2 INCLUSIVE PRACTICES IN PROJECT MANAGEMENT: INTERNATIONAL EXPERIENCE

In global practice, there is a clear trend towards integrating inclusivity into the strategic project management system. Countries with a high level of institutional maturity are actively implementing the principles of inclusivity at both the state and corporate levels.

According to the OECD report [12], inclusivity is considered not only as a social imperative, but also as an economically feasible strategy that contributes to attracting new human resources, innovations and increasing management efficiency.

Conditionally inclusive approaches can be classified into the following main types:

— Institutional approach — state regulation and policy that provides regulatory consolidation of inclusivity in project management;

— Gender-oriented approach — emphasis on involving women, LGBTQ+ communities, and supporting gender equality in project teams;

— Innovative approach — using inclusivity as a means of enhancing creativity, entrepreneurship and digital transformation;

— Social approach — focusing on the integration of vulnerable groups (migrants, people with disabilities, unemployed) into work and project activities.

Table 3.1 below provides a comparative analysis of inclusive approaches in five countries (Sweden, Canada, South Korea, Germany, Ukraine). The nature of the approach, implementation tools and achieved results are assessed.

Sweden — Gender Mainstreaming in Public Projects. Sweden has legislated a requirement for public institutions to integrate gender performance indicators (KPIs) into all public projects. For example, the Stockholm transport modernization project took into account the needs of women with children and people with limited mobility. This allowed increasing the public satisfaction index by 27% in two years [12].

Canada — Indigenous Entrepreneurship Projects. The Indigenous Growth Fund program provides support to small businesses started by representatives of indigenous peoples. More than 65 projects have been

implemented in the areas of digital services, agriculture, and the processing industry. The program works in partnership with Impact Hub and Startup Canada [16].

Germany — Integration durch Qualifizierung (IQ). The IQ (integration through qualification) program is aimed at refugees and migrants, who are given the opportunity for professional adaptation and certification. Particular attention is paid to sectors with a shortage of specialists: construction, healthcare, and elderly care. According to IQ Netzwerk, more than 45,000 people underwent retraining in 2020–2023 [18].

Table 3.1 Comparative analysis of inclusive project management practices in different countries

Country	Approach to inclusion	Implementation tools	Results
Sweden	Institutional-oriented (state policy)	Inclusion Act, government funding	92% of government projects include gender KPIs
Canada	Innovative-social (grant programs for startups)	Startup Canada, Impact Hub, grant initiatives	50+ inclusive startups per year employment growth
South Korea	Gender-inclusive (female entrepreneurship)	Women Start Program, educational incubators	35% of new entrepreneurs are women from rural regions
Germany	Social capital and professional integration of migrants	Jobcenter programs, adaptation centers	Social integration of 20,000 refugees annually
Ukraine	Fragmented, support from donors (UNDP, GIZ)	Grants, local initiatives, NGO support	Local successes, lack of national strategy

Source: compiled by the authors based on [2, 8, 12–18]

An analysis of international practice shows that successful inclusive project management requires systemic support at all levels: legislative, institutional, educational, and financial. In Ukraine, although there are positive initiatives (for example, "Community for All" with the support of GIZ), they remain local and not integrated into national policy.

To increase efficiency, it is necessary to:

— consolidate the principles of inclusivity in the legislation on project activities and public administration;

— develop standard indicators for assessing the inclusivity of projects (gender balance indices, indicators of participation of low-mobility groups);

— implement national training programs for personnel in inclusive project management;

— create an open register of successful inclusive projects supported by donors (UNDP [19], GIZ [20], USAID [21], EU, etc.), with methodological conclusions.

3.3 THE POTENTIAL OF AN INCLUSIVE APPROACH FOR UKRAINE

Ukraine is at the stage of active reform of the management system and adaptation to EU standards. Despite a number of progressive changes in social policy and public administration, inclusive project

management does not yet have a clear systemic implementation. The lack of a single legislative or strategic framework complicates the implementation of inclusive approaches at the national level [22, 23]

Fig. 3.1 summarizes the assessment of the current state according to six key parameters [19, 24].

Fig. 3.1 Assessment of key aspects of inclusive project management in Ukraine (2024)

Analysis of the practical implementation of inclusive project management in Ukraine allows to highlight the main challenges for the development of this area:

1. Fragmentation of practices. Most inclusive projects are implemented at the level of individual territorial communities or on the initiative of public organizations. For example, the NGO "Bezbariernist", "Center for Social Leadership" and "Social Consulting" work with local authorities to implement universal design and involve citizens in budgeting, but these practices remain isolated [20].

2. Unequal access to project participation. The participation of women, people with disabilities, and youth in project activities is often limited by the inaccessibility of information, physical or digital barriers. This is supported by research on digital inequality in Ukraine [22].

3. Lack of expert environment. There are still no accredited training programs in inclusive project management in domestic universities. There are individual courses [25], separate modules in social entrepreneurship programs [26], but they do not create a sustainable human resource.

But it is worth noting positive examples of the implementation of inclusive project management in Ukraine:

1. The "Community for All" program [20]. Projects of barrier-free space, inclusive sites and adapted routes have been implemented in 12 communities. Local strategies with accessibility KPIs have been developed. Over 1,000 citizens have been involved.

2. The DOBRE program [21]. Promoted women's participation in community planning. Over 40 ATCs have adopted gender equality policies in budgeting. An inclusive public budget model has been implemented.

3. Educational initiatives [25, 26]. The "Social Project Management" course contains modules on inclusivity. UCU programs teach inclusive thinking through social entrepreneurship cases.

To develop an inclusive project management system in Ukraine, it is necessary to:

— develop and approve a national strategy for inclusive project management [27];

— introduce a system of indicators for assessing inclusivity within the project cycle [23];

— institutionalize interdepartmental cooperation between the Ministry of Education, Science and Technology, the Ministry of Economy, the Ministry of Social Policy, and the Ministry of Finance [19];

— implement educational programs in state higher education institutions based on best European practices [26];

— expand state support for inclusive startups through financing mechanisms [28].

3.4 THE IMPACT OF INCLUSIVE PROJECT MANAGEMENT ON THE DEVELOPMENT OF THE NATIONAL ECONOMY

Inclusivity in project management is not only a social and ethical principle, but also an important tool for enhancing economic efficiency, sustainability and innovation. According to research by the International Monetary Fund [29], countries that integrate inclusive approaches into public policy demonstrate less social inequality, higher labor productivity and innovation.

Inclusive project management:

— expands the labor market by involving vulnerable groups in productive activities [30];

— increases business adaptability due to diversity in the team [31];

— reduces social costs for the state, as it activates the potential of those groups that are usually excluded [32];

— stimulates innovation — the more points of view, the higher the likelihood of non-standard solutions [33].

According to the World Economic Forum [34], countries with a high inclusive development index also demonstrate high indicators of the Human Development Index (HDI) and Innovation Potential (GII).

For example:

1. Sweden (inclusivity 6.42) has one of the highest levels of involvement of vulnerable groups in the labor market (82%) and at the same time is in the top 10 in the Global Innovation Index.

2. Canada demonstrates similar trends: active support for inclusive entrepreneurship ensures stable positions in the HDI (0.936) and GII (59.5) (UNDP, 2023).

To confirm the connection between the level of inclusive development and the innovative capacity of national economies, a comparative analysis of data for 2023 was conducted for four countries — Sweden, Canada, South Korea and Germany (**Table 3.2**). The following indicators are included in the assessment:

— Inclusive Development Index [34] — assesses the accessibility of economic growth for broad segments of the population (scale 1–7);

— Human Development Index [35] — an indicator of quality of life, life expectancy, education and living standards;

— Employment rate among vulnerable groups of the population — in particular women, people with disabilities, migrants;

— Innovation Index [33] — an integrated assessment of the country's ability to innovate (scale 0–100).

Table 3.2 Impact of inclusive governance on macroeconomic indicators

Country	Inclusion index	Vulnerable employment, %	HDI	GII
Sweden	6.42	82	0.945	60.7
Canada	6.25	78	0.936	59.5
South Korea	6.10	75	0.916	55.2
Germany	6.32	80	0.942	58.6

Source: compiled by the authors based on [33–35]

To determine the strength and direction of the relationship between the inclusion index and the innovation index, the Pearson correlation coefficient (*r*) was calculated

$r = 0.919$,

p-value = 0.081.

This indicates a very strong positive correlation between inclusive development and the innovation capacity of national economies ($r > 0.9$), i.e. countries with a higher level of inclusion tend to develop the innovation sector more effectively.

Although the p-value is not statistically significant at the 0.05 level (due to the small sample size of $n = 4$), the strength of the correlation is convincing, and it is theoretically and empirically supported by numerous studies [31, 33, 34].

The results of the empirical analysis indicate that there is a strong positive correlation between the Inclusive Development Index (IDR) and the Innovation Index (GII) ($r = 0.919$). This allows to make an assumption about the presence of a functional influence of one phenomenon on another.

Based on the results of the analysis, an economic model of the multiple influence of inclusive project management on macroeconomic indicators (3.1) was formulated.

