

ENSURING WELFARE PROVISION THROUGH INTERSECTORAL SOCIAL RESPONSIBILITY

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Abstract. The study addresses the transformation of welfare provision systems under conditions of heightened socio-economic uncertainty, structural risks, budget restrictions, and multidimensional crisis shocks. It proceeds from the premise that traditional state-centered models of social protection are increasingly constrained in their capacity to ensure sustainable well-being outcomes. The article aims to develop a conceptual model of welfare provision and to substantiate the role of intersectoral social responsibility as a structural mechanism for enhancing the resilience of quality of life. The methodological framework is grounded in institutional and systems approaches, enabling the interpretation of welfare provision as the outcome of interaction among formal and informal rules, resource configurations, and sectoral interests. The research applies theoretical generalization, comparative analysis, structural-functional analysis, modeling, and elements of synthesis to examine the relationship between cross-sectoral coordination and the resilience of welfare systems. The findings demonstrate that countries characterized by institutionalized intersectoral cooperation – integrating public authorities, business entities, and civil society – exhibit more stable socio-economic indicators under crisis conditions. Empirical evidence from EU countries indicates that diversified models of social service provision correlate with lower risks of poverty and social exclusion, higher Human Development Index values, broader social service coverage, and more sustainable social expenditure structures. A comparative analysis of Ukraine and Lithuania for 2020–2024 reveals divergent models of social resilience: an institutionally stabilized configuration in Lithuania and a crisis-adaptive pattern in Ukraine. The Lithuanian case illustrates the effectiveness of formalized public–private partnerships, municipal co-financing mechanisms, and digital transparency tools, while Ukraine’s trajectory reflects reactive coordination under wartime shocks and fiscal pressures. The proposed conceptual model structures welfare provision into three interrelated subsystems – institutional-regulatory, resource-financial, and socio-outcome-oriented – integrated through mechanisms of distributed responsibility and network-based governance. Social resilience is conceptualized as an integral outcome of this interaction, reflecting the system’s capacity to maintain functionality and adapt to external disturbances. The practical significance of the study lies in its applicability to national and regional development strategies. The model provides a methodological basis for evaluating intersectoral cooperation through measurable indicators and for transitioning from a reactive welfare paradigm to a proactive, resilience-oriented socio-economic architecture.

Keywords: welfare provision, intersectoral social responsibility, social resilience, cohesion, institutional capacity, public-private partnership, social policy, governance effectiveness.

JEL Classification: A13, D60, H53, I31, L31, M14, O15

1. Introduction

Ensuring the well-being of the population constitutes one of the fundamental functions of the socio-economic system and serves as a key indicator of public policy effectiveness. In the context of contemporary global transformations, tightening customs and fiscal constraints, deepening social differentiation, and multidimensional crises (economic, demographic, and

security-related), the traditional state-centered model of social provision reveals clear limitations in both its policy instruments and resource base. This necessitates a reconsideration of the institutional architecture underpinning welfare provision and a transition toward models grounded in shared responsibility.

The current stage of social policy development is characterized by a gradual shift from exclusively

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budgetary financing of social functions to the integration of resources across multiple sectors – public, private, and civil society. Such an approach entails the formation of a system of intersectoral social responsibility, within which the provision of welfare and the enhancement of quality of life are understood as outcomes of coordinated interaction among institutions possessing diverse resources, competencies, and governance capacities.

This issue becomes particularly salient under conditions of heightened socio-economic turbulence, when the resilience of the welfare system depends not only on the volume of available resources but also on the ability of institutions to adapt, coordinate, and respond collectively to risks. In this context, the concept of social resilience emerges as an integral characteristic of the system's capacity to maintain functional performance amid crisis pressures.

Accordingly, the development of a welfare provision model based on intersectoral social responsibility represents not merely a theoretical construct but also a practical imperative for contemporary economic science.

2. Scientific Research Methods

The methodological framework of the study is grounded in institutional and systems approaches, which make it possible to conceptualize welfare provision as the outcome of interactions among formal and informal rules, resource configurations, and the interests of various sectors of the economy.

The research employs the following methods: theoretical generalization to systematize scholarly approaches to welfare provision; comparative analysis to examine sectoral participation models in social policy and to assess quantitative parameters; structural-functional analysis to identify the roles and competencies of public, private, and civil society actors; modeling to construct a conceptual scheme of welfare provision; and elements of analysis and synthesis to substantiate the relationship between cross-sectoral coordination and the resilience of the welfare system.

