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SOCIO-ECONOMIC PERFORMANCE OF ECONOMIC ENTITIES IN THE CONTEXT OF INTEGRATING SUSTAINABLE DEVELOPMENT GOALS

Abstract. The article examines the role of the Sustainable Development Goals (SDGs) in shaping the socio-economic performance of economic entities amid the transformation of contemporary approaches to evaluating their efficiency. Attention is drawn to the limitations of traditional financial and economic performance indicators and the need to complement them with social and institutional parameters aligned with the principles of sustainable development. Socio-economic performance is interpreted as a multidimensional category that integrates economic, social, and institutional–managerial dimensions and is shaped through the integration of SDG into strategic decisions, organizational structures, and management practices of economic actors. The study substantiates a system of criteria for the comparative analysis of SDG integration, covering institutional, economic, social, and managerial aspects of organizational activity. It is shown that CSO achieve large-scale social impact, a high level of accountability, and systematic processes due to the institutionalized integration of SDG, the existence of programmatic documents, monitoring systems, and non-financial reporting. At the same time, it is established that their economic sustainability largely depends on external donor and grant resources, limiting the long-term autonomy of their operations. Social enterprises are characterized by flexible management models, higher levels of economic self-sufficiency, and adaptability, while their social impact is localized and personalized, formed through the combination of market mechanisms and a social mission. The study concludes that the models of civil society organizations and social enterprises are complementary and that integrating their approaches is promising for enhancing socio-economic performance and effectively implementing the SDG within the national economy.

Keywords: *Sustainable Development, Sustainable Development Goals, Socio-Economic Performance, Economic Sustainability, Social Enterprise, Civil Society Organization.*

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Introduction. The current stage of development of the global and national economies is characterized by deepening structural transformations, accompanied by increasing social inequality, environmental threats, and institutional instability. In these conditions, traditional approaches to assessing the performance of economic entities, which focus primarily on financial and economic indicators, are increasingly losing their explanatory power (Gieiets, 2024; Burkinsky et al., 2020).

In such circumstances, there is a need to expand economic analytics beyond financial results, as classical indicators of profitability, return on investment, and labor productivity do not fully reflect the long-term sustainability of organizations. Modern economic research emphasizes that social and institutional factors directly influence the ability of economic entities to adapt to structural shocks, attract investments, and maintain competitiveness.

The relevance of the issues of socio-economic performance is primarily driven by the institutionalization of the concept of sustainable development and the adoption of the UN Agenda 2030, which defines 17 Sustainable Development Goals (SDGs) (United Nations, 2015)[1]. The SDGs have formed a new normative framework for assessing the performance of both state policy and the activities of individual organizations, orienting them not only towards economic efficiency but also towards social inclusion, environmental responsibility, and quality of governance.

This problem becomes particularly acute in the context of countries with transitional economies and post-crisis environments, where, alongside traditional business structures, civil society organizations and social enterprises actively operate. They implement social missions through various financial, managerial, and institutional models, complicating the formation of unified approaches to assessing their performance.

Despite significant interest from researchers in the issues of sustainable development, the question of how different institutional models (commercial, public, and social entrepreneurial structures) shape socio-economic performance in the process of integrating the SDG remains insufficiently explored.

In this regard, the analysis of how different institutional models integrate the Sustainable Development Goals into their strategies, management practices, and mechanisms for forming socio-economic performance becomes of particular scientific and practical significance.

The aim of the article is a comparative analysis of the integration of the Sustainable Development Goals and the formation of socio-economic performance in the activities of civil society organizations and social enterprises.

To achieve this goal, the following tasks have been formulated: to summarize theoretical approaches to the interpretation of socio-economic performance in the context of sustainable development; to justify a system of criteria for comparative analysis of the integration of the SDGs; to conduct a comparative assessment of the institutional, economic, social, and managerial aspects of the activities of economic entities; to identify common and distinctive features of models for forming socio-economic performance.

