UDC 332.1:005.35:330.322
DOI: https://doi.org/10.32782/CMI/2026-20-4

Viskunov Oleksandr
Postgraduate,
Volodymyr Dahl East Ukrainian National University
ORCID: https://orcid.org/0009-0000-4985-4208

Kosharskyi Oleksandr
Postgraduate,
Volodymyr Dahl East Ukrainian National University
ORCID: https://orcid.org/0009-0006-1429-5067

ORGANISATIONAL AND ECONOMIC PRINCIPLES OF MANAGING SOCIALLY RESPONSIBLE REGIONAL DEVELOPMENT PROJECTS

The article develops the theoretical foundations of managing socially responsible regional development projects and substantiates an organizational and economic approach based on cooperation among businesses, public authorities, territorial communities, and other stakeholders. The proposed approach integrates social responsibility principles throughout the project life cycle, aligns participants' interests, incorporates risk management, and differentiates project performance, corporate outcomes, and regional effects. Five project stages and six functional areas of management instruments are systematized. Particular attention is paid to shared responsibilities, transparent coordination, organizational resilience, and the limitations of attributing broader regional changes to individual projects. The findings offer a conceptual basis for planning and evaluating joint regional development initiatives.

Keywords: *corporate social responsibility, socially responsible projects, regional development, organizational resilience, project management.*

Віскунов О.В., Кошарський О.В.
Східноукраїнський національний університет
імені Володимира Даля

ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНІ ЗАСАДИ УПРАВЛІННЯ СОЦІАЛЬНО ВІДПОВІДАЛЬНИМИ ПРОЄКТАМИ РЕГІОНАЛЬНОГО РОЗВИТКУ

У статті поглиблено теоретичні засади управління соціально відповідальними проєктами регіонального розвитку та обґрунтовано організаційно-економічний підхід до їх реалізації на основі партнерської взаємодії бізнесу, органів публічної влади, територіальних громад та інших зацікавлених сторін. Метою дослідження є обґрунтування підходу, що поєднує інтеграцію принципів соціальної відповідальності в життєвий цикл проєкту, узгодження інтересів учасників, управління ризиками й оцінювання результативності. Використано методи теоретичного узагальнення, систематизації, порівняння та структурно-функціонального аналізу. Запропоновано розглядати соціально відповідальний проєкт регіонального розвитку як обмежений у часі комплекс взаємопов'язаних заходів, орієнтованих на узгоджене досягнення корпоративних і суспільно значущих результатів. Систематизовано п'ять етапів життєвого циклу таких проєктів: ініціювання, планування, організацію та ресурсне забезпечення, реалізацію й моніторинг, завершення та оцінювання результативності. Для кожного етапу визначено зміст управлінських процесів, способи реалізації принципів соціальної відповідальності та очікувані результати. Виокремлено напрями застосування організаційно-економічних інструментів: стратегічне узгодження, організацію партнерства, ресурсне забезпечення, управління ризиками, моніторинг і оцінювання результативності. Обґрунтовано необхідність прозорого розподілу повноважень, ресурсів і відповідальності між учасниками, а також адаптації управлінських рішень до змін зовнішнього середовища. Запропоновано розмежовувати три рівні оцінювання: безпосередню проєктну результативність, корпоративні результати та регіональні ефекти. Показано, що врахування зазначених рівнів дає змогу відокремити виконання проєктних завдань від можливих змін в організаційній стійкості підприємств і соціально-економічному розвитку територій. Наукова цінність запропонованого підходу полягає у взаємопов'язаному розгляді життєвого циклу проєкту, партнерського управління, ризиків та багаторівневої результативності. Практичне використання отриманих положень можливе під час підготовки й реалізації спільних проєктів регіонального розвитку, в роботі місцевих та регіональних органів влади. Подальші дослідження доцільно спрямувати на розроблення системи вимірюваних індикаторів та емпіричну перевірку підходу.

