PROBLEMS OF PUBLIC MANAGEMENT OF SOCIAL PROJECTS IN THE WORLD IN THE CONTEXT OF GLOBALIZATION

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Annotation. The article is devoted to the study of the problems of public management of social projects in the context of globalisation. It highlights the key aspects related to the adaptation of state and international governance structures to the changes caused by globalisation processes. Globalisation affects all spheres of social life, including social projects aimed at solving such problems as poverty, inequality, access to education and healthcare. As global interactions and international cooperation increase the importance of social projects at the international level, new challenges arise that require the attention of managers.

It was found that one of the main problems is the lack of coordination between different levels of government. Central governments often have global and strategic goals, while local governments are more focused on solving regional problems. This leads to inconsistencies, duplication of efforts, and inefficient use of resources. In addition, social projects implemented at the international level may face different economic, political and cultural conditions, which complicates their effective implementation in specific countries.

The role of international organisations that act as coordinators and donors of social projects is considered. Organisations such as the United Nations, the World Bank, and the European Union facilitate the implementation of large-scale social programs by providing funding, expert support, and experience exchange. They provide platforms for cooperation between countries, which allows solving global social problems by combining resources and efforts of different countries. International organisations also promote innovative approaches to social project management, such as the use of digital technologies to monitor and evaluate project performance.

Special attention should be paid to the promising implementation of public-private partnerships and innovative models of social project management. The article emphasizes the importance of involving the private sector, public organisations and international partners to ensure financial sustainability and increase the efficiency of social projects. The use of modern information technologies, such as crowdfunding and online consultations, allows to increase the transparency of processes and involve the general public in the management of social projects. The integration of technology and innovation into public administration is becoming an integral part of addressing today's global challenges.

Keywords: public management, social projects, public management of social projects, project activity, world experience, problems of public management, problems of public management of social projects, globalization, population aging, demographic situation, social security, social protection.

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Justification of the relevance of the research topic

The relevance of studying the problems of public management of social projects in the context of globalisation is due to the rapid development of modern society, which faces a number of social, economic and political challenges. In the modern world, globalisation has become an integral part of social development processes, affecting not only the economy and international relations, but also the social sphere. Social projects play an important role in ensuring the well-being of the population, addressing inequality, access to education, healthcare and other basic needs. However, managing such projects in the context of globalisation faces a number of challenges, including international coordination, adaptation to different political, economic and cultural environments, and efficient use of resources.

The issue of interaction between government agencies, international organisations and the private sector to achieve sustainable development of social projects deserves special attention. In the context of globalisation, such projects are becoming increasingly complex, requiring new approaches to their implementation and monitoring from public managers. In , there is a growing need to integrate international experience and implement innovative solutions that ensure greater efficiency and accountability. Thus, the study of this topic is extremely relevant, as it allows us to identify current problems of social project management and propose ways to solve them in the context of global transformations.

The purpose of research is to identify and analyse the main problems of public management of social projects in the context of globalisation, as well as to develop practical recommendations for improving the efficiency of managing these projects at the national and international levels.

Analysis of recent research and publications. Numerous national studies have focused on the issues of public management of social projects: T. Bezverhniuk, D. Borodina, S. Bushuyev, V. Burkov, K. Vashchenko, V. Voropaev, V. Vorotin, T. Hrechko, O. Kiliievych, I. Mazur, B. Nadtochii, V. Tertychko, V. Shapiro, etc. B. Miziuk, M. Shkilnyak and G. Dzhegur in their studies focus on the use of innovative approaches in project management of organisations in the framework of ensuring the policy of sustainable development of regions in the context of decentralisation. At the same time, the specificity of the problems that arise in the management of social projects in the context of globalisation requires a separate study and determines its relevance.

The main content of the study

Globalisation, as one of the key processes of the modern world, has had a significant impact on all spheres of life, including social projects and approaches to their implementation. Globalisation unites countries into a single economic, political and cultural space, blurring traditional borders between states, which creates new conditions for the development, implementation and management of social projects. This phenomenon changes not only the scale of projects but also the approaches to their planning, financing, and implementation.

Globalisation has expanded the scope of social projects, turning them from local initiatives into international programmes. Many of today's social problems, such as climate change, poverty, migration and inequality, are global in nature and require coordination of efforts between different countries and organisations. In this regard, the role of international organisations such as the UN, the World Bank, and the European Union is growing, acting as coordinators and financial donors of social projects [1]. Such projects often cover several countries and are aimed at solving transnational problems. Therefore, approaches to social project management are constantly changing due to the integration of new technologies and communications

Information technology has significantly increased the efficiency of project management by improving planning, monitoring and evaluation processes. In particular, global information platforms allow for real-time tracking of project progress, ensuring transparency and accountability. In addition, digital tools open up new opportunities to involve the public in social projects, for example through crowdfunding or online consultations with stakeholders. This greatly expands project management capabilities, allowing for global resources and knowledge.