The object of the research is the process of forming the socio-economic performance of economic entities in the context of implementing the Sustainable Development Goals.

The subject of the research is the institutional, economic, and managerial mechanisms for integrating the SDGs into the activities of civil society organizations and social enterprises.

Literature Review. The theoretical foundations of the concept of sustainable development were formulated in the report of the Brundtland Commission, Our Common Future, where sustainable development is defined as meeting the needs of the present generation without compromising the ability of future generations to meet their own needs (Brundtland, 1987). The further development of this idea occurred in the works of J. Elkington, who proposed the concept of the "triple bottom line" (Elkington, 1997). R. Freeman argues for the necessity of considering the interests of a wide range of stakeholders in the process of forming corporate strategy and evaluating the performance of organizations (Freeman & McVea, 2001). M. Porter and M. Kramer developed this logic in the concept of creating shared value, demonstrating that business competitiveness can be combined with addressing socially significant problems (Porter & Kramer, 2011).

The normative consolidation of sustainable development approaches occurred in the UN Agenda for 2030, which defines the system of Sustainable Development Goals as a universal framework for aligning economic, social, and environmental development priorities (United Nations, 2015)[2]. Van der Waal and Thijssens establish that the nature of the impact of SDGs integration on organizational performance significantly depends on industry specifics and the institutional environment (van der Waal & Thijssens, 2020). J. Quaye and colleagues note the rapid growth of scientific research on the relationship between business and SDGs but emphasize the lack of a unified tool for measuring organizations' contributions to achieving SDGs (Quaye et al., 2024). In this context, the integration of corporate sustainability and SDGs is increasingly interpreted through a multi-stakeholder perspective, which emphasizes the importance of coordination among different stakeholder groups in achieving sustainable outcomes (Singh & Rahman, 2021).

R. Eccles, I. Ioannou and J. Serafeim empirically demonstrate that the

1 Transforming our world: The 2030 agenda for sustainable development. United Nations. 2015. URL: https://SDG.un.org/2030agenda (date of access: 23.01.2026).

2 Transforming our world: The 2030 agenda for sustainable development. United Nations. 2015. URL: https://SDG.un.org/2030agenda (date of access: 23.01.2026).

implementation of corporate sustainability practices is associated with better long-term organizational outcomes and the quality of management processes (Eccles et al., 2014).

Expanding this perspective, recent studies show that the integration of ESG criteria significantly enhances corporate sustainability performance (de Souza Barbosa et al., 2023), while SDG reporting practices contribute to increasing transparency and aligning corporate strategies with sustainable development priorities (Ferrero-Ferrero et al., 2023).

Recent studies emphasize the growing role of social entrepreneurship and innovation in achieving the Sustainable Development Goals. In particular, R. Raman et al. show that integrating social entrepreneurship with sustainable technologies enhances social impact and inclusive development (Raman, 2025). At the same time, Lee S. H. and Y. Zhou highlight the shift toward multidimensional performance assessment frameworks aligned with SDGs (Zhou, 2022).

I. Kolot and S. Herasymenko reveal the theoretical and practical foundations for the development of social entrepreneurship in Ukraine as a tool for achieving socially significant results (Kolot & Herasymenko, 2017).

At the same time, contemporary research highlights the growing importance of social enterprises in ensuring resilience and sustainability of economic systems (Salwan et al., 2025), as well as the expansion of the research field at the intersection of sustainability and the social economy (Vaquero García et al., 2024).

R. Tulchynskyi considers corporate social responsibility as an important mechanism for integrating the Sustainable Development Goals into the activities of organizations (Tulchynskyi, 2025). I. Klymenko directly links corporate social responsibility practices with achieving SDGs at the level of management decisions (Klymenko, 2018).