Ключові слова: *соціальна відповідальність бізнесу, соціально відповідальні проєкти, регіональний розвиток, організаційна стійкість, проєктне управління.*

Formulation of the problem. The current challenges facing the socio-economic development of Ukraine's regions – stemming from military hostilities, structural economic transformations, limited financial resources and the need to rebuild infrastructure and human capital – highlight the need to identify effective organisational and economic mechanisms for implementing regional development projects. In such circumstances, it is particularly important to pool the resources, expertise and managerial capabilities of businesses, public authorities and local communities to address issues of public importance. One of the promising areas of such collaboration is the implementation of socially responsible projects aimed at aligning corporate interests with the priorities of sustainable development and

© Viskunov Oleksandr, Kosharskyi Oleksandr, 2026
Стаття поширюється на умовах ліцензії відкритого доступу (CC BY 4.0)

enhancing the competitiveness of regions. The implementation of socially responsible regional development projects involves not only the mobilisation of financial, material and intellectual resources, but also the establishment of an effective management system capable of ensuring the harmonisation of participants' interests, a clear division of their powers and responsibilities, the coordination of joint activities and the achievement of defined socio-economic outcomes. At the same time, corporate social responsibility is a key prerequisite for business participation in such projects, whilst partnership-based collaboration creates organisational opportunities for the implementation of joint initiatives aimed at regional development. At the same time, the management of socially responsible regional development projects is complicated by the diversity of participants' objectives and resource capacities, as well as differences in approaches to management decision-making, risk allocation and performance evaluation. A lack of alignment between corporate and regional priorities, fragmented organisational interaction, limited coordination mechanisms and the absence of a comprehensive approach to managing the life cycle of joint projects can reduce the effectiveness of their implementation. These issues take on particular significance in conditions of heightened uncertainty, when ensuring the organisational resilience of project participants and their ability to adapt management decisions to changes in the external environment becomes a necessary prerequisite for achieving the planned results.

Despite the development of theoretical frameworks on corporate social responsibility, public-private partnerships and project management, the organisational and economic foundations for managing socially responsible projects at the regional level require further substantiation. In particular, the issue of integrating the principles of social responsibility into all stages of a project's life cycle, establishing mechanisms for coordination and the allocation of responsibilities amongst participants, managing risks and evaluating performance in line with corporate and regional objectives remains a pressing concern. This necessitates the development of a comprehensive approach to the management of socially responsible regional development projects, aimed at enhancing the organisational resilience of partners and building long-term competitive advantages for the region.

Analysis of recent achievements and publications. The theoretical and applied aspects of managing socially responsible projects are explored within several interrelated fields of research, including socially responsible project management, the integration of sustainable development principles into the project life cycle, partnership management, and the assessment of socio-economic performance. In particular, M. Trocki, M. Juchniewicz and E. Bukłaha [1] examine socially responsible project management as a tool for implementing the principles of sustainable development and elucidate its role within the organisational management system. S. Armenia, R. M. Dangelico, F. Nonino and A. Pompei [2] systematise theoretical approaches to sustainable project management, highlighting the interrelationship between corporate policy, resource provision, the project life cycle, stakeholder engagement and organisational learning. An important area of research concerns determining the impact of the principles of sustainable development and stakeholder engagement on the effectiveness of project management. M. B. Shaukat, K. F. Latif, A. Sajjad and G. Eweje [3] investigate the relationship between sustainable project management and project performance, taking into account stakeholder engagement and the formation of project teams. A. Goel [4] analyses the characteristics of stakeholder engagement during the implementation of socially oriented infrastructure projects, highlighting the differences between strategic stakeholder engagement and socially responsible engagement.

A separate group comprises studies of organisational mechanisms for managing partnership projects. M. Hueskes, K. Verhoest and T. Block [5] examine tools for integrating sustainable development principles into the management of public-private partnership infrastructure projects. J. Li, B. Liu, D. Wang and C. B. Casady [6] investigate the impact of contractual and partnership-based management mechanisms on the sustainability of public-private partnership projects, highlighting the importance of formal procedures for coordination and inter-organisational interaction. Y. Song and S. Hao [7] contribute to this field with an empirical study of the impact of project management mechanisms on the sustainable development of partnership projects.

Researchers devote considerable attention to the institutional framework and the evaluation of the effectiveness of partnership initiatives. A. A. Adebayo, K. Lulofs and M. A. Heldeweg [8] systematise indicators, management strategies and institutional rules aimed at ensuring the social and environmental sustainability of infrastructure projects. J. Yuan, L. Zhang, Y. Tan and M. J. Skibniewski [9] have developed a system of indicators for assessing the contribution of public–private partnerships to the socially sustainable development of a region.

The methodological basis for organising project management is also provided by the provisions of the international standard ISO 21502:2020 [10], which sets out general recommendations for managing projects regardless of their purpose, scale, complexity and the approach taken to their implementation.