The model formula

$$Y = \beta_0 + \beta_1 \cdot IDR + \beta_2 \cdot E_{VG} + \beta_3 \cdot HDI + \varepsilon, \quad (3.1)$$

where Y — innovation capacity rate [36];

IDR — inclusive development index [34];

E_{VG} — employment rate of vulnerable groups (%);

HDI – human development index [35];

β_0 – constant;

$\beta_1, \beta_2, \beta_3$ – coefficients of influence of the corresponding factors;

ε – residual error of the model (the influence of other factors not taken into account).

The coefficient β_1 is expectedly positive: with an increase in the level of inclusivity in project management, the country's innovative potential also increases, since the involvement of various groups contributes to the emergence of new ideas and solutions.

The β_2 coefficient is also positive, since higher participation of the population in the labor market indicates a more complete use of human capital.

The β_3 coefficient (*HDI*) reflects the general socio-economic background and the level of development of human resources, which is the basis for sustainable innovation.

The above results allow to draw a reasonable conclusion: inclusive project policy contributes not only to social stability, but also to the growth of knowledge-intensive industries, which is a key factor in long-term economic growth. In the example of Sweden and Canada, countries with a high inclusion index also hold high positions in the HDI and GII, demonstrating the synergy between social equality, human capital and innovation (**Fig. 3.2**).

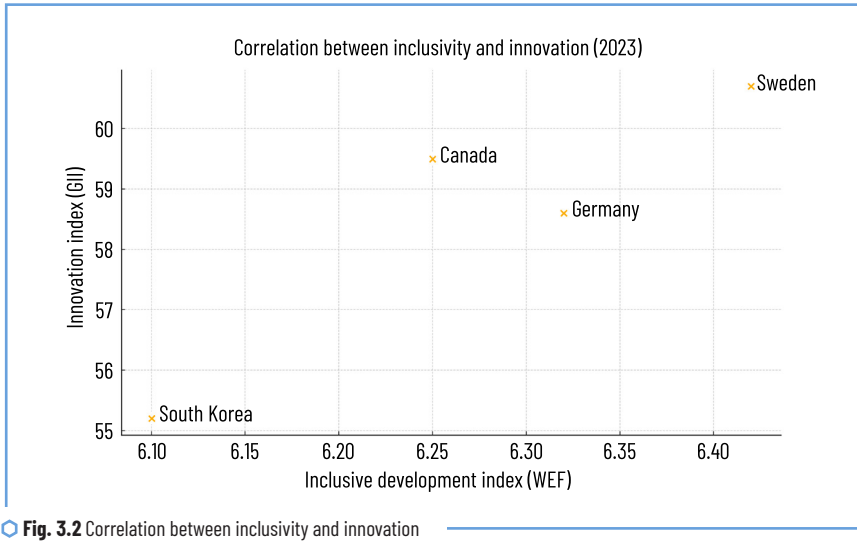

Fig. 3.2 Correlation between inclusivity and innovation

This graph demonstrates a clear positive correlation between the level of inclusive development and the innovative activity of countries. This indicates that the inclusion of diverse social groups in the design, planning and implementation processes contributes to the creation of more competitive economic systems.

Building a regression model based on an international sample. To deepen the empirical research, a sample of 10 countries was collected that have high values of inclusive development, human development index and innovative capacity. The model includes the following independent variables: *IDR*, E_{VG}, *HDI*, dependent variable: *GII* (3.2).

Results of the regression analysis (**Fig. 3.3**)

$$GII = -101.78 + 9.26 \cdot IDR - 0.18 \cdot E_{VG} + 124.95 \cdot HDI + \varepsilon. \quad (3.2)$$

R^2 = 0.,931 — the model explains 93.1% of the variation in the innovation index.

Adjusted R^2 = 0.897 — high explanatory power even taking into account the number of predictors.

F-statistic = 27.04, *p*-value <0.001 — the model is statistically significant overall.

Of the three variables, the most significant is the human development index (*HDI*): β = 124.9, *p* = 0.068, which is close to statistical significance at the 0.1 level.

The Inclusion Index (*IDR*) has a positive, although not statistically significant coefficient β = 9.26, indicating a trend of influence.

The employment rate of vulnerable groups (E_{VG}) has the smallest impact and is not statistically significant in this model, which may indicate the influence of structural factors (institutional barriers, employment policies, etc.).

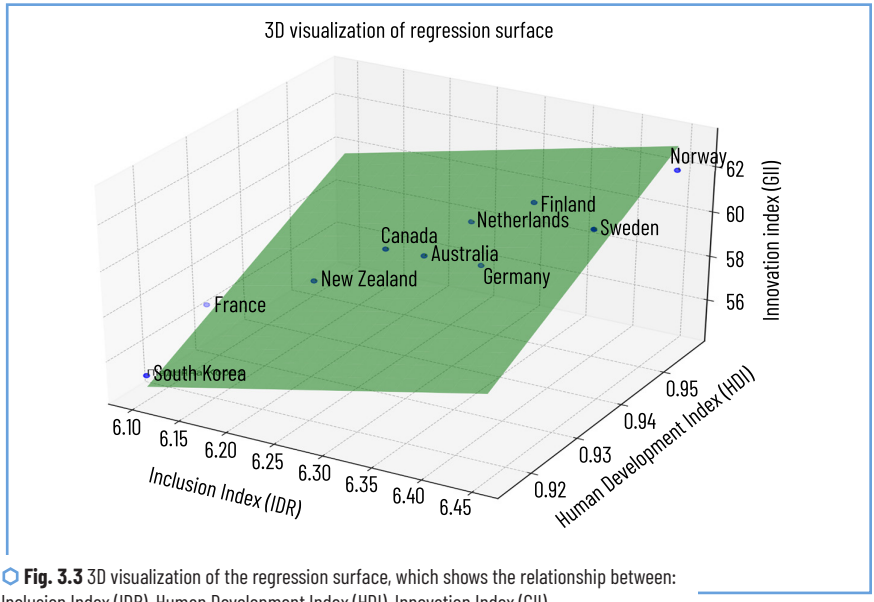

Fig. 3.3 3D visualization of the regression surface, which shows the relationship between: Inclusion Index (IDR), Human Development Index (HDI), Innovation Index (GII)

Each point on the graph is a separate country with its position in the space of variables. The regression surface (green) models the theoretical position of the country under the condition of the average value of employment of vulnerable groups (E_{VG}).

The Human Development Index (*HDI*) is the most powerful factor correlating with innovation activity. This is logical, because the *HDI* includes the level of education, life expectancy and income — the foundation for innovation.

Inclusion (*IDR*) also has a positive effect on *GII*, although in this model statistical significance was not found due to the small sample size. However, the direction of the effect confirms the previous hypotheses.

The employment rate of vulnerable groups (E_{VG}) is not a strong predictor of innovation on its own, but when combined with other variables (especially through the multiplier effect with *HDI*) it can amplify the effect.

The model confirms that inclusive project management indirectly contributes to the growth of innovation capacity by strengthening human potential. This confirms the need to include inclusive strategies in national innovation development policies, especially for countries with transformational economies such as Ukraine.

For Ukraine, the implementation of a systemic approach to inclusive project management can become a multiplier of the macroeconomic effect, in particular:

— involving youth, women, people with disabilities in entrepreneurship and management processes can reduce the shadow economy and increase tax revenues [35];

— inclusive projects in education (e.g. soft skills modules, entrepreneurship, digital literacy) form a new type of human capital adapted to the challenges of the future;

— expanding digital accessibility — through the universal design of websites, platforms, and electronic services — promotes participation in the economy even for low-mobility groups, reducing digital inequality [36];

Inclusion operates at all levels — from microeconomics (employment) to macroeconomics (exports, innovation, sustainable development).

3.5 RECOMMENDATIONS FOR THE INTEGRATION OF INCLUSIVE PROJECT MANAGEMENT INTO ECONOMIC POLICY

Based on the theoretical analysis, empirical research and statistical modeling, a set of practical recommendations has been formulated for different levels of the management system: state, regional, corporate and educational. They are aimed at creating a system architecture of inclusive project management capable of influencing structural transformations in the national economy:

1. State level:

1) development and adoption of the National Strategy for Inclusive Project Management until 2030. What this means: the strategy should become a framework document that will establish the goal, objectives, principles, directions and indicators of the integration of an inclusive approach to project management in the state.

What does the implementation entail:

— initiation of an interdepartmental working group under the Cabinet of Ministers of Ukraine;

— analysis of existing barriers to the participation of vulnerable groups in the project cycle;

— creation of an inclusivity map by region (together with the Ministry of Social Policy, the Ministry of Economy);

— identification of target groups: women, youth, people with disabilities, IDPs, veterans, etc.

Analogous — "Barrier-Free Strategy" 2021-2030 [37];

2) institutionalization of interdepartmental coordination. Inclusivity of projects should become an interdisciplinary policy, not a "social topic". Therefore, it is worth ensuring the mandatory participation of representatives of relevant ministries in the approval of state projects and grant programs.