In domestic economic science, V. Gieiets considers sustainable development as a strategic direction for the modernization and post-war transformation of Ukraine's economy (Gieiets, 2024). B. Burkynskyi and co-authors analyze the institutional and regional factors ensuring the sustainable development of economic systems and business entities (Burkynskyi et al., 2020). M. Kirzetska and Yu. Kirzetsky investigate the integration of ESG criteria into the business strategic controlling system and empirically confirm the positive relationship between ESG indicators and enterprise performance (Kirzetska & Kirzetsky, 2022).

Methodological approaches to studying organizational performance in a complex institutional environment are substantiated in the works of K. Eisenhardt and M. Graebner, who reveal the possibilities of building theory based on case studies (Eisenhardt & Graebner, 2007). Complementing this approach, the relevance of case study methodology for analyzing complex socio-economic systems and institutional transformations is further emphasized (Hollweck, 2016).

A significant theoretical and applied research base on sustainable development and social entrepreneurship has been formed in the scientific literature. At the same time, there is a lack of a coherent, comprehensive concept for assessing the socio-economic performance of business entities in the context of integrating the Sustainable Development Goals, which necessitates further development of methodological and applied approaches in this direction.

Research Methodology. The methodological basis of the research includes a combination of general scientific and special methods of scientific cognition. The empirical basis consists of materials from two business entities: the civil society organization (CSO) "CO "BF "Star Ukraine"" and the social enterprise "Pizza Veterano", obtained from program and strategic documents, project and donor reports, public financial and non-financial materials for the period 2022–2024.

The analysis method is applied to divide socio-economic performance into institutional, economic, social, and managerial components. The synthesis method is used to integrate the obtained results into a coherent system of evaluation criteria. Induction and deduction methods are applied to form theoretical generalizations. The comparison method is used to compare two institutional models based on four groups of criteria.

The empirical basis of the research consists of documentary analysis and content analysis, which allowed identifying the level of formalization of SDGs, the nature of management practices, and the social mission of organizations. Structural-logical analysis is used to reveal causal relationships between the level of SDGs integration and the characteristics of socio-economic performance.

The methodological limitation of the research is related to the use of qualitative indicators and a limited number of cases, which makes statistical generalization of the results impossible. At the same time, the applied set of methods ensures high analytical depth and allows for the identification of

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typical mechanisms for integrating SDGs into the activities of various types of organizations.

Main Results. The current stage of development of the global economy is characterized by a transformation of ideas about the criteria for the efficiency and effectiveness of economic entities. Traditionally, the effectiveness of enterprises was primarily assessed based on financial and economic indicators such as profitability, return on investment, labor productivity, and the volume of created added value. However, the exacerbation of global environmental problems, the intensification of social inequality, and the growing role of intangible factors in development have necessitated a revision of the narrow economic interpretation of effectiveness.

A significant theoretical shift in this direction was the emergence of the concept of sustainable development, as laid out in the Brundtland Commission report, where sustainable development is defined as meeting the needs of the present generation without compromising the ability of future generations to meet their own needs (Brundtland, 1987).

The further development of this approach was reflected in the concept of the triple bottom line, proposed by J. Elkington, which emphasizes the need to simultaneously achieve economic benefit, social justice, and environmental safety (Elkington, 1997).

It is important to emphasize that the economic dimension of sustainable development has significantly expanded in contemporary research. Sustainable business models increasingly view economic effectiveness not just as financial results, but as the organization's ability to provide long-term value while minimizing transaction costs, enhancing resource efficiency, and creating new sources of competitive advantage.

In the works of foreign researchers, socio-economic effectiveness is interpreted as an integral indicator of an organization's ability to create long-term value not only for capital owners but also for a wide range of stakeholders (Freeman, 2001; Porter, Kramer, 2011).

According to the stakeholder approach, an enterprise is a complex socio-economic system, the effectiveness of which is determined by the balance of interests of owners, employees, consumers, local communities, and the state (Freeman, 2001).