A synthesis of the scientific works reviewed indicates the development of theoretical principles of socially responsible project management, methods for engaging stakeholders, organisational mechanisms for partnership interaction, and tools for assessing project sustainability. At the same time, the results of these studies require further integration into a comprehensive approach to the management of socially responsible regional development projects. In particular, the interrelationship between the stages of the life cycle of joint projects, mechanisms for reconciling participants' interests, the distribution of management functions and risks, ensuring organisational stability, and the assessment of corporate and regional outcomes remains insufficiently systematised. This highlights the need to deepen the organisational and economic foundations of managing socially responsible projects, taking into account the specific features of partnership-based collaboration and the strategic priorities of regional development.

The purpose of this article is to explore the theoretical foundations and justify an organisational and economic approach to the management of socially responsible regional development projects, based on the integration of social responsibility principles into their life cycle, the harmonisation of the interests of partners, risk management and performance evaluation, with a view to ensuring the

organisational sustainability of businesses and enhancing the region's competitiveness.

Presentation of the main material. Ensuring sustainable socio-economic development and enhancing the competitiveness of regions requires the improvement of approaches to the management of projects implemented through collaboration between business, public authorities, local communities and other stakeholders. Socially responsible projects, which are geared towards achieving interlinked corporate and societal outcomes, the rational use of resources and the creation of long-term competitive advantages for regions, are of particular importance [2].

Within the scope of this study, a socially responsible regional development project is proposed to be regarded as a time-bound set of interrelated measures implemented with the participation of business and other stakeholders on the principles of social responsibility, partnership, transparency and the harmonisation of interests, and aimed at achieving specific socio-economic outcomes of regional significance.

Unlike traditional projects, the effectiveness of which is primarily determined by adherence to set deadlines, budgets and the achievement of planned outcomes, the management of socially responsible projects requires additional consideration of stakeholders' interests, social and environmental consequences, the equitable distribution of responsibility and the long-term impact on regional development. At the same time, social responsibility must be integrated not only into the project's objectives but also directly into management procedures at all stages of its life cycle [5].

The organisational and economic foundations for managing such projects should be established by combining project-based, stakeholder-based and results-oriented approaches. The project-based approach ensures the consistency of management processes; the stakeholder-based approach ensures the harmonisation of interests and the distribution of responsibilities amongst participants; and the results-oriented approach focuses joint activities on achieving measurable corporate and regional outcomes. Their integration creates the conditions for ensuring the organisational sustainability of partnership participants and improving the effectiveness of regional projects [7].

Taking into account the specific features of socially responsible project management, it is proposed to identify five main stages in the project life cycle: initiation, planning, organisation and resource allocation, implementation and monitoring, and closure and performance evaluation. At each stage, the principles of social responsibility should be reflected in the relevant management decisions, tools and expected outcomes (Table 1).

The proposed framework reflects the need to take the principles of social responsibility into account throughout the project lifecycle. It is important to ensure coherence between the individual stages, as management decisions taken during the initiation and planning phases determine the availability of resources, the nature of partnerships and the effectiveness of subsequent implementation [1].

The organisation of partnership interactions occupies a special place in the management of socially responsible projects. The participation of businesses, public authorities and local communities involves differing interests, resource capacities and criteria for evaluating outcomes. For businesses, priorities may include strengthening their reputation, developing human capital, reducing risks and ensuring organisational resilience. Public authorities focus on achieving strategic regional development goals, the efficient use of resources and the fulfilment of socially significant tasks, whilst local communities are interested in improving quality of life, ensuring access to services, developing infrastructure and safeguarding environmental safety [8].

Reconciling these interests requires the establishment of an organisational mechanism that will ensure the distribution of management functions, define the responsibilities of participants, establish procedures for joint decision-making and resolve potential conflicts. Depending on the nature of the project, the organisational forms of such

Table 1

Integration of the principles of social responsibility into the management of the life cycle of regional development projects

Life cycle stage	Content of management processes	Implementation of social responsibility principles	Expected outcome
Initiation	Identification of the problem, objectives, stakeholders and justification of the project's feasibility	Taking into account societal needs, stakeholders' interests and regional development priorities	Formulation of socially significant and coordinated project objectives
Planning	Developing a plan, budget, timetable and system of indicators	Ensuring transparency in planning and assessing social and environmental impacts	Formulating a balanced project implementation plan
Organisation and resource provision	Defining the organisational structure, allocating roles and responsibilities, and mobilising resources	Ensuring a fair distribution of responsibilities and adherence to partnership commitments	Establishing the organisational and resource requirements for project implementation
Implementation and monitoring	Carrying out planned activities, coordinating participants, and monitoring timelines and resources	Ensuring transparency in implementation, engaging stakeholders, and monitoring social and environmental impacts	Achieving interim results and making timely adjustments to management decisions
Completion and evaluation	Acceptance of results, assessment of effectiveness, and summarising lessons learnt	Public accountability, and evaluation of corporate and regional outcomes	Determining the project's contribution to organisational sustainability and regional development

Source: developed by the authors

cooperation may include cross-sectoral partnerships, joint project teams, cluster initiatives and public-private partnerships. At the same time, public-private partnerships should be viewed as one of the possible forms of implementing joint projects, rather than as a universal mechanism for managing all socially responsible initiatives.