How to implement this:

— create units for D&I expertise in the project offices of the Cabinet of Ministers;

— introduce mandatory inclusion indicators in tender documentation;

— create a common database on the status of participation of vulnerable groups in projects (for example, in Prozorro [38]);

3) introduction of mandatory gender and social expertise of public and public-private projects. If the project involves infrastructure, services or IT solutions, it affects broad groups of the population. Without gender and social assessment, there is a high risk of reproducing discrimination or barriers.

How to do this:

— adopt a regulatory act of the Ministry of Economy on the need for such an assessment for projects >5 million UAH;

— develop templates for expert assessment forms;

— involve independent NGOs and international organizations (UN Women, UNDP [39, 40]) in the expertise.

Analogous — gender assessment of USAID programs, gender budgets in EU countries [41].

4) digital platform "Inclusive Projects of Ukraine". Open source of information on all projects with an inclusive component: beneficiaries, budgets, results, opportunities for participation.

Platform functions:

— mapping of projects by regions and categories;

— search for grants and programs;

— tools for submitting ideas for competitions (e-dem, e-budget);

— the possibility of participating in public monitoring.

Example — "Prozorro" or the USAID EDGE platform.

2. Regional and municipal level:

1) regional roadmaps for inclusive development. Each region or ATC has its own specifics: ethnic composition, level of urbanization, presence of low-mobility groups. The roadmap will allow adapting the national policy to the local context.

Stages:

— conducting a local survey and consultations;

— determining target indicators (e.g., % of women in the public budget);

— annual report on the participation of vulnerable groups in project planning and implementation.

2) inclusive quotas in the "Public Budget". Introduce a norm that at least 20% of the budget is allocated to projects initiated or aimed at:

— women;

— youth;

— people with disabilities;

— IDPs or veterans.

Thus, Kyiv, Lviv, Mariupol (until 2022) already had targeted programs to support projects for women.

3. Business and corporate sector:

1) recommendations for implementing Diversity & Inclusion (D&I) policies.

Create a D&I standard for Ukrainian companies — an analogue of ESG reporting, which would include:

— the share of women in management;

— the presence of gender-neutral HR procedures;

— product/service inclusivity (universal design);

— employee training.

For example, IKEA, Google, McKinsey publish D&I reports annually.

2) grant programs for inclusive startups. Within the framework of the Ukrainian Startup Fund, launch targeted programs:

— "Women in Tech";

— "Inclusive Hackathons";

— "StartUp for Veterans";

— "IT for the Blind".

What is needed: additional points for inclusivity when evaluating applications; co-financing from international partners; mentoring programs with the participation of inclusive entrepreneurs.

4. Education and science:

1) creation of academic programs in inclusive project management. The need for managers who are able to combine social analysis, project thinking and public administration.

Formats:

— bachelor's programs (e.g., at KNEU, LNU, NAPU);

— master's programs with PMI/IPMA certification;

— online courses on Prometheus, Coursera (in collaboration with international experts).

2) financing applied scientific research. Deepening the analytics and practical basis of inclusive development.

Forms of support:

— targeted scientific competitions of the Ministry of Education and Science and the National Research University of Ukraine;

— grants for young researchers;

— introduction of the topics of "social innovation", "D&I in the public sector" in state R&D;

— UNDP, GIZ, EU have already funded similar research in Ukraine (2020–2023).

The expected results from the implementation of these recommendations in the development strategy of Ukraine are given in **Table 3.3**.

Table 3.3 Expected results

Direction	Indicator	Expected improvement by 2030
Social	Increase in participation of vulnerable groups, %	+20%
Economic	Level of inclusive startups	+50%
Institutional	Share of projects with D&I policies	Up to 70%
Innovative	Growth in GII (Global Innovation Index)	+10 points

SOCIO–ECONOMIC DIRECTION OF DEVELOPING INCLUSIVE PROJECT MANAGEMENT CAPABILITIES

Project management is based on a systematic approach to managing software development, including planning, organization, implementation and control to achieve set goals within a given time and budget. It involves the use of specific methods and tools, the formation of organizational and executive skills and abilities to ensure the effective and timely implementation of project tasks. The most important component of project management is social management — the implementation of targeted organizing and regulating influence on the joint (collective) activities of people in order to effectively achieve common results in accordance with real social needs. In a broader context, social management is fueled by the principles of inclusive organization of joint activities within socio-economic systems of varying complexity.

In the most general sense, inclusion means a principle of social organization according to which all individuals, regardless of origin, appearance, gender, health status, etc., are given the opportunity for fair access to available resources and active participation in various spheres (life, work, education, healthcare, culture, art, etc.) of common life. Inclusion is the process of involving, including or entering a subject/object into a certain state, formation/environment as part of a whole.

The primary basis for the scientific understanding of the phenomenon of social inclusion was the education system. The starting norm for the organization of inclusive education is the openness of general education institutions to provide educational services to everyone who wishes, regardless of physical, intellectual, social, emotional and other characteristics. According to the definition of UNESCO, inclusion in the education system is implemented through attentive response to the diversity of students' needs regarding forms and methods of participation in the learning process, in the activities of cultural communities, as well as through contributing to the reduction of refusals to enter schools and cases of exclusion from them. Its main goal is to eliminate barriers to education and professional training of people with special needs [1]. In this context, the organization of the educational process according to the principle of inclusion expands learning opportunities for people with disabilities, cognitive and mental characteristics, representatives of ethnic minorities and marginalized groups, labor migrants, foreign students, persons in penitentiary institutions, etc.

The first attempts to integrate people with disabilities into normal conditions of social life were made in the 1970s in the Scandinavian countries, the USA, and Japan. At the turn of the century, large-scale public events took place; the international movement "Education for All" took shape; the legislative framework in the field of inclusive education acquired proper quality. However, it later became obvious that the phenomenon of inclusive organization concerns the development not just of the educational sphere, but of the social system as a whole. The concept of inclusive development went beyond the boundaries of narrow social groups and educational programs, spread to the general system of social organization, and was adopted by business entities [2].

It is believed that the economic determination of the concept of inclusive development is associated with the formulation of the principle of corporate management: "unrepresented groups of employees in the team mean under-receipt of the company's profit". According to it, monotonous ("homogeneous") personnel, limited by the customs of their own life experience, are not capable of generating breakthrough ideas and solving complex problems in the modern multicultural environment. While ethnicity, gender, age, and work style of individuals based on shared "heterogeneous" experience become a valuable market asset and a factor of successful activity for the company.

"Careful observation" of each employee of the company can reveal the peculiarities of its behavior, thinking, lifestyle, professional inclinations and skills; skillful combination of such qualities by management can turn an ordinary worker into a creative person. At the same time, companies that effectively use the potential of heterogeneous personnel no longer experience a shortage of valuable personnel. By creating decent conditions for the professional and personal development of employees, companies increase the overall creativity of the staff, and, consequently, their own competitiveness [3].

An inclusive economic system is personified, because it is built taking into account the creative abilities and productive qualities of each of its subjects. This creates conditions for positive socio-economic synergy. On the one hand, as creative abilities and skills are revealed and implemented in the social and labor sphere, an inclusive organization becomes a leading factor in economic growth/value addition [4]. On the other hand, through the efforts of public/team support, economic growth/newly created value is directed towards expanding the opportunities of each individual to acquire decent living standards [5].

An essential feature of the inclusive organization of economic systems in the conditions of the new reality is the creation of incentives for the revival of entrepreneurship in various forms on new social principles. After all, the information economy forms a capital demand for the unique creative abilities of an individual, capable of changing the formats and foundations of social existence faster and more effectively than most social institutions. At the same time, the attribute of such abilities is the principle of individual responsibility, which is based on the standards of high ethical norms and is able to raise the individual to the level of a global economic entity [2].

Therefore, the principles of polyphonic inclusive arrangement of socio-economic systems at the national, regional and global levels should organically follow from the principles of microeconomic social organization and the socio-economic nature of the firm as a well-directed existence of economic space-time (relations of marginal utility and value), localized at the level of a business organization and translated by it through the value (institutional) harmonization of relations of economic efficiency and social

responsibility (capitalization and socialization) to the macro-level of management in the existence of institutional architectonics [6].

In the conditions of the new information and network reality, the nature of the firm undergoes modification under the influence of the institutions of social responsibility of the organization and public-private partnership, which are based on the system of jointly-divided rights and property relations and, through the effective management of bundles of legal powers, ensure an inclusive value reorientation of state-owned enterprises to indicators of economic efficiency, and corporations to the performance of social functions. An important component of such modification is the institution of management, which is designed to ensure the balanced functioning and sustainable development of the firm through the harmonization of the interests of capital owners and employees within the framework of an inclusive approach to the organization of personnel work.

In the extensive institutional system of scientific management as a sphere of implementation of the principles of socio-economic inclusion, project management acquires significant importance — at the same time a science, art and a specific technology of software development management, an organizational tool for effectively solving project tasks of varying complexity in business, state and municipal administration, and in public activities. The object of project management is a set of mutually agreed program tasks and works that are performed within a given time, using limited resources to achieve the planned goal — obtaining a unique innovative software development of the highest possible quality and reliability.

