UDC 005.8:005.334
JEL Classification: M10, M14, Q01, Q56

Mamotenko D. [a]***, Hres-Yevreinova S.*** [a]***, But T.*** [b]***, Korniienko O.*** [a]

SUSTAINABLE PROJECT MANAGEMENT AS AN INSTRUMENT FOR ENSURING THE LONG-TERM DEVELOPMENT OF ORGANIZATIONS

[a] **National University "Zaporizhzhia Polytechnic", Zaporizhzhia, Ukraine**
[b] **Pan-European University, Prague 9 – Vysocany, Czech Republic**

The article examines sustainable project management as a strategic instrument for ensuring the long-term development of organizations in the context of digital transformation and the post-war modernization of Ukraine's economy. The purpose of the study is to provide a theoretical and methodological justification and to develop a conceptual model for the development of sustainable project management oriented toward the integration of ESG principles and the United Nations Sustainable Development Goals (SDGs) into organizational project activities. The research employs methods of system analysis, structural and logical synthesis, comparative analysis, content analysis of regulatory documents and project management standards, as well as elements of empirical assessment based on national and international statistical data. The evolution of project management from a classical process-oriented model toward the integration of ESG criteria, sustainability principles, and digital decision-support tools is substantiated. An empirical analysis of the current state of sustainable project management in Ukraine is conducted, which makes it possible to identify key institutional and managerial challenges, including a shortage of professional competencies in ESG and sustainable project management, fragmentation of non-financial reporting standards, a low level of harmonization with European regulatory requirements, as well as barriers to the digitalization of ESG data collection and analytics processes. The paper proposes an original multi-level integrative model for the development of sustainable project management in Ukraine, which links the macro, meso, and micro levels of governance through a digital monitoring and analytical decision-support platform. The practical value of the results lies in recommendations for integrating ESG KPIs into the project life cycle, developing digital tools for sustainable project management, and establishing institutional conditions for scaling sustainable practices. Practical recommendations are formulated for public authorities, businesses, and educational institutions aimed at institutionalizing sustainable project management as one of the key mechanisms for post-war recovery and the long-term development of Ukraine's economy.

Keywords: sustainable development, project management, ESG, SDGs, digitalization, non-financial reporting, Ukraine.

DOI: 10.32434/2415-3974-2026-23-1-24-36

Introduction and formulation of the problem

An analysis of contemporary academic publications demonstrates a steady increase in scholarly interest in the integration of sustainable development principles into project management within both the global and Ukrainian research communities. International studies convincingly show that sustainable project management is associated with higher levels of project success, as it expands traditional performance criteria beyond the "time–cost–quality" triangle to incorporate social and environmental dimensions of effectiveness [4; 19; 22]. In modern sustainability theory, the Triple Bottom Line concept is regarded as a foundational methodological framework for integrating economic, social, and environmental objectives into project governance [13; 14; 15].

At the same time, the global academic discourse reflects a gradual shift from a declarative understanding of sustainability toward the institutionalization of ESG approaches as an integral component of corporate and project governance. Theoretical studies indicate that the integration of ESG criteria into project management transforms managerial logic from an operational to a strategic value-oriented paradigm focused on long-term organizational resilience [9]. An additional driver of this transformation is the digitalization of management processes and the development of analytical tools for the collection and interpretation of ESG data [16], which creates preconditions for the transition toward data-driven sustainable project management.

For Ukraine, the relevance of sustainable project management is significantly reinforced by the context of post-war recovery, large-scale economic modernization, and European integration commitments. The implementation of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) in the European Union establishes new regulatory requirements for Ukrainian companies integrated into European value chains [5]. At the same time, analytical reviews indicate that ESRS implementation in Ukraine remains at an early stage and is accompanied by a lack of methodological guidance and managerial instruments for the practical integration of ESG into business processes and project activities [1]. Domestic research confirms that ESG accounting and reporting are increasingly perceived as tools for enhancing business transparency; however, they remain fragmented and insufficiently embedded in strategic project management systems [2].

Empirical evidence also reveals a substantial gap between the declared commitment to ESG principles and actual managerial practices in Ukrainian companies. According to the Green Transition Office, 77% of Ukrainian companies require practical tools to implement ESG standards [6]. Executive surveys indicate a growing awareness of sustainability challenges, while simultaneously highlighting deficiencies in digital solutions and professional competencies necessary for integrating ESG into strategic and investment decision-making [8]. In Ukraine's legal and institutional environment, new initiatives related to non-financial reporting and corporate social responsibility are emerging; however, their implementation remains uneven and fragmented [10].