The economic component of managing socially responsible projects encompasses identifying sources of funding, drawing up budgets, allocating resources, assessing risks and applying economic incentive tools. A distinctive feature of this is the need to take into account not only financial outcomes but also social and environmental impacts, which may manifest themselves over a long period following the completion of the project.

Risk management is a key factor in ensuring the effectiveness of joint projects. In conditions of economic instability, resource constraints and potential shifts in participants' interests, organisational, financial, social, environmental and institutional risks take on particular significance [3]. Their timely identification, assessment and allocation amongst partners help to maintain the organisational resilience of participants and reduce the likelihood of failing to achieve the planned outcomes.

In view of the above, it is proposed to systematise the main organisational and economic tools for managing socially responsible projects by functional areas, identifying the relevant management tasks, risks and performance criteria (Table 2).

The tools presented form the basis for the comprehensive management of socially responsible projects, ensuring coherence between strategic objectives, organisational procedures, resource allocation and performance evaluation. Their use makes it possible to take into account the specific features of partnership interactions and to adapt management decisions to changes in the external environment.

A key feature of the proposed approach is the integration of participants' organisational resilience into the project management system. Organisational resilience, in this context, is defined as the ability of partnership participants to fulfil their commitments, maintain the necessary level of resource provision, adapt management decisions and ensure the continuity of project implementation in the face of destabilising factors. Its development depends on the effectiveness of coordination, the transparency of the allocation of responsibilities, the diversification of funding sources and the existence of effective risk management procedures.

At the same time, the effectiveness of socially responsible projects cannot be limited to assessing adherence to the budget, deadlines and the implementation of planned activities. It is advisable to distinguish between direct project effectiveness, corporate outcomes and regional impacts. The first characterises the extent to which the project's defined objectives have been achieved; the second reflects the impact of participation in its implementation on organisational resilience, reputation and the development of enterprises' resource potential; whilst the third determines the project's contribution to the development of human capital, infrastructure, investment attractiveness and the region's competitive advantages.

At the same time, assessing regional effects requires taking into account the timeframe over which they occur, the scale of their impact and the likelihood that the results will be sustained after the project's completion. It is also important to distinguish between the immediate outcomes of the project and broader changes in the regional environment, which may be influenced by other economic, social and institutional factors. This approach helps to enhance the validity of the assessment and prevents the unjustified attribution of all positive changes in the region's development to individual projects.

Thus, the proposed organisational and economic approach to managing socially responsible regional development projects is based on the end-to-end integration of social responsibility principles into the project life cycle, the alignment of the interests of partnership participants, the comprehensive use of organisational and economic tools, risk management and multi-level performance evaluation. Its application creates the conditions for enhancing the effectiveness of partnership collaboration, ensuring the organisational sustainability of businesses and fostering long-term competitive advantages for the region.

Conclusions. As a result of the study, the theoretical foundations of managing socially responsible regional development projects have been further developed, and the need to integrate the principles of social responsibility into all stages of their life cycle has been substantiated. It has

Table 2

Organisational and economic tools for managing socially responsible regional development projects

Management area	Organisational and economic tools	Key risks	Performance criteria
Strategic alignment	Stakeholder analysis, joint goal-setting, alignment of strategic priorities	Conflicts of interest, mismatch between objectives and the region's needs	Alignment of corporate and regional objectives
Organisation of partnerships	Partnership agreements, project teams, allocation of powers and responsibilities	Insufficient coordination, failure to fulfil commitments	Fulfilment of partnership commitments, effectiveness of coordination
Resource provision	Joint funding, budgeting, resource planning	Funding shortfall, budget overrun	Sufficiency of resources, adherence to budget
Risk management	Identification, assessment, allocation and monitoring of risks	Financial, organisational, social and environmental losses	Level of risk control, project implementation resilience
Monitoring and control	System of indicators, reporting, public oversight, plan adjustments	Lack of transparency, delayed identification of deviations	Achievement of interim targets, timely adjustments
Performance evaluation	Corporate and regional indicators, assessment of social and environmental impacts	Results falling short of expectations, insufficient sustainability of impacts	Organisational resilience of participants, contribution to regional development