The key properties that distinguish project management from functional or process management are considered to be the "big triad of project management" — fulfilling the unconditional requirements for:

— defining clear goals and objectives;

— preliminary planning of the stages of project work, taking into account the assessment of the possibilities of adjacent adaptive distribution and effective use of limited resources;

— searching and implementing the best alternative solution to the problem of combining the time of work, the quality of the final product and its cost for the customer and performers [7].

The leading role in the realization and implementation of the mission of developing a high-quality project model in the conditions of a given time, limited material, financial, information and other resources is played by a well-coordinated team of specialists with a clear division of functions and powers, headed by a project manager. It is clear that the inclusive organization of the activities of such a team will contribute to the most effective achievement of the specified program goals. The inclusive organization of project activities is ensured by the choice of an appropriate management methodology.

To enhance the inclusive capabilities of project management when choosing a methodology, attention should be paid to the quantitative composition, capabilities and style of work of the team. It is also important to take into account the scope of activity, project priorities, project complexity, role specialization, and company size. Having the right management methodology at your disposal, it is possible to form unique adaptive technologies and significantly increase the efficiency of project implementation. Let's present the inclusive capabilities of a number of current methodological approaches.

Agile is one of the most common basic approaches to project management, based on the principles of teamwork, combining its speed and efficiency, iterativeness with data orientation, and the priority of the intellectual capabilities of the individual over technological processes.

It is believed that due to its versatility, the Agile system can be used by a project team of any level; The key problem here is the correct choice of a complementary methodology. Thus, the effect of the system can be enhanced using the methods of Scrum, Kanban, Crystal, Scrumban, and extreme programming. Using the Agile methodology together with one of the listed methods allows to form a holistic philosophical concept of project management and provide a synergistic effect to achieve the desired results.

Waterfall is a cascade project management model. Unlike the Agile system, the waterfall methodology is applied according to clear rules formed by the software development cycle (SDC). Project management is presented as a linear process in which work cycles are organized in a sequential order and cascade down like a waterfall.

According to this approach, all work tasks are interconnected; so that the implementation of the previous solution opens up opportunities for work on the next. Thanks to this, the work proceeds in a measured and consistent manner — according to a strict plan and adherence to the principle of information exchange throughout the entire project implementation period. The cascade methodology involves the development of a well-thought-out detailed project work plan and in this sense is well suited for the implementation of large projects that require the coordination of multiple interests of stakeholders.

Scrum is a methodology based on the use of a set of short (two to four weeks) "sprints" that form the project cycle. The Scrum methodology is designed for small (up to 10 people) teams. During the project, the master (project manager) holds daily sprint meetings, demonstrations, retrospectives for intensive brainstorming of key participants and timely completion of intermediate project tasks. This is the difference between the Scrum methodology and the cascade approach, where individual tasks are sequentially interconnected.

The methodology is self-sufficient, but is often associated with the Agile system. After all, the two approaches are united by common principles, including the priority of teamwork and the fact that the intellectual capabilities of the individual are valued here above organizational and technological processes. Sprints are acceptable for the work of small teams, but are also suitable for large teams.

Kanban methodology (from Japanese: billboard, signboard) is an organization of production and supply on the principle of "just in time". The progress of the project is demonstrated using visual elements-boards; among other things, this technique is used to reduce possible delays in the performance of work. For visualization, software is usually used, with the help of which the boards can be easily moved within projects.

The Kanban philosophy is a simplified transparent project structure: the main attention of the participants is focused not on the detailing of the project cycle, but on the definition of key program tasks for execution.

Kanban boards are suitable for use by any project teams; they are especially suitable for organizing remote work. After all, the visual capabilities of "kanban boards" allow employees to stay abreast of events in any spatial location.

Scrumban methodology combines the principles of organizing project work according to the Scrum and Kanban methodologies. The project cycle is developed taking into account a series of sprints, as in Scrum; and its implementation plan can contain key milestones, as in Kanban. This combination allows to

perform key parts of the work without complicating the project plan. The Scrumban methodology (just like Scrum) uses organizational meetings to improve teamwork and adjust target priorities.

The method combines simplicity and clarity: it allows to break projects into smaller tasks that maintain visual simplicity.

PRINCE2 (Projects in Controlled Environments) is a methodology developed by the UK government for the implementation of IT projects, which is still successfully used in the field of traditional product marketing.

It is based on a cascade model for determining the key links of project implementation at the stages from initiation, management and control of processes to project closure. The development cycle is formed as a comprehensive process of organizing corporate projects based on a clear distribution of the roles of participants.

The methodology has proven itself well for effectively solving a set of individual functional project management tasks. Suitable for large-scale corporate projects with a large number of stakeholders. When used in small projects, it can complicate and slow down their implementation.

Lean is a methodology for optimal project management. It involves creating a simple and understandable project structure and identifying reserves for saving resource costs. In the process of application, the effectiveness of teamwork is achieved with fewer resources.

Originally used to optimize material costs in leading automotive companies; today, as a universal approach, it is used to solve the problems of waste and uneven distribution of resources. Similar to the method of a rational unified process, but unlike it, it is aimed at optimizing resource losses during the implementation of projects, not development.

Useful for use by project teams of any size; but best suited for large organizations.

Six Sigma is a philosophy of project quality management, which is appropriate to use in conjunction with the Lean (Lean Six Sigma) or Agile (Agile Six Sigma) methodological models. Improvement of project processes is achieved using the technology of continuous expert assessments.

For greater efficiency in project development and implementation, the Six Sigma approach is transformed into a phased Six Sigma DMAIC approach with the allocation of stages:

— Define — definition. Preliminary definition of the scope and economic justification of the project is the subject of discussion at the first founding meeting of the participants;

— Measure — measurement. Collection of data for possible improvements of the project process;

— Analyze — analysis. Clarification of the causes of possible and actual problems;

— Improve — improvement. Elimination of the identified causes of "bottlenecks";

— Control — control. Generalization of the results of management decisions for use in subsequent projects.

The Six Sigma methodology is most suitable for use in large organizations with large staff.

Critical Path Methodology: involves breaking down the project process into milestones and focusing management efforts on achieving the maximum possible results.

Aims at identifying critical tasks in the project and planning work to solve them. Best suited for small and medium-sized projects and teams; ineffective for large, complex projects with multiple deliverables and stakeholders.

Project Management Body of Knowledge (PMBOK®) Guide is a set of practical recommendations for implementing projects (from initiation to completion and closure), developed by the Project Management Institute (PMI), and is considered a separate methodology. The application of the methodology involves highlighting five stages in the project process (initiating, planning, implementing, performing, and closing) and providing a number of consolidated management rules for performing the tasks of each of them. This approach helps to confidently manage the implementation of the project from start to finish. The PMBOK® Guide does not contain sufficiently clear instructions, so it can be taken as a basis for developing a personal unique approach to project management.

The methodology can be used when organizing independent project activities, when implementing standard projects by small teams. For large teams and projects, it is recommended to use it in conjunction with a more detailed methodology (for example, the critical path method).

Extreme Programming Methodology (eXtreme Programming, XP). It is used for dynamic projects with tight deadlines. Work is carried out in tight, short cycles with many intermediate releases; as a result, the project can be effectively implemented in a short time.

Based on the principles of simple communication, effective feedback, respect, courage. The set of rules includes all stages from planning to testing.

Designed for use by small/medium-sized stalker teams. Implementation of projects in a short time involves intense work of personnel in extreme conditions and is not recommended for use on a permanent basis.

The inclusive potential of current methodological approaches to project management is summarized in the **Table 3.4**.

Table 3.4 Inclusive potential of methodological approaches to project management

Current methodologies	Content	Social object of inclusive impact	Expected synergistic effect
1	2	3	4
Agile	Contents	Project team of any level	Formation of a philosophical mission of project management
Waterfall	Universal system for organizing the project process	Large project development team	Consensus of multiple interests of stakeholders
Scrum	Organization of project work as a linear, sequentially ordered process, "cascading" from the execution of the previous to the next task	Small teams; large teams with the separation of specialized mobile groups	Coherent resulting interaction of a series of consecutive brainstorming sessions of key participants
Kanban	Formation of the logic of the spatial-temporal project cycle as a set of intellectual sprint rounds	Project teams of any level; remotely coordinated participants	Implementation of the project in accordance with the principle of "just in time"

Continuation of Table 3.4

1	2	3	4
Scrumban	Organization of the project cycle using the principle of structural simplicity with a focus on solving key program tasks	Project teams of any level with the possible separation of functional mobile groups in their composition	Detailing of the project plan during brainstorming sprints without complicating its visual simplicity
Lean	Formation of a "transparent" structure of the project work cycle based on an appropriate combination of organizational principles of the Scrum and Kanban methodologies	Project teams of any composition; best for the staff of large companies/ corporations	Achieving greater efficiency of project work with fewer resources
Six Sigma	Methodology of rational project management through structural simplification and optimization of resource costs	Staff of large companies/ corporations	Cumulative effect of project quality management based on continuous expert assessment
PRINCE2	at the project implementation stage	Large corporate project development team with a large number of stakeholders	Cumulative effect of consensus of interests from the sequential execution of a set of detailed nodal management tasks
Critical path methodology	Philosophy of project quality management through combination with Lean (Lean Six Sigma) or Agile (Agile Six Sigma) technologies and possible detailing of project stages	Small and medium mobile project teams	Maximum possible coincidence of the received real project results with the expected ones
Project Management Body of Knowledge (PMBOK®) Guide	Formation of a comprehensive process of cascading organization of the corporate project cycle based on a clear distribution of the roles of participants	Self-organization of individuals, small teams; large teams — with the use of more detailed technologies	Effect of confident project management from initiation to completion
Extreme programming methodology	Formation of a project process roadmap with the identification of key milestones and their tasks. A standardized set of practical recommendations for organizing project activities from initiation to completion. A set of rules for developing a dynamic project cycle covering all stages (from planning to testing) for the effective implementation of extraordinary design developments	Small/medium groups of creative stalkers to complete extreme project tasks in a short time	Cumulative effect of dynamic execution of a set of tasks and presentation of releases in the mode of continuous brainstorming

Source: compiled by the author based on information resources on the Internet

The stated inclusive potential of the corporate management system must be institutionally mastered and directed towards the public good.