The purpose of the article is to develop a conceptual model for welfare provision and for strengthening the resilience of quality of life on the basis of intersectoral social responsibility.

3. Literature Review

Contemporary scholarship confirms that the traditional role of the state as the monopolistic provider of social goods faces significant constraints due to the growing complexity of social challenges and fiscal limitations. In response, new forms of resource coordination have emerged, combining public programs, private initiatives, and civic responsibility

practices. Intersectoral collaboration is regarded as a core element of modern public governance capable of enhancing systemic capacity to address complex societal problems (Ansell, Sørensen & Torfing, 2024; Zaiats & Kraievskaya, 2024). The transition toward a social economy ecosystem presupposes institutionalized cooperation among governmental, market, and civic actors, thereby creating structural conditions for long-term social stability and security (Catala et al., 2023).

At the same time, scholars emphasize the importance of cross-sectoral collaboration, highlighting the need to align strategic objectives, accountability mechanisms, and responsibility-sharing arrangements in order to achieve integrated social outcomes (Nelson & Lennox-Chhugani, 2025).

Intersectoral policies at the local level are increasingly examined as a form of social innovation, underscoring the necessity of coordinating the actions of public authorities, businesses, and civil society organizations to generate positive social impacts and improve municipal well-being (Nykiforuk et al., 2025). Asirvatham et al. (2024) demonstrate that the effectiveness of intersectoral action in addressing the social determinants of health requires comprehensive methodological frameworks that integrate performance indicators, process-based coordination criteria, and assessments of partnership network sustainability.

In economic policy research, growing attention is devoted to social resilience as the capacity of systems to maintain functionality under crisis conditions and to recover from shocks (Libanova, 2024; Kyzym et al., 2024). Some studies focus specifically on the resilience of quality of life (Bogush, 2025; Sova, 2025), while others emphasize the potential of civil society organizations to contribute to public welfare provision (Diakonenko & Nechytailo, 2024; Zaiats et al., 2024).

Nevertheless, the academic literature reveals fragmentation in integrating the categories of welfare provision, intersectoral social responsibility, and resilience. A comprehensive systemic analysis of institutional interaction among sectors as a mechanism for enhancing the stability of the welfare system remains insufficiently developed.

4. Conceptual Model of Welfare Provision Based on Intersectoral Social Responsibility

The issue of welfare provision has traditionally been examined within the framework of welfare state theory, where primary emphasis is placed on the state as the principal agent of social redistribution. Classical typologies of social regimes substantiated various configurations of interaction among the market, the state, and the family in shaping social protection systems.

Subsequent scholarly development has been associated with the transformation of public governance: theories of multilevel governance and partnership-

based management have justified the involvement of non-state actors in the implementation of social policy. This has led to an expanded understanding of social responsibility – from a predominantly corporate concept to an intersectoral one, implying the joint participation of diverse institutions in achieving socially significant outcomes.

A distinct line of research relates to the concept of social resilience, which emphasizes the capacity of socio-economic systems to withstand crises, adapt to changing conditions, and restore functionality. In this context, welfare provision is interpreted not merely as a product of resource redistribution but as a dynamic process of maintaining social stability and reproducing human potential (Steinbacher, 2024). Accordingly, intersectoral social responsibility functions not only as an ethical or normative principle but also as an operational mechanism for strengthening the robustness of the welfare system and as a determining factor in the effectiveness of social policy amid complex societal challenges.

An analysis of contemporary social policy models indicates that countries with higher levels of cross-sectoral integration demonstrate better synchronization of support programs, more efficient distribution of social risks, and reduced transaction costs. Empirical studies of network-based social service delivery confirm that coordination in crisis governance constitutes a key determinant of protecting vulnerable groups and ensuring systemic stability during periods of

severe external shocks (Gonçalves et al., 2025). In this regard, welfare provision may be conceptualized as the outcome of the coordinated implementation of three interrelated functions: institutional-regulatory (public sector), resource-investment (private sector), and social (civil society). The interaction of these functions generates an integrated system in which social outcomes result from cooperation rather than isolated actions.

It is evident that improving the effectiveness of welfare provision directly correlates with the degree of institutionalization of intersectoral social responsibility, manifested in joint planning, coordinated resource allocation, and the integration of social programs. This regularity forms the methodological foundation for developing a conceptual model. Structurally, the model encompasses three interrelated subsystems. The first, institutional-regulatory, establishes the normative environment, defines the rules of sectoral participation, and forms mechanisms of oversight and accountability. The second, resource-financial, consolidates budgetary, private, and socially invested funds, ensuring their targeted allocation to social programs. The third, socio-outcome-oriented, includes the system of service delivery, the accessibility of social goods, and qualitative parameters of population well-being (Figure 1).