Contemporary Ukrainian scholarship addresses specific aspects of sustainable project management and development, with a particular focus on managing sustainable development projects in risk-prone environments and highlighting the critical role of planning, risk management, and stakeholder engagement [11, 21]. Authors analyze sustainable finance for urban development projects and stress the need to integrate environmental and social dimensions into financial and investment decision-making [3]. Moreover, studies on hybrid project management models under conditions of the digital economy and sustainable development [12] indicate the necessity of adapting classical and agile methodologies to emerging sustainability requirements. In the context of Ukraine's post-war reconstruction, [7] demonstrate that sustainable project outcomes largely depend on the quality of stakeholder interaction, community participation, and international support.

Despite the growing body of literature, significant research gaps persist regarding the systemic integration of ESG principles and the SDGs into project management across different governance levels (national, sectoral, and organizational), as well as the institutionalization of digital tools for ESG monitoring and analytics throughout the project life cycle. Most existing studies remain fragmented and do not offer an integrated conceptual framework capable of ensuring vertical alignment of sustainable development goals with operational project decisions and horizontal integration of economic, social, environmental, and digital dimensions of project governance.

Accordingly, the core research problem lies in substantiating and developing an integrated conceptual approach to sustainable project management that accounts for ESG requirements, SDG priorities, the challenges of digital transformation, and the specificities of Ukraine's post-war economic modernization. Addressing this problem determines the relevance and theoretical as well as practical significance of the present study.

Purpose of the article

The purpose of this study is to provide a theoretical and methodological justification and to develop a conceptual model of sustainable project management as an instrument for ensuring the long-term development of organizations in the context of digital transformation and the post-war modernization of Ukraine's economy. To achieve this objective, the study aims to: systematize scholarly approaches to the interpretation of sustainable projects and sustainable development; analyze the evolution of project management in the context of ESG and the Sustainable Development Goals (SDGs); conduct an empirical assessment of the current state of sustainable project management in Ukraine; identify key challenges and development prospects; and propose an integrative model aimed at aligning strategic sustainable development goals with project-level decisions at the organizational level.

Presentation of the main material

The concept of sustainable development is one of the key paradigms of contemporary economic and management science. It was formally articulated in the report of the United Nations Brundtland Commission (1987) as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This concept emphasizes the balance between economic efficiency, social equity, and environmental security, which constitutes the foundation of the Triple Bottom Line (TBL) model "economy–society–environment" [15].

Within the classical approach, project management is primarily oriented toward achieving objectives within the three constraints of time, budget, and quality. In contrast, a sustainable project is understood as a temporary endeavor that considers not only traditional performance indicators but also the social and environmental impacts of its outcomes. Such a project integrates economic success with benefits for society and the environment, which fully corresponds to the logic of the Triple Bottom Line as a core framework of sustainable management.

Scholarly research emphasizes that sustainable project management, which integrates environmental, social, and governance dimensions into planning and implementation processes, enhances the overall value of projects for all stakeholders [19].

The integration of ESG approaches (Environmental, Social, and Governance) into corporate strategy enables companies to incorporate environmental, social, and governance considerations into decision-making processes, thereby facilitating the achievement of long-term sustainable development goals and the creation of socio-economic value [17].

Moreover, a sustainable project is directly linked to the United Nations Sustainable Development Goals (SDGs), which establish global benchmarks for ensuring human well-being, economic equity, and environmental protection by 2030. Projects that integrate SDG principles into their objectives are more likely to achieve a long-term positive impact on society and the environment.

Accordingly, a sustainable project encompasses: objectives that consider not only short-term economic outcomes but also long-term social and environmental implications; integrated approaches based on ESG criteria; alignment with global SDG benchmarks, ensuring consistency with international sustainable development practices.

To facilitate a clearer understanding of the conceptual framework of sustainable development and sustainable projects, it is important to visualize the interrelationship among the three core dimensions: economic, social, and environmental (Fig. 1).

This visual model illustrates that a sustainable project should generate not only financial value but also meaningful social and environmental outcomes that interact synergistically to achieve long-term sustainability in line with the Triple Bottom Line [20].