INSTITUTIONAL DIRECTION FOR DEVELOPING INCLUSIVE PROJECT MANAGEMENT CAPABILITIES

Institutional approaches to defining project management involve the use of the theory of economic organizations. In neoclassical theory, the concept of a firm practically merged with the concept of a production function. As a result, it did not even raise questions about the reasons for the existence of firms, the features of their internal structure, etc. It can be said that it equated a firm with an individual economic agent.

The transactional theory of the firm is an attempt to overcome such a simplified approach. Its development was influenced by several fundamental ideas associated with the names of a number of prominent economists. In 1937, R. Coase was first able to pose and partially resolve a question that was not even raised by traditional theory: why does a firm exist if there is a market? We can pose a question regarding the definition of project management: is an individual project an institution within the framework of the existence of a market?

Although R. Coase is rightfully considered the founder of the transactional theory of the firm, chronologically it was preceded by the concept of F. Knight, set out in the book "Risk and Uncertainty". Knight considered the employment relationship to be a distinctive feature of the firm and attributed its existence to the fact that it contributes to a better distribution of risk between employees (who try to prevent risk) and entrepreneurs (neutral to risk). In exchange for stable pay, insured against random fluctuations, employees agree to submit to the control of the entrepreneur. So in project management, the first question that is determined is which team should implement a specific project? Usually projects are temporary teams that are formed within one firm, exist here and implement the idea into real life and ensure the transition from project to operational activity. If it happens that the project is created "from scratch" and is managed by the owner of the future business, then this project should be considered as corresponding to the firm (according to the institutional concept). If institutions are the "rules of the game," then management teams can be compared to sports teams.

It is precisely the effort to prevent the costs of concluding agreements in the market that, according to Coase, can explain the existence of a firm in which resource allocation occurs administratively (through orders, rather than on the basis of price signals). Thus, a project team is also a firm that concludes a contract to undertake obligations to implement a project and allocate resources within it. Within the project group, search costs are reduced, the need for frequent renegotiation of contracts disappears, and business ties become more stable.

But then the opposite question arises: why is the market needed if the entire economy and project management can be organized like a single firm?

To this, Coase replied that the administrative mechanism is also not free from costs that increase as the size of the project team increases (loss of controllability, bureaucratization, etc.). Therefore, the

boundaries of the project team will pass where the marginal costs associated with the use of the market are compared with the marginal costs associated with the use of a hierarchical project team.

The next step in the development of the transactional approach was taken in the work of A. Alchian and G. Demsets "Production, Information Costs and Economic Organization". They derived the essence of the project team from the advantages of cooperation, when, by jointly using a certain resource as part of a whole team, better results can be achieved than by acting alone.

However, production by a single team makes it difficult to assess the contribution of each participant to the common result, giving rise to incentives to "leave". Hence the need for control, which would introduce such behavior into strict limits. The agent of the project team, who assumes the functions of a controller in accordance with agreements with other participants, becomes the owner or leader of the project group.

The project team should have an inherent organizational culture. Thus, the theory of D. Kreps is built around the concept of "organizational culture". A set of certain principles forms, according to Kreps, the "organizational culture" of a firm: what distinguishes it from other firms and project teams. If a project group is formed within a specific company, it has the cultural approaches that are inherent in this company, but if a project team is created "from scratch", it must build its own organizational culture. This refers to short-term, medium-term and long-term approaches to the formation of a project culture. The institute of a project team should be based on those universal human values that are inherent in group managers. The project team leader should transfer and saturate subordinates with those qualities that allow them to temporarily be principled in the implementation of the full project cycle. In addition, such small groups, which are usually created to implement the project, should have an appropriate link to such teams and groups within the country and beyond, this is how project networks are formed. When it comes to construction projects, especially those involving the construction of social infrastructure facilities, the organizational culture should be tied to the understanding of the social responsibility of the builder to society regarding the quality of the structures and their contribution to the socio-economic environment. If a project is created in the event sector, then, firstly, it is short-term, which means it should have a "concentrate" of cultural influences on the recipients of the service, and secondly, its implementation should affect the understanding of the cultural aspect of the event, its social content. Following the chosen principle, even when it is unprofitable, gives the project team a reputation for being "reliable" and "fair", which gives tangible long-term benefits. Organizational culture is closely related to issues of social responsibility, because it can be fundamentally argued that business should work not only to make a profit, but also to achieve a social effect. Project teams that are temporarily created should show this social responsibility when brainstorming and implementing a specific project. So, if the team is aimed at forming industrial production, then there should be a specialist in sustainable development and a specialist in public relations to convey the idea of forming social demand for the products of the future manufacturing enterprise. Also, the cultural factor of one team affects the "aura" of all others that arise in this area, and the quality of project networks.

Organizational culture and the reputation associated with it are a valuable resource: they can be sold by selling the company. It is more difficult to sell a project team, but it can be transferred or re-subordinated to another group of owners, which occurs extremely rarely. However, the reputation of the temporary project group is crucial for future orders and the use of the group's specialists in subsequent projects.

However, maintaining reputation sometimes comes with certain caveats. Any organizational culture of a project team is adapted to a clearly defined category of random events. By spreading the same principle to distant areas, adaptation to change becomes less and less effective, which becomes an obstacle to vertical integration. The boundaries of a project group will be determined by its organizational culture and will take place where better adaptation in some types of activity will begin to be balanced by worse adaptation in others. Adaptation is very important for project teams and their inclusive development. Thus, subordination to the conditions of military operations led to the creation of projects that are socially responsible, these are various types of volunteering and enterprises of the defense-industrial complex. These enterprises were the result of the actions of project teams that a priori adapted to modern realities. This is a culture of mutual assistance, support for significant projects, and in particular, for the restoration of Ukraine's economy.

Transactional theory identifies several cross-cutting characteristics that define the essence of a project team. These are the existence of a complex network of project contracts, the short-term nature of relationships, production by a single team, an administrative mechanism of coordination through orders, investment in specific assets. In all of them, the project team acts as a tool for saving transaction costs. The rules of the game, which are institutions that set a system of incentives (positive and negative), direct people's activities in a certain direction. In this way, they reduce uncertainty and make the social environment more predictable. Certainty affects the activities of project teams on their impact and the development of an inclusive economy. After all, young people, the elderly and people with disabilities should also have access to participation in project teams and contribute to the implementation of projects. When people believe in the reliability and fairness of laws, contracts in project management and property rights, they refrain from attempts to steal or lie. Thus, institutions perform their main function — saving transaction costs. However, the creation and maintenance of general "rules of the game", in turn, requires considerable costs. The rules of the game must be implemented in the activities of project teams as specific institutions, since these teams must be correct in terms of their impact on the environment, on the inclusive participation of various actors of project teams in the social division of labor, and on the formation of general social behavior. The rules of the game correspond to what is called "codes of conduct" in law. This is one of the sources of law, which provides for the isolation of such behavior that would be optimal for specific aspects of doing business and the economic activity of the state in general. Such codes concern, in particular, the behavior of transnational corporations and their project teams in host countries of the world. How not to create a monopoly on resources, how to be socially responsible and bring benefits to both the recipient country and the regions of the country and the world in general.

Note that the composition of the D. North identifies three main components:

1) informal constraints (traditions, customs, various social conventions);

2) formal rules (constitutions, laws, judicial precedents, administrative acts);

3) mechanisms of engagement (courts, police).

Informal institutions form the "tip of the iceberg". They are formed spontaneously, without conscious intention, as a side effect of the interaction of many people who follow their own interests. Much in this process has been clarified by game theory, which has become the most popular tool of neo-institutional

research today. If traditions are created, customs are formed and conventions appear in the activities of project teams, this indicates the birth of a stable organizational culture and the formation of a "school" of projects as their synergy and even a simple set.