Within the proposed framework, the input parameters encompass institutional configurations, legal frameworks, the resource base, and the structural

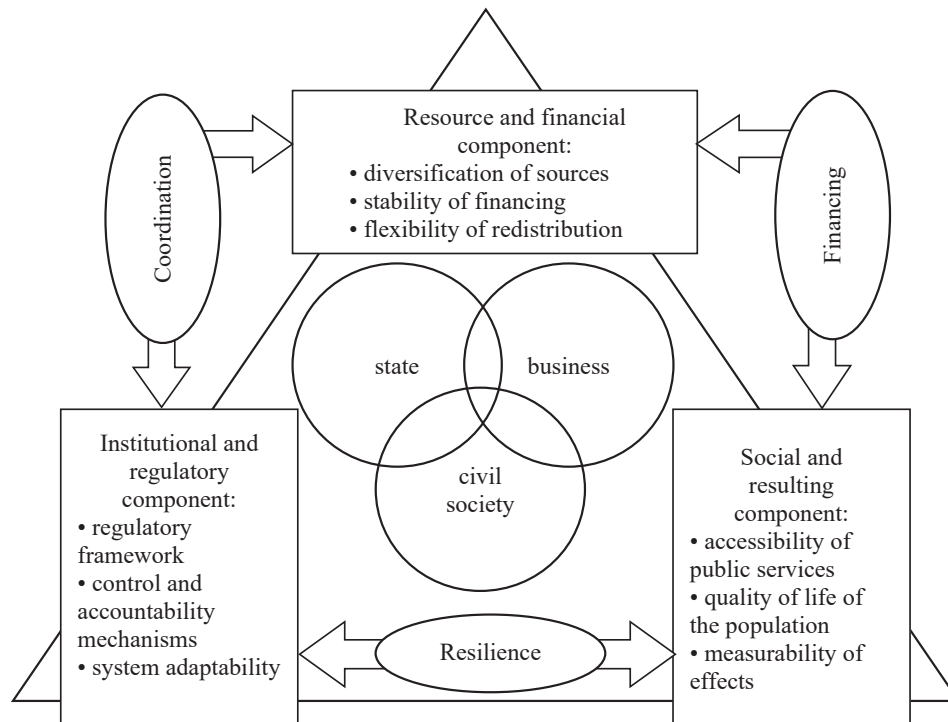


Figure 1. Modeling the mechanism of welfare provision through intersectoral partnership

Source: developed by the authors

capacity of actors that shape the potential of the intersectoral welfare system. The process dimension reflects coordination mechanisms, integrated governance arrangements, and resource redistribution channels through which institutional capacity is transformed into social interventions. Outputs materialize in the form of delivered services and implemented programs, whereas outcomes represent changes in welfare parameters – access to goods, levels of social cohesion, and the sustainability of socio-economic effects.

Thus, welfare provision should be conceptualized as an integrative function of the socio-economic system, formed through coordinated interaction among public authorities, business entities, and civil society. Unlike traditional models in which social outcomes are interpreted primarily as derivatives of fiscal redistribution, the proposed conceptual framework is grounded in the principle of distributed responsibility and network-based resource coordination. It integrates institutional, financial, and social components into a unified system oriented toward enhancing the resilience and adaptability of socio-economic development.

A fundamental distinguishing feature of the model is the incorporation of social resilience as an integral outcome of the interaction among the specified subsystems. Resilience is understood as the capacity of the welfare system to maintain functional performance under external shocks, which is particularly relevant in the context of post-crisis transformations.

The practical significance of the proposed concept lies in its applicability to the design of socio-economic development strategies at both national and regional levels. In particular, the model may be adapted to develop community-based social partnership programs, optimize budget planning through private-sector co-financing, and implement a system of indicators for assessing the resilience of the social sphere. Furthermore, the framework provides a methodological basis for evaluating the effectiveness of intersectoral cooperation through measurable indicators, including the share of joint programs, the level of co-financing, the number of public-private partnership projects, coverage of social services, and the stability of social indicators during crisis periods. This approach enables a shift from a declarative understanding of social responsibility to its quantifiable economic outcomes.