Source: developed by the authors

been established that the implementation of such projects requires a combination of project-based, stakeholder-based and results-oriented approaches, which ensures the alignment of corporate and regional interests, the rational use of resources and the focus of joint activities on achieving long-term socio-economic outcomes. An organisational and economic approach to the management of socially responsible regional development projects is proposed, which involves the consistent application of the principles of social responsibility at the stages of initiation, planning, organisation and resource allocation, implementation and monitoring, completion and performance evaluation. Management procedures, tools for implementing the principles of social responsibility and the expected outcomes of each stage have been systematised, thereby ensuring consistency in management decision-making and the interconnection between strategic objectives, resource capacities and the outcomes of joint projects. It has been demonstrated that the effectiveness of managing socially responsible projects depends to a large extent on the development of partnerships between business, public authorities, local communities and other stakeholders. The need to establish organisational mechanisms for reconci-ling the interests of participants and for the allocation of management functions, resources, risks and responsibilities has been identified. It has been established that the use of various forms of cross-sectoral partnership – in particular, joint project teams, cluster initiatives and public-private partnerships – creates the conditions for mobilising resources and improving the effectiveness of coordination and implementation of socially significant regional development projects. The organisational and economic tools for managing socially responsible projects have been systematised across the areas of strategic alignment, partnership organisation, resource provision, risk management, and monitoring and evaluation of performance. The main risks and performance criteria for each of these areas have been identified. The importance of comprehensive risk management and the development of adaptive management procedures aimed at maintaining the organisational resilience of partners in a partnership context, amidst an unstable external environment, has been substantiated. The approach to evaluating the effectiveness of socially responsible regional development projects has been refined by distinguishing three interrelated levels: direct project effectiveness, corporate outcomes and regional impacts. The first level characterises the achievement of planned objectives, adherence to the budget and project implementation deadlines; the second reflects the impact of participation in the project on the organisational resilience, reputation and resource potential of enterprises; the third determines the project's contribution to the development of human capital, infrastructure, investment attractiveness and the formation of the region's competitive advantages. This approach allows for consideration of both the immediate outcomes of project implementation and their long-term socio-economic consequences.

The scientific outcome of the research lies in the justification of an organisational-economic approach to the management of socially responsible regional development projects, a distinctive feature of which is the integration of social responsibility principles into project life-cycle management, the combination of organisational and economic tools for partnership-based interaction, risk management and multi-level performance evaluation. The application of this approach creates the conditions for ensuring the organisational sustainability of businesses and enhancing the region's competitiveness. The practical significance of the findings lies in the possibility of enterprises, public authorities and local communities utilising the proposed approach when initiating, planning and implementing joint socially responsible projects. Its implementation may contribute to greater coherence in management decisions, transparency in partnership-based collaboration, the efficient use of resources and the effectiveness of regional development projects.

Prospects for further research relate to the development of methodological tools for assessing project, corporate and regional performance; the identification of quantitative and qualitative indicators of organisational resilience among partnership participants; and the empirical testing of the proposed approach using the example of socially responsible projects for the regeneration and development of regions in Ukraine.

REFERENCES

1. Trocki M., Juchniewicz M. & Bukłaha E. (2020). Socially responsible project management. *Journal of Management and Financial Sciences,* no. 41, pp. 45–60. DOI: https://doi.org/10.33119/JMFS.2020.41.3

2. Armenia S., Dangelico R. M., Nonino F. & Pompei A. (2019). Sustainable project management: A conceptualization-oriented review and a framework proposal for future studies. *Sustainability,* vol. 11, no. 9, article 2664. DOI: https://doi.org/10.3390/su11092664

3. Shaukat M. B., Latif K. F., Sajjad A. & Eweje G. (2022). Revisiting the relationship between sustainable project management and project success: The moderating role of stakeholder engagement and team building. *Sustainable Development,* vol. 30, no. 1, pp. 58–75. DOI: https://doi.org/10.1002/sd.2228

4. Goel A. (2026). Stakeholder engagement for socially sustainable infrastructure development: Strategic and/or responsible? *Social Responsibility Journal,* vol. 22, no. 8, pp. 1807–1825. DOI: https://doi.org/10.1108/SRJ-10-2025-1140