Formal institutions and mechanisms for their protection are established and supported consciously, mainly by the power of the state. They are built in a certain hierarchy: higher-order rules are more difficult to change than lower-order rules (a constitution is more difficult than a law, a law is more difficult than an administrative act). Formal rules allow for a sharp, one-time break (during periods of revolutions), while informal ones change only gradually. Formal features of project teams act as their main constraints. The legal field of project management activities is formed from the perspective of commercial law and is determined by it. Formal conditions for the existence of projects determine the specific boundaries of these projects and form a team hierarchy from executive managers to the project head. Formal conditions also characterize specific stages in the life cycle of project activities.

Technical progress, the opening of new markets, population growth, etc. — all this leads either to a change in the prices of the final product as a result of project activities, or to a change in the prices of some factors in relation to the prices of others. When prices change, one or both members of the project team begin to understand that they would be better off revising the conditions of its existence. However, the organizational forms of the management team are inscribed in the rules of a higher order. If the transition to a new type of project team requires a revision of a certain fundamental rule, the project participants may incur expenses in order to try to replace it.

New institutionalists distinguish the categories of "institution" and "organization" (and the project team as well). The latter represents a certain subjectification of institutions, their source and, if necessary, the force that supports them, as a result of which a certain "institutional synthesis" is formed as a single object of research.

Also, the second aspect is the influence of institutions on the economic development of society. Yes, it is necessary to understand the impact of project teams (as institutions) and the development of inclusion in a particular society. When teams involve and influence different segments of the population with disabilities, there is an interaction between these phenomena.

All of the above aspects of project management were inherent in the inhabitants of Ukraine in different eras and at different times. Creating a business from scratch is the prerogative of courageous leaders. So, let's give an example of the creation of a brewery by the Czech colonist S. Chep:

Dynasty in Ukrainian

Few even the most ardent beer connoisseurs know for sure how it was born. Many people think: they poured wort into containers, added malt and yeast, and maybe a little alcohol, boiled it all, cooled it and — into bottles or barrels.

Until a certain time, the main character — Andriy — believed so, until he got acquainted with the real process of the birth of the age-old amber drink at PJSC "Berdychiv Brewery".

This event occurred one spring morning, when Andriy visited his grandfather-brewer at work. It was he who told his grandson this whole story.

In Ukraine, as in the whole world, beer has been brewed since ancient times. Back in 1798, Berdychiv, which had only 4,820 inhabitants, had its own brewery. According to one of the ancient legends that spread far beyond the borders of Ukraine, there once lived a wealthy peasant family in the Czech Republic...

In 1861, the Czech colonist Stanislav Chep bought a plot of land in Berdychiv and built a brewery on Bilopolska Street. Before that, three small breweries already existed in the city, which was developing intensively. Chep not only built the factory's workshops, but also drilled an artesian well, the water tests of which gave impressive results, promising high-quality beer. It is not by chance that they say: "The same beer, but on different water."

Many auxiliary premises were built, housing for employees, and a hop cellar was laid. Huge cellars were equipped on the territory of the factory to store barrels of beer. In the summer, there was always ice in them to keep the products at a constant temperature. Chep himself and his family lived right here, at the factory, his apartment was in the same building as the brewery.

At the beginning of the 20th century, the factory was listed as number 15, it produced high-quality beer, sent it to other cities. At that time, 10 to 15 people worked there.

The city park "Eldorado" was opened near the factory. Such a neighborhood contributed to the sale of Chep beer.

"Grandpa!" asked Andriy, interrupting the story, "why did this Czech take money to Ukraine, and not to America, Canada or Germany? Perhaps, if he lived in our time, he would not even think of doing this, he would have done it differently.

Grandpa thought for a moment, smiled and said: "You are still young. Some import, others export. The law is this: it is better where we are not." Why did Sun Interbrew buy a controlling stake in PJSC "Rohan Brewery" in December 2000, which became the largest beer producer in Ukraine? It now also owns JSC "Chernihiv Brewery "Desna", PJSC "Mykolaiv Brewery "Yantar". And Baltic Beverages Holding AB owns shares in "Beer and Non-Alcoholic Combine "Slavutych" and PJSC "Lviv Brewery".

— Istria is repeating itself, — Andriy exclaimed, — foreigners again want to buy up factories and plants. Is Ukraine attractive for investment?

The above example shows that Ukraine is an attractive country for projects and attracts foreigners to its projects who, knowing about project activities, offer to create teams and implement ideas and concepts in various kinds of businesses.

INNOVATIVE DIRECTION OF DEVELOPMENT OF INCLUSIVE PROJECT MANAGEMENT CAPABILITIES

Project management in the 21st century is undergoing significant transformations under the influence of digitalization, globalization and the growth of a socially responsible approach to business. Among modern trends, the development of inclusivity as one of the key components of project management is gaining particular importance. Inclusion in this context means the active participation of people with different physical, cognitive, cultural, social and economic characteristics at all stages of the project life cycle. Innovative

development of inclusive approaches in project management focuses on the implementation of strategies and tools that contribute to ensuring equal opportunities for access to resources, involvement in the decision-making process and influence on project results.

Inclusive project management is based on the principles of equality, openness, accessibility, respect for diversity and quality communication. It aims to go beyond the usual focus on economic efficiency and take into account the social aspect of the project results. This approach makes it possible to create conditions where all stakeholders have the opportunity to actively participate regardless of their individual or social characteristics. Inclusivity is key to ensuring the sustainability and social responsibility of projects. For example, the participation of people with disabilities, representatives of national minorities or women at the planning and implementation stages of a project allows for a wider range of views and ideas, which helps to increase both the efficiency and legitimacy of the initiatives being implemented. The main goal of inclusive management is to provide comfortable conditions for each employee and to promote the maximum disclosure of their potential. Inclusive innovation is based not only on the implementation of technological innovations, but also on the automation of work processes, optimization of delivery systems and innovations in the field of business processes aimed at reducing costs and expanding accessibility. This emphasizes that inclusive innovations can arise both on the basis of advanced scientific research and through the adaptation of already known technologies. At the same time, people with disabilities can also act as their developers and users. A key factor in the development of inclusive innovations is the coordination of the efforts of the three main participants in the economy: the state, civil society and business [1].

Innovations in inclusive governance are manifested through the introduction of new methods of communication, leadership styles, organization of the work process and the use of digital technologies. The main areas in which these innovations support the development of inclusive governance include:

— digital tools and platforms. Modern technologies, such as Zoom, Slack, Microsoft Teams and adaptive HR systems, contribute to ensuring equal access to information, establishing effective communication and creating opportunities for employees with different needs;

— flexible forms of employment. Remote work formats, flexible schedules, and hybrid models facilitate the employment of people with disabilities, young parents, and specialists from other regions or countries;

— artificial intelligence and analytics. The use of AI allows to identify biases in the processes of personnel selection, career development, or performance evaluation, increasing the impartiality of management decisions;

— inclusive leadership style. Modern training and coaching programs help develop in managers the skills of emotional intelligence, intercultural interaction, and empathy necessary for building effective teams.

Microsoft is actively implementing initiatives to employ people with autism, using adapted interview forms and digital simulators for training. SAP implements the Autism at Work program, which is based on modern approaches to personnel selection and talent development [2].

The most common innovative tools that promote inclusivity in project management are listed in **Table 3.5**.

In addition to technological innovations, organizational innovations, such as adaptive management models (agile, lean, design thinking), play a significant role. They contribute to taking into account individual needs and provide flexibility in human capital management processes.

Table 3.5 Innovative tools that promote inclusivity in project management

Tool / platform	Innovation type	Example of an inclusive application
Zoom / Microsoft Teams	Digital communication	Accessibility of participation for people with limited mobility
Subly / Ava	Subtitling	Engaging people with hearing impairments
Eye Gaze / Tobii	Assistive technologies	Eye control of the computer for users with cerebral palsy
Miro / MURAL	Visualization	Participation of participants with cognitive difficulties
ChatGPT / AI- assistants	AI analytics	Generation of adaptive content taking into account the needs of groups

Source: summarized by the authors based on [2, 3]

Innovative practical models that illustrate the effectiveness of an inclusive approach to management include the Universal Design for Project Management (UDPM) model, which implements the principles of universal design at each stage of the project life cycle, social entrepreneurial projects in which inclusivity is a key element of the business model, and Smart City public initiatives aimed at creating infrastructure accessible to all segments of the population.

The Universal Design for Project Management (UDPM) model is a conceptual approach to project management based on the principles of universal design. This approach aims to create processes that are accessible, inclusive, flexible, and effective for the widest possible range of participants, regardless of their characteristics, roles, or context. The refined principles of universal design, originally applied in the fields of architecture and environmental design, have been adapted to project management. The UDPM Core Principles focus on adapting seven key tenets of universal design to the fields of project management (**Table 3.6**).

The practical implementation of UDPM is based on drawing up a project plan taking into account the potential needs of each participant, involving software, platforms and techniques that allow personalized participation, adapting project materials for all users, including people with visual, hearing or cognitive disabilities, and controlling accessibility.