Another important factor is the globalisation of the labour market and the growing mobility of the population. Modern social projects are often aimed at addressing the problems arising from mass migration, urbanisation, and demographic change [2]. In particular, migration crises in Europe or refugees from conflict-affected countries create new challenges for social systems that require new approaches to governance. Public managers are forced to take these global processes into account when developing social projects, which changes traditional models of their implementation and also contributes to an increased level of cooperation between governments, NGOs and the private sector in the implementation of social projects. As social problems are increasingly solved through partnerships, which allows pooling the resources and knowledge of different sectors to achieve better results. For example, the corporate social responsibility programmes of large multinationals are becoming an important component of social projects aimed at supporting education, healthcare, or environmental sustainability.

In addition, globalisation has made it necessary to adapt social projects to the cultural and social realities of different countries and regions. Given that global social projects are often implemented in multicultural environments, managers have to take into account cultural differences and the specifics of local conditions. This requires the use of flexible management models that can be adapted to different contexts. For example, poverty reduction programmes or programmes to improve access to education may take different forms depending on local social and cultural characteristics.

Special attention should be paid to the issue of financing social projects in the context of globalisation, which has contributed to increased access to international sources of funding, such as grants from international organisations, loans from international banks, or investments from multinational corporations [3]. This allows public managers to attract additional resources for the implementation of social projects, but at the same time creates new challenges related to the need to report to international donors and comply with their requirements and standards.

Thus, globalisation has a significant impact on public administration, bringing both benefits and challenges that require adaptation and implementation of new approaches to public administration. One of the main advantages of globalisation is the growth of international cooperation opportunities. Public managers gain access to international experience, best practices, innovations and technologies that help improve the quality of management decisions. By integrating global experience, effective management models from other countries can be borrowed and adapted to local conditions. In social issues, such as better healthcare or education, states can adopt successful international practices to improve their domestic systems.

Another important advantage of globalisation is access to international financial resources, which creates conditions for attracting funding from international organisations such as the World Bank, the International Monetary Fund, or the European Bank for Reconstruction and Development [4]. These resources can be used to implement large social or infrastructure projects of strategic importance to the state. Globalisation also promotes international investment and cooperation between the private sector and public institutions, which has a positive impact on economic growth.

However, despite all the benefits of globalisation, it also raises a number of problems in the area of public administration of social projects. It is globalisation that increases the uneven distribution of resources between countries, as a result of which social projects in richer countries have more financial and organisational opportunities for implementation compared to developing countries. This increases social inequality at the global level. In addition, dependence on international funding can limit the autonomy of local governments in making decisions on the implementation of social projects.

One of the main challenges is also the growing dependence on international financial institutions, which can literally limit the sovereignty of states in decision-making [5]. International lenders often set certain conditions for financial assistance, which may require significant changes in domestic policies and legislation. Ultimately, this can cause political tensions within the state, especially if these changes do not meet the interests of national communities or seem too drastic.

In addition, globalisation can pose additional challenges to the preservation of national identity and cultural heritage. Governments are faced with the need to balance between preserving their own traditions and being open to external influences. This requires public managers to be able to adapt to rapid changes and implement flexible management strategies that take into account both global trends and national priorities.

Globalisation has influenced the implementation of many international social projects, especially those aimed at addressing global challenges such as climate change, poverty alleviation, healthcare, access to education and social equality [6]. Advances in technology, openness to international cooperation and funding, and the growing influence of international organisations have changed approaches to such projects. Let's try to focus on a few vivid examples of international social projects that have been significantly influenced by globalisation.

The United Nations Development Programme is considered to be one of the largest initiatives operating at the global level. It covers more than 170 countries and territories and aims to support sustainable development, reduce inequality and overcome poverty [7]. The projects are implemented in cooperation with governments, the private sector and NGOs from different countries, using the experience and resources of different regions. Thanks to globalisation, the organisation is actively using digital technologies to monitor projects and ensure transparency, as well as to involve local communities in decision-making.

The Fund was established in 2002 as a response to the threat of global epidemics, which particularly affected developing countries. Globalisation has increased international cooperation and coordination of efforts between different countries, international organisations, private corporations and NGOs in this area. The Foundation finances projects to prevent and treat these diseases by mobilising resources globally. Through its global engagement and financial support, the Foundation has helped to reduce deaths from these diseases in many countries, including Africa, Asia and Latin America.

Education for All project is the result of international efforts to ensure access to education for children and young people around the world. In the context of globalisation, this project has received wide support from UNESCO, the World Bank and other international organisations. The project aims to ensure access to quality education regardless of place of residence, gender, or social status [8]. The project is actively introducing digital technologies to overcome barriers to learning in remote and underdeveloped regions through global cooperation and exchange of experience between countries.

"Clean Water" is an international initiative aimed at ensuring access to safe drinking water in developing countries. Globalisation has helped to attract resources from large international corporations and private donors to finance projects to build water supply systems, treat water, and educate about hygiene [8]. Through global funding and technology, the project enables millions of people in Africa and Asia to access clean water, which has a positive impact on the health and quality of life of local communities.

This fund was established under the UN Framework Convention on Climate Change and aims to combat climate change by financing projects that support sustainable development [9]. The Fund assists developing countries in adapting to climate change and reducing greenhouse gas emissions. The Fund actively supports projects in different parts of the world, helping countries to develop renewable energy sources, protect biodiversity, and implement sustainable practices.