5. Strengthening Institutional Capacity and Social Resilience of Communities

An empirical analysis of statistical data for 2020-2024 indicates that social protection systems characterized by a higher degree of intersectoral engagement demonstrate more stable socio-economic outcomes under multidimensional crisis pressures (the pandemic, the energy crisis, and security shocks related to the

Russian-Ukrainian war). In 2024, the overall share of the EU population at risk of poverty or social exclusion (AROPE) amounted to 21%, with considerable cross-country disparities. According to Eurostat, in EU member states where non-governmental providers account for a substantial share of social service delivery, the risk of poverty and social exclusion remained relatively stable at 15-17% during 2020-2024, whereas in countries with less diversified welfare models this indicator exceeded 30% (Eurostat, 2025).

A similar pattern is observed with respect to the Human Development Index (HDI). According to the UNDP report, countries with well-developed cross-sectoral coordination in social policy maintain consistently high HDI values – 0.880 and above – while states characterized by fragmented institutional interaction exhibit lower scores and greater volatility in their trajectories (UNDP, 2024).

SOCX data further demonstrate that in 2020-2024, countries with institutionalized mechanisms of intersectoral coordination sustained social expenditures at 25-30% of GDP, whereas in more centralized models this figure generally ranged between 20% and 24% of GDP (OECD, 2024). Importantly, not only the volume of spending but also its structural composition is significant: the share of targeted programs and co-financing arrangements is higher in countries with a developed partnership architecture.

Coverage of social services (pensions, healthcare, unemployment benefits) in these countries exceeded 85% of the population throughout the study period (OECD, 2024), correlating with lower levels of material deprivation. This evidence supports the argument that diversification of funding sources and coordinated allocation of responsibilities across sectors enhance the adaptability of the socio-economic system.

To substantiate the applied relevance of the proposed conceptual model, it is appropriate to undertake a comparative empirical analysis of social and institutional indicators in Ukraine and one of the Baltic states – the Republic of Lithuania – which demonstrates a relatively high degree of intersectoral integration within its welfare system. Lithuania is selected due to its comparable historical and transformational background, combined with stronger positions in international rankings of governance quality, social cohesion, and population well-being (Table 1).

A comparative analysis of the 2020-2024 indicators reveals pronounced asymmetry in the socio-economic trajectories of Ukraine and Lithuania, both in terms of resource endowment and the qualitative characteristics of their institutional environments. Lithuania demonstrates steady growth in GDP per capita, indicating the preservation of real purchasing power; in current prices, the increase over the five-year period reached 44% by 2024. In contrast, Ukraine experienced a sharp contraction in 2022 across all

Table 1

Dynamics of selected indicators of welfare and institutional capacity in Ukraine and Lithuania, 2020-2024

Indicator	Ukraine					Lithuania				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
GDP per capita, in current U.S. dollars	3710	4776	4200	5140	5390	20429	23870	25086	27786	29386
GDP per capita, in constant 2010 U.S. dollars	2324	2427	1875	2164	2219	17444	18570	18885	18686	19094
GDP per capita (on PPP), U.S. dollars	17093	17846	13787	15917	16320	43092	45874	46651	46160	47169
Human Development Index (HDI)	0.762	0.755	0.734	0.779	—	0.880	0.875	0.879	0.895	—
Social expenditure, % of GDP	8.27	6.73	8.77	7.86	6.81	21.1	19.3	17.4	16.9	—
Unemployment, % of population in the labour force	9.9	10.3	18.5	17.4	14.3	8.5	7.1	6.0	6.9	7.1
Index of Government Effectiveness* [-2.5; +2.5]	-0.38	-0.40	-0.64	-0.58	-0.60	0.96	0.98	0.94	0.94	1.20
Government Effectiveness*, [0; 100]	37.62	35.24	33.02	37.74	—	81.43	80.95	79.72	81.60	—
Trust in national Government, % of population [tend to trust]	28	14	52	26	20	38	41	36	18	27

* The indicators Index of Government Effectiveness and Government Effectiveness represent the same measure of governance quality according to the World Bank methodology within the Worldwide Governance Indicators (WGI) project. The former is presented on a standardized scale [-2.5 ... +2.5], commonly used in analytical and comparative research, while the latter is expressed as a percentile rank [0 ... 100], reflecting a country's relative position among the world's states.