In domestic economic science, the problem of socio-economic effectiveness has been developed in the works of many scholars. For instance, V. Gieiets considers effectiveness as a derivative of the quality of the institutional environment and the ability of economic entities to adapt to structural changes (Gieiets, 2024). I. Kolot and S. Herasymenko emphasize the social dimension of effectiveness related to the development of human capital, working conditions, and corporate social responsibility (Kolot, Herasymenko, 2017).

In modern economic science, significant attention is paid to issues of strategic potential and innovative development as key factors for the long-term effectiveness of organizations. L. Tiesheva's works have developed conceptual provisions regarding the structure and dynamics of the strategic potential of innovative development, which includes institutional, human, social, and intellectual components, and defines their impact on the effectiveness of economic entities in the long term (Tiesheva, 2020).

In this context, the institutionalization of sustainable development at the global level becomes particularly important, as reflected in the adoption of the UN Agenda 2030 and the formulation of 17 Sustainable Development Goals. The SDGs have established a new framework for assessing the effectiveness of both states and economic entities (United Nations, 2015)[1].

Research shows that the SDGs are gradually transforming from a political declaration into a practical tool for strategic management. Van der Waal and Thijssens note that companies are increasingly using the SDGs as a basis for forming corporate strategies and non-financial reporting (Van der Waal, Thijssens, 2020). A. Quaye emphasizes that the integration of the SDGs contributes to the formation of new criteria for assessing effectiveness that go beyond traditional financial indicators (Quaye et al., 2023).

In this regard, the issue of clarifying the content of socio-economic effectiveness in the context of implementing SDGs becomes relevant. Socio-economic effectiveness in the context of sustainable development is increasingly viewed as a dynamic category shaped by strategic decisions, the institutional environment, and external stakeholder demands (Geels, 2011).

Companies with a high level of integration of sustainable development principles into their management systems demonstrate better operational efficiency, higher investment attractiveness, and lower capital costs (Eccles et al., 2014).

1 Transforming our world: The 2030 agenda for sustainable development. United Nations. 2015. URL: https://SDG.un.org/2030agenda (date of access: 23.01.2026).

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In contemporary sustainable development assessment practices, ESG indicators (Environmental, Social, Governance) play an important role, as they are used to measure the non-financial aspects of organizational activities. The ESG approach complements the Sustainable Development Goals by providing practical tools for assessing social and governance impact, transparency, and long-term sustainability (Kirzetska, 2022).

The integration of ESG criteria into the analysis of socio-economic effectiveness allows for cross-sectoral comparisons of organizations of different types and expands the possibilities for comprehensive assessments of sustainable development.

From an economic perspective, ESG indicators serve as a tool to reduce information asymmetry between investors and organizations, which contributes to lowering capital costs and increasing investment attractiveness.

Research shows that companies with high ESG scores demonstrate better long-term profitability and lower volatility in financial results due to effective risk management, reduced environmental costs, and greater operational resilience (Kirzetska, Kirzetsky, 2025).

Within this study, socio-economic effectiveness is interpreted as a multidimensional category formed at the intersection of three interrelated blocks: economic (financial stability, resource use efficiency), social (impact on employment, social integration, human capital development), and institutional (quality of governance, SDGs integration, transparency, and accountability).

The role of SDGs in transforming the strategies of economic entities largely depends on the quality of the national institutional environment. The effectiveness of implementing global goals is determined by the state's ability to ensure the coherence of economic policy, regulatory mechanisms, and corporate incentives (Gieiets, 2024).

An important element of the institutional infrastructure for sustainable development is the development of international standards for non-financial reporting, which ensure the formalization and comparability of organizations' contributions to achieving the Sustainable Development Goals.

Among the most common approaches in this area are the Global Reporting Initiative (GRI) standards, the Integrated Reporting Framework, and the Sustainability Accounting Standards Board (SASB) standards, which form the methodological basis for modern sustainability assessment systems (GRI, 2025)[1].