Social entrepreneurial projects, where inclusion occupies a key place in the business model, combine a social mission with an entrepreneurial approach, focusing on accessibility, equality and the involvement of vulnerable groups. In such initiatives, inclusion is not just an additional function or an attempt to implement a CSR strategy — it is integrated into the core of the business, covering its products, services, organizational culture, interaction with customers and staff engagement.

The target audience includes marginalized or excluded communities, including people with disabilities, refugees, the elderly, women in difficult circumstances, young people from disadvantaged families and other groups. Representatives of these communities are involved as beneficiaries, co-founders, employees or partners. The business model is aimed at creating opportunities, not just making a profit. This can include employment, skills development, improving the quality of life or ensuring access to necessary services.

Smart City community initiatives, which focus on creating accessible infrastructure for all citizens, are technologically enhanced actions of local communities, civil society organizations, municipalities and

activists, which aim to make the urban environment convenient, safe and inclusive regardless of the age, physical capabilities, social status or digital literacy of residents [4].

Table 3.6 Core principles of UDPM

Key postulate	Characteristics
Equality in engagement	Ensuring equal access to information, decision-making, and engagement for all team members and stakeholders, regardless of their physical, cognitive, or social capabilities
Flexibility in use	Ensuring that project processes and tools adapt to different work styles, communication, and individual preferences of participants
Simplicity and intuitiveness	Producing easy-to-understand instructions, documents, and communications, even for those without specific project management training
Clear perception of information	Presenting critical information in accessible formats (visual, audio, text), taking into account the unique needs of users
Tolerance for errors	Developing systems that minimize the risk of human error, provide feedback, and allow for safe correction of decisions
Low physical and cognitive barrier	Project tasks should be feasible without excessive physical or cognitive strain
Size and space for access and use	Ensuring equal access to physical and digital resources for all team members

Source: compiled by the authors

Such initiatives implement the principles of universal design combined with digital innovations to make the urbanism of the future accessible to all. A comparison of inclusive management with classical project management is given in **Table 3.7**.

Table 3.7 Comparison with classical project management

Criterion	Classical management	Inclusive Management
Orientation	Result	Process and people
Participation	Hierarchical	Inclusive
Adaptability	Limited	High
Tools	Universal	Personalized
Documentation	Standardized	Affordable and flexible
Risks	Technical, time, budget	Additionally social, inclusive

Source: compiled by the authors

The described approaches to inclusive project management have the following advantages:

— increasing team efficiency through improved communication;

— increasing stakeholder engagement and reducing resistance to change;

— more sustainable project results through inclusive planning;

— strengthening the organization's reputation as a socially responsible structure.

Given current global trends, innovative development in the direction of expanding inclusive opportunities in project management should become an integral part of national sustainable development strategies.

The combination of inclusivity with innovative approaches creates a new paradigm of project management, which is more adaptive, ethical and socially oriented. The implementation of these principles allows not only to achieve higher results at the level of individual projects, but also contributes to the formation of new standards of management culture in the conditions of digital transformation of society.

In the current context of rapid socio-economic transformations, digitalization and growing intercultural interaction, inclusivity acquires the status of not only an ethical norm, but also a strategic resource in project management. The successful implementation of project activities increasingly depends on the manager's ability to take into account the individual characteristics of team members, the diversity of their experience, values, needs and communication styles. In the context of the spread of hybrid formats of cooperation and the globalization of the labor market, the formation of an inclusive work environment is becoming one of the determining factors in ensuring the effectiveness of management processes.

The relevance of the study is determined both by the social demand for ensuring equal access to opportunities in teamwork and the need to increase the innovative potential of organizations. Empirical studies show that inclusive teams are able to demonstrate higher productivity, creativity and resilience to change. At the same time, the effective implementation of an inclusive approach requires a deep understanding of the psychological processes that ensure the acceptance of diversity, the development of empathy, the formation of a climate of trust and the support of emotional security in the team.

The purpose of this section is to study the key psychological directions of developing inclusive capabilities in project management. Special emphasis is placed on studying personal, interpersonal and organizational factors that influence the formation of an inclusive environment. The analysis covers both the conceptual foundations of inclusive leadership and practical mechanisms for its implementation — in particular, coaching, mentoring, training programs and facilitation tools.

The scientific novelty of the section lies in the application of an interdisciplinary approach to studying inclusion in project management through the prism of modern psychological science. Considering inclusion as a process that requires targeted psychological support allows to expand our understanding of effective models of managerial behavior. Special attention is paid to the internal psychological resources of the manager that contribute to the creation of a favorable inclusive environment — openness, reflexivity, readiness to accept differences and the formation of trust.

The following sections will present the theoretical and methodological foundations of an inclusive approach to project management, identify the leading psychological factors that ensure its effectiveness, and also propose practical strategies for developing an inclusive culture at both the manager and project team levels. The results of the analysis will serve as the basis for the formation of scientifically sound

recommendations for specialists in the field of management, consulting, and professional training. Inclusive project management is based on the integration of the fundamental principles of openness, equality, active participation, and respect for the unique experience of each team member. A key element of this approach is the treatment of diversity not as a complicating factor, but as a strategic resource that contributes to the generation of innovations and increasing the overall effectiveness of project activities. The theoretical origins of the concept of inclusion are interdisciplinary, combining the work of psychology, sociology, management, and pedagogy, which provides a holistic view of its essence and implementation mechanisms [42, 43].

In project management, inclusivity should be understood as the ability of an organization to create and maintain an environment in which each participant is able to realize their potential regardless of age, gender, ethnocultural, linguistic, educational differences, psychophysical characteristics or cognitive style. It is not only about ensuring formal equality, but also about creating conditions for the real participation of all stakeholders in decision-making processes, ensuring transparency of management procedures, stimulating an open exchange of ideas and adapting management practices according to the needs of the team [44].

In modern academic discourse, a number of key competencies that form inclusive leadership are identified, including:

— bias awareness — the ability to critically reflect on one's own unconscious attitudes and judgments about others [45];

— openness to different points of view — recognizing the value of pluralism as a source of new approaches and solutions based on different experiences (Randel et al., 2018);

— active listening and dialogue — creating an atmosphere of mutual respect and trust necessary for effective team cooperation [46];

— supporting psychological safety — creating conditions under which each team member can freely express ideas, doubts or disagreements without fear of judgment or sanctions [47].

Inclusive management is inextricably linked to the concept of inclusive mindset, which implies openness to innovation, cognitive flexibility, readiness for continuous learning and high interpersonal sensitivity. Psychological research emphasizes the importance of such individual characteristics as emotional self-regulation, cognitive flexibility, self-reflection, and tolerance for uncertainty [48, 49].

Organizational culture plays a crucial role in shaping an environment conducive to the implementation of inclusive practices. The Robinson and Davis model is well-known, outlining five levels of inclusive culture development: declarative, adaptive, integrative, transformational, and strategic. The transition to higher levels involves targeted work with personnel, including psychological enlightenment and the development of relevant management competencies.

Thus, the theoretical foundations of inclusive project management form a solid foundation for further empirical analysis of the psychological factors that determine its effectiveness.

An inclusive approach to project management is not only a theoretical concept, but also a pressing practical need for organizations that seek to ensure high productivity and sustainability in the context of globalization and increasing workforce diversity. The implementation of inclusive practices in project management involves a deep transformation of organizational culture, a revision of management paradigms and the creation of conditions for the full participation of each team member.

Let's consider the key areas of implementing an inclusive approach.

Analysis of the sociocultural context of the team. Effective inclusion is impossible without understanding the sociocultural differences between participants. The first step should be to diagnose the level of intercultural competence of the team. Inclusively oriented organizations purposefully create an environment in which diversity is perceived as a source of innovation, wealth of experience and effective solution of complex tasks [50].

Formation of inclusive leadership. Project leaders should combine managerial effectiveness with the ability to support a variety of work styles, encourage mutual respect and knowledge exchange. The development of adaptability, empathy, active listening skills and the creation of conditions of psychological safety are important. The leader should proactively overcome barriers associated with stereotypes and prejudices.

Support psychological safety and open communication. An atmosphere of trust is the basis of effective interaction in an inclusive team. This is ensured through regular meetings to exchange ideas, clear communication rules, encouraging feedback and creating a space for safe expression of ideas, objections and doubts [51]. This approach minimizes conflicts and prevents the emergence of toxic interactions.

Systematic assessment of effectiveness and flexibility in strategies. An important condition for the sustainable implementation of inclusion is regular monitoring not only of project effectiveness indicators, but also of the level of satisfaction and involvement of participants. Collecting feedback allows to adapt approaches to specific conditions and requests of the team.

Inclusive talent management. Focusing on diversity in the selection and retention of employees is strategically important. Heterogeneity of experience contributes to the development of creativity, the search for non-standard solutions and the more effective solution of complex project tasks.

Training and development. Continuous education of the team in inclusion issues is critically important. Training programs should include the development of intercultural competence, overcoming prejudices, diversity management and inclusive leadership skills. Their task is to reduce barriers to communication and promote the formation of a healthy, open work environment.

In general, the practical implementation of an inclusive approach to project management is a complex but necessary process that includes strategic planning, targeted leadership training, support for team development and a dynamic performance assessment system. The use of such approaches allows not only to improve the effectiveness of teamwork, but also to strengthen social responsibility and sustainable development of the organization as a whole.