Source: *Global Economy - Ukraine*. (2025). *TheGlobalEconomy.com*. Available at: https://theglobaleconomy.com/ukraine/GDP_per_capita_PPP

Global Economy - Lithuania. (2025). *TheGlobalEconomy.com*. Available at: https://theglobaleconomy.com/lithuania/GDP_per_capita_PPP

Statbase. (2025). *World Statistics & Datasets - Ukraine*. Available at: <https://statbase.org/data/ukr-human-development-index>

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measures of GDP per capita, followed by partial recovery in 2023-2024, reflecting the consequences of an exogenous wartime shock and the gradual adaptation of the economy. Notably, Ukraine's GDP per capita in current U.S. dollars remains consistently five times lower than that of Lithuania.

Social and institutional indicators likewise follow divergent paths. In Ukraine, trust in government exhibited a one-time surge in 2022 (52%), contrasting with a decline in Lithuania the following year (to 18%). In Lithuania, a high level of the Human Development Index (reaching 0.895 in 2023) is combined with positive values of the Government Effectiveness Index, indicating systemic institutional

capacity. At the same time, the share of social expenditure in GDP shows a downward trend over the study period (a decrease of 4.2 percentage points). In Ukraine, the HDI declined between 2020 and 2023 (to 0.734 in 2023), although 2024 marked an improvement (to 0.779). Nevertheless, negative values of government effectiveness persist throughout the entire period. It should be noted that the methodology for calculating social expenditure in Ukraine differs from that used in Lithuania (public expenditure source), as the Ukrainian data are based on consolidated budget expenditures. Under current conditions, defense spending in Ukraine has expanded significantly, and after allocating 8.27% of GDP to social

protection in 2021, the share decreased markedly to 6.81% in 2024.

In 2023, for Government Effectiveness, Ukraine ranked in the 38th percentile (meaning that the country performed better than 38% of the countries assessed), whereas Lithuania occupied the 82nd percentile. Both countries maintained their respective positions during the study period without substantial change.

Regarding the labor market, Ukraine's unemployment rate in the pre-war years was approximately 10%. The peak was recorded in 2022 (18.5%), followed by a gradual decline to 14.3% in 2024. The quantitative and qualitative parameters of human capital are rapidly deteriorating: labor productivity and innovative activity of personnel are decreasing, the shortage of professional personnel is growing, access to quality education is limited, and migration is rising (Ganushchak et al., 2024). In Lithuania, by contrast, employment fluctuations remained moderate, and by 2024 the unemployment rate (7.1%) was roughly half the Ukrainian level.

The data presented in the table confirm the existence of different models of social resilience: an institutionally stabilized model in the case of Lithuania and a crisis-adaptive model in the case of Ukraine. The structural divergence lies in the degree of institutionalization of partnership mechanisms. In Lithuania, intersectoral cooperation is formalized through established public-private partnership instruments, municipal co-financing programs, and digital transparency platforms. So, the share of Liabilities related to private-public partnerships (PPPs) recorded off-balance sheet of government in Lithuanian GDP increased from 0.05 in 2020 to 0.16 in 2024 (Eurostat, 2026). In Ukraine, a significant amount of cross-sectoral coordination remains situational and crisis-driven.

These trends suggest that countries with more advanced intersectoral models of social responsibility achieve higher and more stable welfare indicators

even under adverse external conditions, reinforcing the practical relevance of implementing the proposed conceptual framework.

6. Conclusions

The contemporary welfare system operates under conditions of heightened socio-economic uncertainty, manifested in growing structural risks, fiscal imbalances, demographic shifts, and recurrent crisis shocks. In such an environment, the effectiveness of social policy increasingly depends not only on the volume of public resources but also on the configuration of institutional interaction among economic sectors. Welfare provision is no longer exclusively a function of state redistribution; rather, it assumes the characteristics of a polycentric system in which responsibility for social outcomes is distributed among public authorities, business entities, and civil society institutions.

Empirical evidence confirms that welfare provision cannot be reduced either to fiscal redistribution or to isolated corporate initiatives. The decisive factor is the synergy among the public sector, business, and civil society, institutionalized in the format of intersectoral social responsibility. In the Baltic states, this synergy is formalized through sustainable partnership mechanisms, business participation in financing social programs, developed municipal co-governance platforms, and digital transparency instruments, which correlate with higher levels of trust and human development. For Ukraine, the practical implications of these findings lie in the potential to draw upon the Baltic experience as a benchmark model of adaptive social architecture. In particular, expanding private-sector participation in co-financing local welfare programs, strengthening co-governance mechanisms at the community level, and institutionalizing volunteer practices within long-term partnership frameworks may facilitate the transition from a reactive model of social support to a proactive welfare system.

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