The implementation of this approach in management practice required a gradual transformation of classical project management concepts, which led to the emergence of a new paradigm sustainable project management. In this regard, it is advisable to examine the evolution of project management approaches: from the traditional focus on delivering results within budget and time constraints to contemporary models that integrate ESG principles and the Sustainable Development Goals. Project management as a scientific and practical discipline has undergone significant evolution from a tool for implementing discrete technical tasks to a comprehensive system for managing strategic change within organizations. The traditional project management model was centered on achieving results within the so-called "golden triangle" of time, cost, and quality. The primary objective of a project was considered to be the timely completion of tasks with minimal expenditure and compliance with specified technical parameters.

In the 21st century, under the influence of globalization, digitalization, environmental threats, and social transformations, these criteria have become insufficient for assessing project success. Organizations are increasingly required to consider the long-term consequences of their activities for society and the environment. Consequently, a new approach has emerged, sustainable project management, which

combines classical management tools with the principles of sustainable development and ESG orientation. Contemporary studies confirm that the Triple Bottom Line concept continues to serve as the theoretical core of sustainable development, while recent research demonstrates its close interconnection with ESG approaches and ESG scholarship in global academia [13; 14; 17; 19].

Fig. 1. Triple Bottom Line (3P) Model: Economy – Society – Environment

Source: [20]

The key distinction between traditional and sustainable project management lies in the shift of focus from short-term results to the creation of long-term value. While in the classical approach a project is deemed successful if it achieves its planned performance indicators, sustainable management also emphasizes the project's impact on stakeholders, environmental resources, and social stability. This implies that a project manager must assess not only financial risks but also non-financial risks (environmental, social, and governance-related).

The ESG paradigm plays a crucial role in transforming management approaches by integrating environmental (E), social (S), and governance (G) criteria into decision-making systems. It is through projects that organizations operationalize their ESG strategies, translating abstract sustainability principles into concrete actions, investments, and managerial innovations. As contemporary research indicates, the integration of ESG approaches into project management enhances transparency, accountability, and the resilience of business models [19].

Thus, the evolution of project management reflects a transition from a technocratic management model to an integrated, value-oriented approach in which the project serves as an instrument for achieving not only economic but also socio-environmental development objectives of the organization. For the purpose of synthesizing this transformation, it is advisable to outline the key stages in the evolution of project management: from classical PM to contemporary models grounded in ESG principles and sustainable development (Fig. 2).

One of the key instruments for managing sustainable projects is non-financial (ESG) reporting, which enables organizations to systematically disclose the impact of their activities on the environment, the social sphere, and corporate governance processes. ESG reporting goes beyond traditional financial reporting by emphasizing transparency, accountability, and the long-term outcomes of project activities [2, 16].

In the context of sustainable project management, ESG indicators function as essential sustainability KPIs used to assess project performance not only from an economic perspective but also from social and environmental standpoints. The primary objective of such metrics is to quantitatively measure not only operational results but also their broader impact on

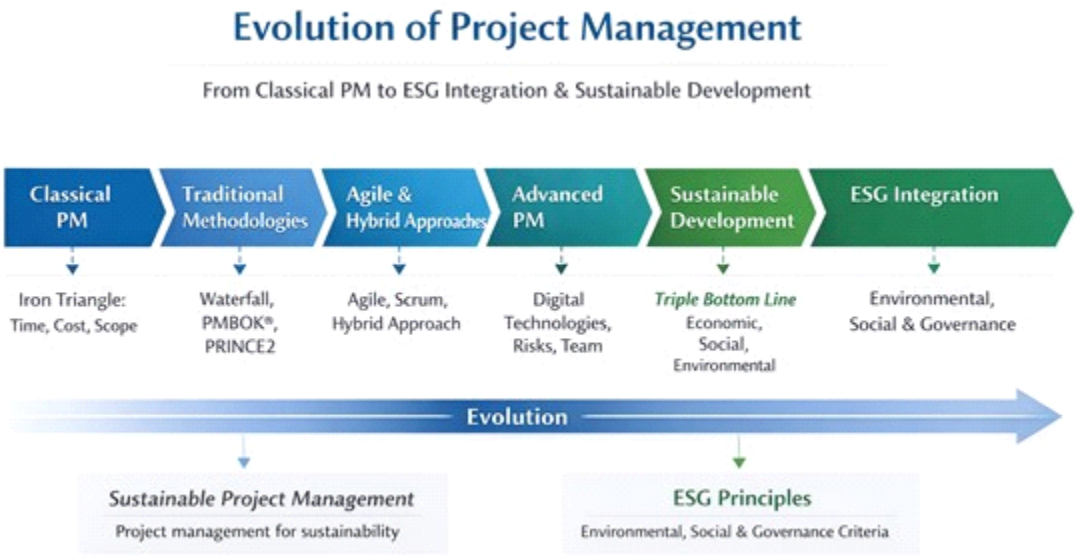

Fig. 2. Stages of the evolution of Project Management: from classical PM to the integration of ESG and Sustainable Development