In general, the UN is a platform for promoting corporate social responsibility among businesses around the world. Under a number of initiatives of this international organisation, companies voluntarily commit to adhering to the principles of sustainable development, human rights, labour standards and environmental protection. Globalisation has contributed to the spread of these standards , involving thousands of companies from different countries. It is the impact of globalisation that has allowed the UN initiative to cover various industries and regions, which has had a positive impact on corporate social responsibility and their impact on global social and environmental issues.

One of the most significant problems in the public management of social projects is the lack of coordination between different levels of government, which creates significant obstacles at the planning, implementation and evaluation stages of such projects. Social projects aimed at solving important social problems require coordinated interaction between central, regional and local authorities. However, there is often a lack of clear coordination, which negatively affects the overall effectiveness of such initiatives. First and foremost, the problem of coordination arises from the different priorities and objectives set by central and local governments. The central government usually focuses on national programmes such as poverty reduction, healthcare, education and social integration. Local governments, on the other hand, are more concerned with addressing pressing regional issues and meeting local community needs. The absence of coherent strategies means that social projects coming down from the top often do not meet the real conditions and needs on the ground. This, in turn, reduces the effectiveness of projects and can cause resistance from local authorities and civil society.

Another important problem is ineffective communication and lack of information exchange between levels of government. Projects developed at the central level often do not take into account local conditions due to a lack of awareness of regional issues at the central level. For example, programmes aimed at increasing employment or improving infrastructure may not take into account the specifics of local labour markets or the peculiarities of regional economic development [10]. This leads to the fact that resources allocated for social projects are used inefficiently and the results do not meet expectations. The lack of effective communication also leads to duplication of efforts and inconsistencies between different agencies, which further complicates project implementation.

Particular attention should be paid to the problem of financing social projects, which also often arises from a lack of coordination. Each level of government may have its own sources of funding and different criteria for allocating funds for social initiatives. This creates difficulties in coordinating budgets, which can lead to delays in project funding or uneven distribution of resources. In addition, when the central government funds projects without proper consultation with local authorities, it can lead to resources being allocated to programmes that do not meet the priorities of the region, reducing their effectiveness.

Lack of coordination also affects the monitoring and evaluation of social projects. Successful implementation of such initiatives requires clear control at every stage, but weak interaction between levels of government can lead to problems with effective evaluation of results [11]. For example, local authorities that are directly responsible for implementing projects on the ground may not have sufficient resources or competencies to conduct proper monitoring. This makes it difficult to analyse the results achieved and implement corrective measures, which in turn affects the overall success of the project.

To overcome this problem, it is necessary to implement mechanisms for effective coordination between different levels of government. This includes the development of clear procedures for interaction between central, regional and local authorities that will allow for the coordination of strategic goals of social projects, their budgets and implementation timelines. Establishing joint working groups, advisory councils, or interagency committees can help ensure better coordination and reduce conflicts.

Improving information systems and establishing effective communication between levels of government also play a significant role in this process. The introduction of modern information technologies for project monitoring and evaluation, as well as for data exchange between agencies, will improve the transparency and accountability of the social project implementation process.

Ultimately, it is international organisations that play the most important role in supporting social projects at the global level, providing both financial and technical assistance. One of the main functions of such organisations is to provide resources for large-scale initiatives aimed at addressing social problems such as poverty, health, education, and sustainable development [12]. As already mentioned, the United Nations, through its numerous programmes, such as UNDP or UNICEF, supports social projects in developing countries, helping to improve the living conditions of most vulnerable groups.

In addition, international financial institutions, such as the World Bank and the International Monetary Fund (IMF), provide loans and grants for the implementation of projects in the fields of education, healthcare, and infrastructure. These organisations not only finance projects, but also provide expert support to help governments improve their governance systems and ensure efficient use of resources.

International organisations also act as platforms for the exchange of experience and knowledge. They facilitate partnerships between countries and organisations, providing opportunities to adapt successful social project models to local conditions. This support helps countries achieve their social goals more effectively by leveraging global experience and using new technologies to address social problems.

Conclusions and prospects for further research

Public management of social projects in the context of globalisation faces numerous challenges, but at the same time, it opens up new opportunities for effective solutions to global social problems. Globalisation promotes international cooperation, allowing countries to share experiences, resources, and the latest technologies. International organisations play a key role in supporting such projects by providing financial assistance, expertise, and platforms for the exchange of ideas. However, coordination issues between different levels of government, cultural differences, financial dependence on international donors, and uneven distribution of resources remain significant obstacles.

Lack of effective coordination between central, regional and local authorities often leads to duplication of efforts, inconsistency of goals and inefficient use of resources. These problems require the development of new mechanisms for cooperation, increased transparency in decision-making, and the introduction of modern information systems for monitoring and evaluating social projects.

Successful management of social projects in a globalised world requires flexibility, innovative approaches and the ability to work effectively in international cooperation. Only by improving coordination processes, adapting to local needs and attracting global experience can real and sustainable results be achieved in solving social problems at the national and international levels. This not only determines the need for further research, but also outlines their topics.

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