At the same time, the question of the comparability of indicators of socio-economic effectiveness for organizations of different types remains open in the scientific literature. The lack of unified methods for assessing social impact complicates intersectoral comparisons and limits the possibilities for forming integral performance indices (Van der Waal, Thijssens, 2020). A separate issue is the gap between the formal integration of the Sustainable Development Goals into strategic documents and their actual impact on management decisions, which requires empirical verification through applied cases.

Given that the integration of the Sustainable Development Goals into the activities of organizations can occur through various institutional, economic, and managerial models, the application of comparative case analysis is appropriate as a tool for identifying common and distinct mechanisms for forming socio-economic effectiveness (Krippendorff, 2019; Yin, 2018). Within this research, the comparison is made between a civil society organization and a socially oriented enterprise, allowing for the analysis of the impact of the SDGs under different organizational-legal and sectoral conditions.

Considering the two-component nature of socio-economic effectiveness, which combines economic and social dimensions; the necessity to analyze the management mechanisms for implementing the SDGs, as well as the analysis of domestic and scientific research, the following system of criteria can be identified: institutional integration of the SDGs, economic effectiveness in the context of sustainable development, social effectiveness, and management mechanisms for implementing the SDGs.

The first group includes criteria that characterize the degree of formalization and institutionalization of the Sustainable Development Goals in the strategic and organizational documents of the studied entities.

The second group encompasses criteria that reflect the economic dimension of effectiveness, considering the impact of the SDGs on the financial stability and competitiveness of organizations.

The third group consists of criteria that characterize the social dimension of effectiveness, including the scale and

1 GRI standards. Global Reporting Initiative. 2025. URL: https://www.globalreporting.org/how-to-use-the-gri-standards/gri-standards-english-language/ (date of access: 23.01.2026).

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structure of beneficiaries, contributions to the development of human capital, the level of social inclusion, and the sustainability of social impact.

The fourth group includes criteria that reflect the organizational and managerial aspects of integrating the SDGs, particularly the presence of a monitoring and evaluation system.

For the comparative analysis within this research, two organizations of different institutional types were selected, which operate within a single national socio-economic space and are directly involved in the implementation of the Sustainable Development Goals.

The first case is the "CO "CF "Star Ukraine"" - a national humanitarian organization whose activities are aimed at providing social and humanitarian assistance to internally displaced persons, vulnerable population groups, and communities affected by military actions (Official website of "CO "CF "Star Ukraine"", n.d.)[3].

The other case is the social enterprise "Pizza Veterano" - an example of a small business that combines entrepreneurial activity with a clearly defined social mission. The main goal of the enterprise is the employment and social integration of combat veterans through the creation of jobs, professional training, and support for adaptation to civilian life (Enterprise "Pizza Veterano", n.d)[4].

The comparative characteristics of the integration of the Sustainable Development Goals and the formation of socio-economic

Table 1. Comparative characteristics of SDG integration and the formation of socio-economic performance of economic entities

Group of criteria	Comparison criterion	"CO «CF «Star Ukraine»	"Pizza Veterano" Social enterprise
Institutional integration of the SDGs	Formalization of SDGs in strategy	SDGs integrated into policy documents and humanitarian strategies	Social mission integrated into the business model, without a separate SDG strategy
	Integration into the management system	SDGs are integrated into project and program management	Integration through human resources and management practices
	Non-financial reporting	Regular project and donor reporting	Absence of formalized non-financial reporting
Economic performance	Sources of funding	Grants, donor programs, international aid	Market revenues from product sales
	Financial stability	Depends on the stability of donor funding	Depends on demand and operational efficiency
	Scaling up activities	Due to the expansion of humanitarian programs	Through network development and franchising
Social performance	Target beneficiaries	IDPs, vulnerable groups, communities	Combat veterans
	Scale of social impact	Thousands of beneficiaries within the programs	Tens to hundreds of people employed
	Sustainability of social impact	Depends on the duration of the programs	Depends on the financial stability of the business
	Measuring social impact	Formalized indicators in reports	Mostly qualitative, descriptive
Management mechanisms	Monitoring and evaluation system	Developed project monitoring system	No formalized monitoring and evaluation system
	Management flexibility	Regulated procedures	High management flexibility