Source: authors' development based on data [2; 4; 13; 14; 18; 21; 22]

the environment, society, and governance systems. For example, in global practice, ESG metrics include greenhouse gas emissions, energy consumption, workplace injury rates, employee and customer satisfaction levels, as well as the degree of board independence and compliance with ethical standards in corporate activities.

In the context of sustainable development, non-financial reporting is becoming increasingly important for Ukrainian organizations, as regulatory pressure and stakeholder expectations require enterprises to ensure the transparency and integrity of non-financial data, thereby strengthening investor and partner confidence.

It is important to emphasize that effective ESG metrics must comply with international standards such as GRI, SASB, TCFD, and CSRD, ensuring data comparability and verification within a global framework.

Sustainable project management in specific sectors, particularly tourism, also involves the use of non-financial indicators to assess risks and uncertainties associated with socio-economic and environmental factors. Risk analysis, the integration of local community needs, and the consideration of environmental impacts in the project management of tourism initiatives enhance adaptability and the sustainability of outcomes [11].

In practice, sustainability KPIs may include both quantitative indicators and qualitative assessments, providing a broader understanding of the value a project delivers to stakeholders and society at large. Such a system of indicators is applied not only for monitoring purposes but also for real-time managerial decision-making. To systematize approaches to assessing the sustainability of project activities, it is advisable to summarize the main categories of ESG indicators used in sustainable project management (Table).

Table

Main Categories of ESG Indicators in Sustainable Project Management

Category	Examples of Indicators	Explanation
Environmental (E)	CO_2 emissions; energy consumption; water consumption; waste management	Assess the project's environmental impact and resource-use efficiency
Social (S)	Employment coverage index; occupational safety; customer satisfaction level	Measure impacts on the social dimensions affecting employees, customers, and communities
Governance (G)	Board independence; process transparency; compliance with ethical standards	Characterize the quality and ethical standards of project governance and corporate responsibility policies

Source: authors' development based on data [1; 2; 9; 16]

The proposed classification of ESG indicators enables a comprehensive assessment of project outcomes from the perspectives of economic efficiency, social responsibility, and environmental balance, thereby enhancing the validity and robustness of managerial decision-making in the field of sustainable development.

The digitalization of management processes constitutes a key prerequisite for the effective implementation of sustainable projects in contemporary organizations. The use of digital tools makes it possible to integrate environmental, social, and governance indicators into a unified information and analytical system, ensuring transparency, comparability, and timeliness of managerial decisions.

One of the fundamental instruments supporting sustainable projects is non-financial reporting platforms, which facilitate the structured collection and processing of ESG data in accordance with international standards (GRI, SASB, CSRD). Such systems enable organizations to prepare integrated reports and dynamically track progress toward the Sustainable Development Goals (SDGs) [5]. The use of open SDG platforms contributes to aligning project activities with global sustainable development benchmarks.

A significant role in supporting sustainable project management is played by analytical dashboards and Business Intelligence (BI) tools, which provide visualization of key ESG metrics and support data-driven decision-making in real time. These instruments enable continuous monitoring of sustainability KPIs, risk identification, and forecasting of managerial decision outcomes [19].

Digital tools acquire particular importance in sectors highly sensitive to socio-environmental factors, especially tourism. The digital transformation of tourism services enhances project management efficiency, optimizes resource allocation, and enables adaptation to dynamically changing demand conditions. The digitalization of the economy creates systemic preconditions for the sustainable development of tourism by integrating analytical instruments into risk and uncertainty management processes [11].

Thus, digital tools, ESG reporting platforms, SDG repositories, analytical dashboards, and BI systems function not merely as technical means of information processing but as strategic mechanisms supporting sustainable managerial decision-making in project activities.