In an era of deep social transformations, constant technological changes and increasing interdependence of world systems, inclusivity is becoming a critically important factor in sustainable project management. It is no longer considered an additional component of corporate responsibility, but is turning into a strategic necessity that directly affects the long-term competitiveness of organizations, the social legitimacy of their activities and the trust of stakeholders. Inclusive strategies are aimed at taking into account the values and needs of diverse groups, ensuring equal access to resources and opportunities, as well as forming a flexible, sustainable, adaptive management environment:

1. Proactively attracting diverse talents: from intentions to institutions. An inclusive organization does not wait for appeals from representatives of marginalized groups, but initiates changes in personnel

selection policies itself. This includes reviewing job descriptions to avoid discriminatory wording; cooperation with public organizations; creating adaptive conditions for employees with special needs. Mentoring programs, inclusive onboarding, and peer-to-peer support at the initial stages of involvement in the project are especially effective.

2. Principles of fairness, participation, and role balance. The implementation of equal opportunities requires not only declarations, but real changes in organizational behavior. It is necessary to implement internal control mechanisms over the distribution of tasks, avoid paternalistic interaction models and ensure that each team member has equal access to professional challenges, resources, training and career advancement. The tools of such a policy can be anonymous questionnaires, assessment of the psychological climate and revision of reward algorithms.

3. Development of inclusive leadership as a competency model. Inclusive leadership is not a style, but a set of specific competencies that are amenable to targeted development. It is based on trust, transparency, willingness to hear and recognize the needs of others. In a project environment, a leader should be not only a coordinator of processes, but also a facilitator of group dynamics. This requires mastering the skills of non-violent communication, managing emotions, conflict management, and applying ethical leadership practices.

4. Flexibility as a strategic advantage in the face of change. Inclusive strategies contribute to the creation of organizations with a high level of resilience to external challenges. Thanks to the diversity of points of view, inclusive teams are better able to predict risks, adapt to unforeseen circumstances, and develop alternative scenarios. Management decisions based on consensus and collective understanding have greater legitimacy, which reduces resistance to change and increases the stability of project implementation.

5. Inclusivity in strategic planning. The participation of team members in strategic processes at all stages — from the formulation of goals to the assessment of results — increases responsibility and inclusion. For this, it is important to implement multi-level communication mechanisms: facilitated strategic sessions, discussions in the format of World Cafés, electronic platforms for collecting ideas, dynamic feedback systems.

6. Integrating the principles of sustainable development into the project logic. Project management should take into account environmental, social and economic consequences. Inclusive strategies contribute to the formation of responsible decisions — taking into account the life cycle of the project, the impact on local communities, working conditions, social justice. This involves the use of ESG (Environmental, Social, Governance) criteria in assessing the effectiveness of management decisions.

7. Cultural competence as a basis for effective interaction. Understanding cultural norms, values, communication styles and behavior is critically important in international or multicultural project teams. The development of this competence is possible through regular training, case analysis, intercultural exchanges, intervention groups and reflective practices. This reduces the risks of communicative misunderstandings and increases the effectiveness of decision-making.

8. Inclusive performance assessment. It is important that assessment systems take into account not only quantitative results, but also qualitative indicators — in particular, the level of satisfaction, involvement, a sense of justice. This is ensured through the inclusion of self-reports, open interviews, narrative analysis, and inclusive climate indices. Systematic measurement helps not only to track dynamics, but also to build new strategic vectors.

It is worth emphasizing that inclusive strategies in project management are not an optional addition, but rather the foundation of a sustainable organizational ecosystem. Their implementation contributes to the creation of teams that are able not only to work effectively, but also to transform social reality. This requires a new culture of leadership, flexible structures, innovative approaches to planning, and deep sensitivity to human experience.

In addition to organizational and psychological factors that influence the implementation of an inclusive approach to project management, it is important to consider the socio-cultural context. Each project is implemented in a specific environment, where local norms, expectations, and cultural characteristics operate. Therefore, effective management of inclusion requires the adaptation of global strategies to specific social conditions, which ensures both flexibility and relevance of management decisions.

Another important aspect is to take into account changes in the digital environment. In the context of the growing role of remote and hybrid work, inclusion takes on a new meaning — digital accessibility, ease of communication, the availability of alternative feedback channels and inclusive design of online platforms become critically important. Such elements of digital inclusion contribute to equal involvement in projects regardless of location or characteristics of information perception.

Additionally, it is worth paying attention to intergenerational features in teams. Managing age diversity is another important area of inclusive strategies. Representatives of different generations have different communication styles, expectations for leadership and approaches to solving problems. Effective management of such diversity requires the creation of intergenerational dialogue, coaching support and exchange of experience between senior and junior colleagues.

Thus, inclusivity in project management is a dynamic and multidimensional system that encompasses not only the internal processes of interaction in a team, but also the external factors that shape the conditions for its effectiveness.

Integrating these aspects into management strategies allows organizations not only to increase the effectiveness of project activities, but also to create a more equitable, responsive and sustainable professional environment.

CONCLUSIONS

The chapter conducts a comprehensive theoretical and applied study of the role of inclusive project management as a factor in the transformation of the national economy. The methodological basis of inclusivity in the context of modern project management is considered, international experience is studied, the state of inclusive practices in Ukraine is assessed, and the correlation between inclusivity and innovative capacity is empirically confirmed using a sample of 10 countries.

The initial hypothesis that inclusive project management can positively influence the development of human capital, innovation dynamics, and economic sustainability was confirmed:

1. The constructed multiple regression model showed a strong relationship between the human development index, inclusivity, and the innovation index ($R^2 = 0.931$).

2. The identified positive correlation (r = 0.919) between inclusive development and the capacity for innovation confirms the multiplicative effect of diversity and social participation.

3. Practical experience of European countries, Canada and South Korea demonstrates that inclusive projects not only solve social problems, but also contribute to economic growth, increase employment, and create innovative solutions.

Key scientific and practical results:

1. For the first time, approaches to inclusive project management were systematically classified into four types: socially oriented, institutional, innovative and gender inclusive.

2. A critical analysis of inclusive practices in Ukraine was conducted and the main barriers were identified: fragmentation, lack of a regulatory framework, dependence on donors, weak educational support.

3. 10 detailed recommendations were proposed for different levels of management, taking into account international standards and the national context.

Research limitations:

— limited sample of countries in the regression analysis (n = 10), which reduces the statistical reliability of estimates for generalizing the results;

— insufficient level of open data on inclusive practices in Ukraine limits the depth of quantitative analysis;

— lack of a national register of inclusive projects makes multi-level impact assessment impossible (micro, meso, macro).

Directions for further research:

— building a dynamic econometric model based on panel data for a wider list of countries;

— development of indicators for assessing the inclusivity of projects in the context of digital transformation;

— analysis of the impact of an inclusive approach on local community development in Ukraine — through case studies and qualitative interviews;

— research on the relationship between inclusive management and the effectiveness of infrastructure, environmental and digital projects.

Inclusive project management is not only a socially necessary, but also an economically justified strategy that creates conditions for sustainable growth, increases the efficiency of human potential use and ensures an innovative breakthrough. In the case of Ukraine, inclusivity can become the foundation of a new development model that meets the challenges of post-war reconstruction, demographic changes, and integration into the European space.

USE OF ARTIFICIAL INTELLIGENCE

In the process of preparing the manuscript, the AI tool ChatGPT, model GPT-5.1 (OpenAI) was used.

AI tools were used during work on individual stages of the manuscript: in the sections "Introduction", "Theoretical and methodological foundations of the study", "Inclusive practices in project management: international experience".

The artificial intelligence tool was used for: forming primary text fragments in the form of proposals (draft wording) based on the data provided by the authors; editorial assistance: stylistic improvement, increasing readability, harmonization of terminology; structuring large blocks of information selected by the authors, for preliminary generalization of international approaches; forming tables and graphics, preparing logically structured recommendations; generating examples of formulations for theoretical definitions and conceptual explanations.

The authors carried out a full review of all materials obtained with the participation of AI by: comparing each fragment with primary sources and relevant scientific literature; manually clarifying terms, definitions and content in accordance with the research methodology; verifying statistical data, facts, international examples and regulatory references; ensuring compliance with academic standards, research logic and requirements of the target publication.

All citations, references, statistical results and theoretical positions were exhaustively checked by the authors, edited and academically supplemented.

The use of AI tools did not affect the scientific results, empirical conclusions, statistical models and research position of the authors. AI contributed to improving the quality of presentation, structuring of the material and optimizing editorial work, but did not form scientific statements or interpretations. All key conclusions of the study, conceptual models, methodological positions and recommendations are formulated exclusively by the authors and reflect their own scientific position.

CONFLICT OF INTEREST

There is no conflict of interest. The authors declare that they have no financial, academic, personal or other conflicts of interest that could influence the content, results or interpretation of this study.

All authors confirm that the study was conducted independently, without influence from any external organizations, sponsors or stakeholders.

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