Source: compiled by the author according to the (Nakypilo Radio, 2025[1], Ostaltsev, 2021[2]; Stellar Ukraine Foundation, n.d[3]; Pizza Veterano, n.d[4]; RAU, n.d[5])

1 BF "Zoriana Ukraina": dva roky dopomohy Kharkivshchyni [Charity foundation "Star Ukraine": Two years of aid to Kharkiv region]. Nakypilo Radio. 2025. URL: https://radio.nakypilo.ua/podcast/bf-zoryana-ukrayina-dva-roky-dopomogy-harkivshhyni/ (date of access: 23.01.2026).

2 Ostaltsev L. Biznes skhozhyi na planuvannia boiovoi operatsii [Business is like planning a military operation]. Minfin. URL: https://minfin.com.ua/ua/credits/articles/intervyu-ostalceva/ (date of access: 23.01.2026).

3 Stellar Ukraine Foundation : Official website. URL: https://stellarua.org/ (date of access: 23.01.2026).

4 Pizza Veterano : Official website. URL: https://pizzaveterano.com.ua (date of access: 23.01.2026).

5 Pizza, kava, taksi, okhorona: yak stvoriuvalasia ta rozvyvalasia Veterano Group [Pizza, coffee, taxi, security: How Veterano Group was created and developed]. RAU. URL: https://rau.ua/news/istoriya-veterano-group/ (date of access: 23.01.2026).

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effectiveness in the activities of the CSO "CO "CF "Star Ukraine"" and the social enterprise "Pizza Veterano" are presented in Table 1.

The comparative analysis indicates that both models demonstrate different types of economic logic: the CSO operates on a funding model through external resources, which ensures scalability but creates dependence on donor conditions; in contrast, social entrepreneurship functions on a market model, where financial sustainability is determined by demand, the efficiency of business processes, and the ability to generate its own income.

The presented data allow for the identification of common and distinct features of the two models of SDGs implementation within the national institutional environment.

The CSO demonstrates a high level of institutional integration of the Sustainable Development Goals, which is manifested in the formalization of strategic documents, the

The presented data allow for the identification of common and distinct features of the two models of SDGs implementation within the national institutional environment.

The CSO demonstrates a high level of institutional integration of the Sustainable Development Goals, which is manifested in the formalization of strategic documents, the presence of program and donor policies, as well as the embedding of sustainability principles into the project and program management system.

The existence of regular non-financial reporting and a developed monitoring and evaluation system ensures a high level of accountability and standardization of activity results.

At the same time, the social enterprise "Pizza Veterano" implements SDGs integration primarily through its social mission and management practices without a separate formalized strategy, indicating a more informal yet flexible approach to sustainable development.

The lack of systematic non-financial reporting and a formalized monitoring and evaluation system is compensated by high management adaptability and close interaction with local communities and business partners.

Based on the comparative characteristics, a diagram was constructed that reflects the key differences in the economic and social effectiveness of the studied objects