The empirical analysis of sustainable project management in Ukraine involves assessing both the institutional environment and the practical implementation of ESG approaches and the Sustainable Development Goals (SDGs) in project activities at both the governmental and corporate levels. This approach makes it possible to determine the degree of integration of sustainable development principles into project management practices and to identify the most significant challenges and prospects within the Ukrainian context.

Since early 2019, Ukraine has been gradually developing a national system for achieving the Sustainable Development Goals by 2030, encompassing 17 global goals and more than 180 indicators for their measurement. According to the State Statistics Service of Ukraine, all 183 national SDG indicators are fully reported, covering such areas as health, education, clean energy, infrastructure, and other key dimensions of sustainable development [18].

At the regulatory policy level, ESG and sustainable development issues are increasingly being integrated into national legislation and governance approaches. For example, the Government of Ukraine has approved a strategy for implementing sustainability reporting, including the harmonization of ESG reporting standards based on the European ESRS framework, which provides for the establishment of a transparent mechanism for non-financial reporting by enterprises during 2026–2030 [1].

Such institutional development provides a regulatory foundation for the formation of projects oriented not only toward economic efficiency but also toward social and environmental outcomes defined by national SDG indicators (e.g., the number of public–private partnership projects aimed at achieving the SDGs) [18].

In Ukraine's corporate sector, the implementation and management of sustainable projects remain at an early stage. According to a 2025 study by the Green Transition Office, 87% of Ukrainian companies expressed support for the introduction of ESG practices, while only 7–9% demonstrate a clear understanding of relevant international standards, and 77% identified a lack of competencies and practical tools as the main barrier to ESG implementation in business processes [6].

This indicates that despite the growing attention to sustainable development, the majority of Ukrainian organizations have not yet established a systemic approach to sustainable project management that includes comprehensive non-financial reporting and ESG metric monitoring. Against this backdrop, strategic sustainability management requires additional efforts in capacity building and the implementation of tools that ensure the long-term sustainability of project decisions.

Empirical evidence suggests that Ukrainian companies maintain a declared commitment to ESG principles and sustainable development; however, the depth of their integration into strategies and managerial processes significantly lags behind global trends. Although 42% of executives confirm full adherence to previously defined ESG goals, the maturity level of Ukrainian businesses in the field of sustainability remains low: the share of companies that have fully integrated sustainability into their operations is half the global average, while confidence in achieving sustainability targets by 2030 is three times lower. This reflects the predominance of a tactical approach to ESG, focused on maintaining stability under wartime conditions, whereas global companies increasingly perceive sustainability as a tool for strategic transformation and competitive advantage [8]. The most significant gap between Ukraine and global practice is observed in the integration of ESG criteria into financial and investment decision-making: 56% of Ukrainian executives do not consider ESG indicators in investment planning, which substantially limits companies' competitiveness in international markets (Fig. 3).

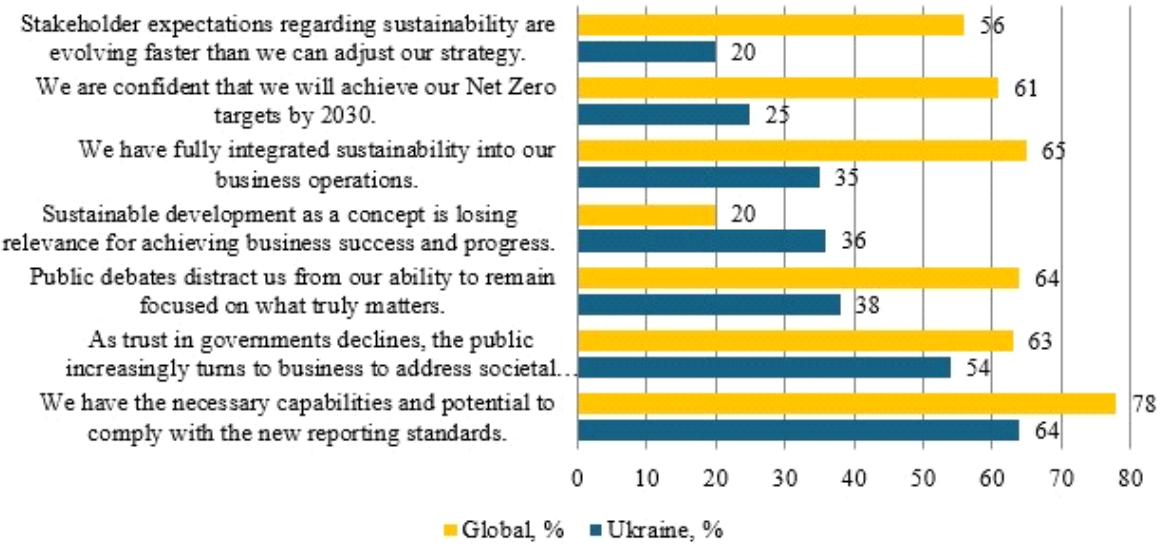

Fig. 3. Advancements in ESG and Sustainable Development Initiatives

Source: [8]