5. Hueskes M., Verhoest K. & Block T. (2017). Governing public–private partnerships for sustainability: An analysis of procurement and governance practices of PPP infrastructure projects. *International Journal of Project Management,* vol. 35, no. 6, pp. 1184–1195. DOI: https://doi.org/10.1016/j.ijproman.2017.02.020

6. Li J., Liu B., Wang D. & Casady C. B. (2024). The effects of contractual and relational governance on public-private partnership sustainability. *Public Administration,* vol. 102, no. 4, pp. 1418–1449. DOI: https://doi.org/10.1111/padm.12982

7. Song Y. & Hao S. (2023). Influence of project governance mechanisms on the sustainable development of public-private partnership projects: An empirical study from China. *Buildings,* vol. 13, no. 10, article 2424. DOI: https://doi.org/10.3390/buildings13102424

8. Adebayo A. A., Lulofs K. & Heldeweg M. A. (2023). Indicators, strategies, and rule settings for sustainable public–private infrastructure partnerships: From literature review towards institutional designs. *Sustainability,* vol. 15, no. 12, article 9422. DOI: https://doi.org/10.3390/su15129422

9. Yuan J., Zhang L., Tan Y. & Skibniewski M. J. (2020). Evaluating the regional social sustainability contribution of public-private partnerships in China: The development of an indicator system. *Sustainable Development,* vol. 28, pp. 259–278. DOI: https://doi.org/10.1002/sd.2001

10. International Organization for Standardization. (2020). *Project, programme and portfolio management – Guidance on project management* (ISO Standard No. 21502:2020).

СПИСОК ЛІТЕРАТУРИ

1. Trocki M., Juchniewicz M., Bukłaha E. Socially responsible project management. *Journal of Management and Financial Sciences.* 2020. No. 41. P. 45–60. DOI: https://doi.org/10.33119/JMFS.2020.41.3

2. Armenia S., Dangelico R. M., Nonino F., Pompei A. Sustainable Project Management: A Conceptualization-Oriented Review and a Framework Proposal for Future Studies. *Sustainability.* 2019. Vol. 11, No. 9. Art. 2664. DOI: https://doi.org/10.3390/su11092664

3. Shaukat M. B., Latif K. F., Sajjad A., Eweje G. Revisiting the relationship between sustainable project management and project success: The moderating role of stakeholder engagement and team building. *Sustainable Development.* 2022. Vol. 30, No. 1. P. 58–75. DOI: https://doi.org/10.1002/sd.2228

4. Goel A. Stakeholder engagement for socially sustainable infrastructure development: strategic and/or responsible? *Social Responsibility Journal.* 2026. Vol. 22, No. 8. P. 1807–1825. DOI: https://doi.org/10.1108/SRJ-10-2025-1140

5. Hueskes M., Verhoest K., Block T. Governing public–private partnerships for sustainability: An analysis of procurement and governance practices of PPP infrastructure projects. *International Journal of Project Management.* 2017. Vol. 35, No. 6. P. 1184–1195. DOI: https://doi.org/10.1016/j.ijproman.2017.02.020

6. Li J., Liu B., Wang D., Casady C. B. The effects of contractual and relational governance on public-private partnership sustainability. *Public Administration.* 2024. Vol. 102, No. 4. P. 1418–1449. DOI: https://doi.org/10.1111/padm.12982

7. Song Y., Hao S. Influence of Project Governance Mechanisms on the Sustainable Development of Public-Private Partnership Projects: An Empirical Study from China. *Buildings.* 2023. Vol. 13, No. 10. Art. 2424. DOI: https://doi.org/10.3390/buildings13102424

8. Adebayo A. A., Lulofs K., Heldeweg M. A. Indicators, Strategies, and Rule Settings for Sustainable Public–Private Infrastructure Partnerships: From Literature Review towards Institutional Designs. *Sustainability*. 2023. Vol. 15, No. 12. Art. 9422. DOI: https://doi.org/10.3390/su15129422

9. Yuan J., Zhang L., Tan Y., Skibniewski M. J. Evaluating the regional social sustainability contribution of public-private partnerships in China: The development of an indicator system. *Sustainable Development.* 2020. Vol. 28. P. 259–278. DOI: https://doi.org/10.1002/sd.2001.

10. ISO 21502:2020. *Project, programme and portfolio management – Guidance on project management.* Geneva : International Organization for Standardization, 2020.

Дата надходження статті: 04.10.2026
Дата прийняття статті до публікації: 06.11.2026
Дата публікації статті: 24.11.2026