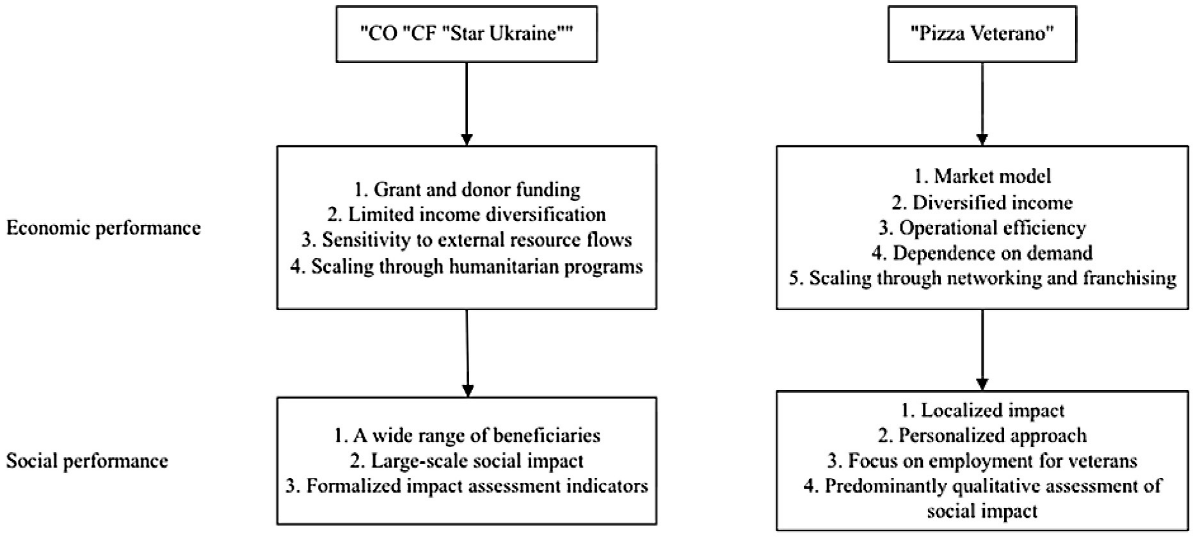

Fig. 1. Comparative diagram of economic and social performance of the studied economic entities

Source: systematized by the author based on (Nakypilo Radio, 2025[1], Ostaltsev, 2021[2]; Stellar Ukraine Foundation, n.d[3]; Pizza Veterano, n.d[4]; RAU, n.d[5])

1 BF "Zoriana Ukraina": dva roky dopomohy Kharkivshchyni [Charity foundation "Star Ukraine": Two years of aid to Kharkiv region]. Nakypilo Radio. 2025. URL: https://radio.nakypilo.ua/podcast/bf-zoryana-ukrayina-dva-roky-dopomogy-harkivshhyni/ (date of access: 23.01.2026).

2 Ostaltsev L. Biznes skhozhyi na planuvannia boiovoi operatsii [Business is like planning a military operation]. Minfin. URL: https://minfin.com.ua/ua/credits/articles/intervyu-ostalceva/ (date of access: 23.01.2026).

3 Stellar Ukraine Foundation : Official website. URL: https://stellarua.org/ (date of access: 23.01.2026).

4 Pizza Veterano : Official website. URL: https://pizzaveterano.com.ua (date of access: 23.01.2026).

5 Pizza, kava, taksi, okhorona: yak stvoriuvalasia ta rozvyvalasia Veterano Group [Pizza, coffee, taxi, security: How Veterano Group was created and developed]. RAU. URL: https://rau.ua/news/istoriya-veterano-group/ (date of access: 23.01.2026).

(Fig. 1). The diagram presented below allows for a visual demonstration of the different mechanisms for achieving effectiveness within each organizational model.

Overall, the results of the analysis confirm that CSO and social enterprises represent different institutional trajectories for achieving socio-economic effectiveness: the former provide scalability and standardized accountability, while the latter offer flexibility, economic autonomy, and innovative mechanisms for social integration. The combination of these approaches is a promising direction for forming a balanced model of sustainable development.

From an economic perspective, both organizational models have specific risks: for CSO, the main risk is the instability of donor funding, while social enterprises face market risks – fluctuations in demand, competition, and the need for constant innovation. However, the integration of SDGs partially mitigates these risks by strengthening access to partnerships, grant programs, investments, and socially oriented markets.

Conclusions. During the research, a comparative analysis of the role of the Sustainable Development Goals in shaping the socio-economic effectiveness of economic entities of various institutional types was conducted. The results confirm that the integration of the SDGs transforms traditional approaches to performance evaluation, expanding its content from purely financial and economic indicators to a multidimensional category that combines economic, social, and institutional-management dimensions. The generalization of theoretical approaches has justified the relevance of considering socio-economic effectiveness in the context of sustainable development as a dynamic process of creating long-term value for a wide range of stakeholders.