The war further shifts business priorities toward short-term operational decisions, particularly in the areas of energy and climate policy, leading some companies to suspend progress toward their Net Zero commitments. At the same time, organizations that apply quantitative methods to assess ESG impact and invest in community development and human capital demonstrate a higher level of strategic maturity [8]. This confirms that in Ukraine sustainable development currently functions predominantly as a stabilizing rather than a transformative practice; however, it possesses significant potential for transition toward a systemic management model.

At the level of specific sectors and cities, tangible sustainable practices are emerging. For instance, enterprises in the agricultural sector and the city of Lviv are implementing socio-environmentally oriented initiatives, such as inclusive tourism and the adoption of innovative technologies aimed at improving efficiency and environmental responsibility. At the same time, increasing attention to ESG integration is evident within cross-sectoral initiatives: organizations are conducting sustainability rankings and forums, strengthening reporting transparency requirements, and engaging investors in projects that generate long-term socio-environmental value [10].

Although institutional mechanisms and partial practical initiatives create a foundation for sustainability in project management, significant barriers remain:

a) low level of ESG reporting: The limited dissemination of comprehensive non-financial reports among Ukrainian companies indicates insufficient integration of ESG approaches into corporate practice and managerial processes;

b) lack of standardized tools: The absence of established mechanisms for monitoring and evaluating ESG metrics at the project level complicates transparency and comparability of results;

c) human capital and competency gaps: A shortage of sustainability management specialists and

project managers with relevant qualifications constrains organizational capacity to implement sustainable initiatives;

d) insufficient incentives: The absence of differentiated financial and tax incentives for sustainable projects reduces organizational motivation to adopt ESG-oriented practices.

Despite these challenges, opportunities for development exist particularly through enhanced reporting transparency requirements, the implementation of European ESRS standards, and the strengthened role of state regulators in shaping a supportive environment for sustainable projects.

Sustainable project management in Ukraine is undergoing a phase of institutional transformation influenced by wartime, economic, and regulatory factors. At the same time, the integration of sustainable development principles into project activities constitutes an objective requirement of a modern economy oriented toward the ESG paradigm and the achievement of the Sustainable Development Goals (SDGs). In the national context, the establishment of an SDG monitoring system creates preconditions for transitioning from declarative sustainability to measurable results-based management [18].

The first systemic challenge is the deficit of competencies and professional expertise in ESG and sustainable project management. According to the Green Transition Office (2025), 77% of Ukrainian companies report a lack of adequate tools and expertise for ESG implementation, which constrains the systematic integration of sustainability principles into project life cycles. Expanding the analytical and strategic competencies of project managers is therefore essential.

The second barrier concerns the insufficient standardization of non-financial reporting and ESG metrics. Despite gradual harmonization with European ESRS standards [1], most Ukrainian companies lack systematized procedures for collecting and disclosing ESG data. Notably, 56% of executives do not integrate ESG indicators into investment decision-making, indicating limited institutionalization of sustainable management within corporate financial architecture [8].

The third challenge relates to barriers in the digitalization of sustainable project monitoring processes. While economic digitalization represents a key prerequisite for enhancing management efficiency, many organizations lack integrated analytical platforms, BI tools, and ESG data collection systems [11]. Fragmented information flows hinder strategic decision-making and reduce governance transparency.

Thus, the contemporary model of sustainable project management in Ukraine is characterized by institutional incompleteness, limited digital integration, and insufficient managerial maturity.

Despite these challenges, Ukraine is developing the potential for a qualitative transformation of sustainable project management.

The first strategic direction involves strengthening the role of SDG monitoring and open data platforms. Full reporting on 183 national SDG indicators creates a unique foundation for integrating macroeconomic indicators into project performance evaluation systems [18]. The use of open data enhances transparency and ensures evidence-based managerial decision-making.

The second direction concerns institutional development of ESG education and professional training for sustainable project managers. According to contemporary project management approaches, sustainable projects require the integration of financial analysis, risk management, digital analytics, and socio-environmental impact assessment. The development of such competencies is a key condition for transitioning from a reactive to a strategic management model.

The third direction entails the creation of governmental and financial incentives for ESG integration, including tax mechanisms, access to sustainable finance instruments, and regulatory alignment with EU requirements. In this context, sustainable projects may evolve from instruments of corporate responsibility into mechanisms for long-term economic modernization.

Therefore, the prospects for developing sustainable project management in Ukraine are associated not only with the technical improvement of tools but also with profound institutional and digital transformation of the governance system. A multi-level integration model is proposed, combining macro-, meso-, and micro-levels of governance (Fig. 4).

The proposed conceptual model for the development of sustainable project management in Ukraine reflects an integrative approach that combines national sustainable development goals, institutional policies, and organizational project management practices. Its central idea is the formation of a holistic system in which project sustainability is ensured not through fragmented initiatives but through a coordinated mechanism of interaction across macro-, meso-, and micro-management levels.

At the macro level, the model relies on the Sustainable Development Goals (SDGs), non-financial reporting standards such as ESRS, and state regulatory instruments that form the normative and institutional framework for sustainable projects. The meso level ensures the adaptation of nationwide guidelines to sectoral and regional specifics through ESG standards, public-private partnerships, and digital

analytical platforms. At the micro level, sustainability is operationalized through ESG KPIs, the integration of business intelligence, and risk management within the project cycle.

Fig 4. A multi-level integration model for the development of sustainable Project Management in Ukraine

Source: developed by the authors

The central integrative element of the model is a digital platform for sustainable project management, which facilitates the collection, analysis, and visualization of ESG data, as well as supports decision-making based on SDG indicators. This mechanism establishes a direct link between strategic sustainable development objectives and tangible project outcomes.

The purpose of developing this conceptual model is to provide a methodological foundation for transitioning from the fragmented application of ESG principles to systematic sustainable project management in Ukraine. The model aims to:

- ensure alignment between national sustainable development goals and organizational project decisions;

- integrate digital tools, ESG metrics, and risk management into a unified management framework;
- enhance transparency, comparability, and strategic orientation of sustainable projects;
- create a basis for institutional and human resource development in sustainable project management.

Ultimately, the proposed model can serve as both an analytical and practical tool for modernizing project management in Ukraine in the context of post-war recovery and European integration processes.

Conclusions

The study demonstrates that sustainable project management is a strategic instrument for ensuring the long-term development of organizations amid increasing turbulence, digital transformation, and rising global demands for business transparency and accountability. The concept of a sustainable project has been systematized as an integrative category that combines economic efficiency, social responsibility, and environmental balance in accordance with the Triple Bottom Line framework and ESG paradigm. It is shown that the evolution of project management from the classical "time–cost–quality" model to ESG-oriented approaches reflects a shift from a primarily operational to a strategically value-driven management logic.

Empirical results indicate that Ukraine has the institutional prerequisites for the development of sustainable project management (national SDG monitoring, gradual harmonization with European non-financial reporting requirements). However, the integration of ESG indicators into strategic and investment decisions remains limited due to a lack of specialized competencies, fragmented non-financial reporting standards, and low levels of digitalization in ESG data collection and analytics.

The proposed multi-level integrative model substantiates the need to align national sustainable development goals with sectoral standards and organizational KPIs within a unified governance architecture. This creates a foundation for systematically embedding sustainability into the project cycle and has practical potential for post-war recovery, structural modernization of the economy, and European integration of Ukraine.

In summary, sustainable project management in Ukraine is at a transitional stage toward a transformative development model. Further strengthening of digital tools, non-financial reporting standardization, ESG competency development, and state incentives are key prerequisites for establishing a system of long-term value management at both organizational and national levels.

Policy Implications:

- first, institutionalize the integration of SDG indicators into state strategic planning and the evaluation of public investment project effectiveness;
- second, accelerate the harmonization of the national non-financial reporting system with ESRS, providing methodological support for businesses;
- third, promote the implementation of digital solutions for ESG data collection and analytics through financial and tax support instruments;
- fourth, develop an ESG education system and train sustainable project managers by integrating relevant modules into project management, finance, and public administration programs;
- fifth, implementation of these measures will facilitate a shift from declarative practices to systematic long-term value management.