The proposed system of criteria for comparative analysis encompasses the institutional integration of SDGs, economic and social effectiveness, as well as management mechanisms for implementation, ensuring a comprehensive assessment of the activities of various types of organizations in the absence of unified indicators of social impact.

The case analysis showed that civil society organizations are characterized by a high level of formalization and institutionalization of SDGs, developed systems of monitoring, evaluation, and non-financial reporting, which ensure a significant social impact and a high level of accountability.

Social enterprises integrate SDGs primarily through a combination of social mission and business model, which shapes a flexible and adaptive nature of socio-economic effectiveness. Their financial sustainability is based on market mechanisms and income diversification, while the social impact is localized and personalized, focusing on social integration and human capital development.

The research confirms that CSO and social enterprises shape socio-economic effectiveness through different but complementary trajectories. The combination of the scale and standardized accountability of public organizations with the flexibility, economic autonomy, and innovativeness of social enterprises creates the potential for balanced models of SDGs implementation in the national economy.

In the economic dimension, the research confirmed that the integration of SDGs contributes to the formation of long-term sustainability of organizations through the reduction of operational risks, increased efficiency in resource use, diversification of funding sources, and the creation of new types of economic value.

The complementarity of market mechanisms of social entrepreneurship and project-grant mechanisms of public organizations creates the potential for building balanced economic models in the field of SDGs implementation.

Further scientific research should be directed towards the development of unified and applied indicators for assessing social-economic impact, which would enhance the comparability of the results of activities of organizations of different institutional types.

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СОЦІАЛЬНО-ЕКОНОМІЧНА РЕЗУЛЬТАТИВНІСТЬ ГОСПОДАРЮЮЧИХ СУБ'ЄКТІВ У КОНТЕКСТІ ІНТЕГРАЦІЇ ЦІЛЕЙ СТАЛОГО РОЗВИТКУ

У статті розглянуто роль Цілей сталого розвитку (ЦСР) у формуванні соціально-економічної результативності господарюючих суб'єктів в умовах трансформації сучасних підходів до оцінювання ефективності їх діяльності. Акцентовано увагу на обмеженості традиційних фінансово-економічних показників результативності та обґрунтовано необхідність їх доповнення соціальними й інституційними параметрами, що відповідають принципам сталого розвитку. Соціально-економічну результативність інтерпретовано як багатовимірну категорію, що поєднує економічний, соціальний та інституційно-управлінський виміри та формується через інтеграцію ЦСР у стратегічні рішення, організаційні структури та управлінські практики економічних суб'єктів. У роботі обґрунтовано систему критеріїв порівняльного аналізу інтеграції ЦСР, яка охоплює інституційні, економічні, соціальні та управлінські аспекти діяльності організацій. Показано, що громадські організації забезпечують масштабний соціальний вплив, високий рівень підзвітності та системність процесів завдяки інституціолізованій інтеграції ЦСР, наявності програмних документів, систем моніторингу та нефінансової звітності. Водночас встановлено, що їх економічна стійкість значною мірою залежить від зовнішніх донорських і грантових ресурсів, що обмежує довгострокову автономність діяльності. Визначено, що соціальні підприємства характеризуються гнучкою управлінською моделлю, вищим рівнем економічної самодостатності та здатністю до адаптації, а соціальний ефект має локалізований та персоналізований характер і формується через поєднання ринкових механізмів і соціальної місії. Зроблено висновок про комплементарний характер моделей громадських організацій і соціальних підприємств та перспективність інтеграції їхніх підходів для підвищення соціально-економічної результативності й ефективного впровадження ЦСР у національній економіці.

Ключові слова: *сталий розвиток, Цілі сталого розвитку, соціальна-економічна результативність, економічна стійкість, соціальне підприємство, організація громадського суспільства.*

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