The scientific novelty lies in the development of a multi-level integrative model of sustainable project management in Ukraine, combining the macro level (SDGs and state policy), meso level (sectoral ESG standards and regional strategies), and micro level (organizational ESG KPIs and management tools) within a coordinated system. Unlike fragmented approaches, the model ensures systematic alignment of strategic sustainable development objectives with operational project decisions and harmonizes economic, social, and environmental priorities.

The practical significance of the results lies in their applicability for modernizing project management systems in the public and corporate sectors of Ukraine, shaping post-war recovery policies, improving non-financial reporting, and developing sectoral ESG standards. The findings can be incorporated into educational programs on project management and sustainable development, contributing to increased investment attractiveness, organizational competitiveness, and accelerated European integration of Ukraine.

Future studies should focus, first, on developing quantitative methodologies to assess the effectiveness of sustainable projects considering the full life cycle and integrated ESG impact; second, on empirically testing the proposed conceptual model in specific sectors and regions of Ukraine; third, on investigating the role of digital technologies (Big Data, artificial intelligence, BI systems) in improving decision-making quality in sustainable project management; fourth, on analyzing institutional and financial mechanisms for promoting ESG-oriented projects in the context of European integration and post-war recovery; and fifth, on comparative studies of international experience in implementing sustainable project management to adapt best practices to Ukrainian realities.

REFERENCES

1. BDO Ukraine. (2025). ESRS Reporting in Ukraine: Implementing European Standards. *bdo.ua*. Retrieved from https://www.bdo.ua/en-gb/insights-1/information-materials/2025/esrs-reporting-in-ukraine-implementing-european-standards [in English].

2. Bohatchyk, L., Lopatovskyi, V., Lopatovska, O., & Melnychuk, I. (2025). Oblik i zvitnist ESG-pokaznykiv yak instrument pidvyshchennia prozorosti biznesu v umovakh staloho rozvytku [Accounting and reporting of ESG indicators as a tool for enhancing business transparency under sustainable development conditions]. *Visnyk Kremenchutskoho Natsionalnoho Universitetu. Ekonomichni nauky – Herald of Khmelnytskyi National University. Economic Sciences*, *346*(5), 464–472. DOI: https://doi.org/10.31891/2307-5740-2025-346-5-68 [in Ukrainian].

3. Boiko, Y., Diachenko, Y., & Zhelizniak, O. (2025). Stale finansuvannia proiektiv miskoho rozvytku v Ukraini [Sustainable finance of urban development projects in Ukraine]. *Upravlinnia rozvytkom skladnykh system – Management of Development of Complex Systems*, (61), 6–16. DOI: https://doi.org/10.32347/2412-9933.2025.61.6-16 [in Ukrainian].

4. Dubois, O., & Silvius, G. (2020). The Relation Between Sustainable Project Management and Project Success. *International Journal of Management and Sustainability*, 9(4), 218–238. DOI: https://doi.org/10.18488/journal.11.2020.94.218.238 [in English].

5. European Commission. (2024). Corporate Sustainability Reporting Directive (CSRD) – overview and implementation. *finance.ec.europa.eu*. Retrieved from https://finance.ec.europa.eu [in English].

6. Green Transition Office. (2025) 77% of Ukrainian companies need tools to implement ESG standards. *gto.dixigroup.org*. Retrieved from https://gto.dixigroup.org/en/news/77-ukrainskykh-kompanii-potrebuiut-instrumentiv-dlia-vprovadzhennia-esg-standartiv-rezultaty-doslidzhennia-ofisu-zelenoho-perekhodu [in English].

7. Holovnia, Y., Zhurba, O., Zakharchuk, V., Verbovska, L., & Havran, V. (2025). Analysis of Successful Cases of Sustainable Economic Development through Project Management in the Post-War Reconstruction of Ukraine. *International Journal of Economics and Financial Issues*, 15(3), 301–310. DOI: https://doi.org/10.32479/ijefi.18572 [in English].

8. KPMG. (2025). Ukrainskyi biznes ochyma kerivnykiv ta kerivnyts 2025 [Ukrainian business through the eyes of managers 2025]. *kpmg.com*. Retrieved from https://kpmg.com/ua/uk/home/insights/2025/11/kpmg-ceo-outlook-2025.html [in Ukrainian].

9. Kyriakogkonas, P., Garefalakis, A., Pappa, E., & Kagias, P. (2022) Sustainable Project Management under the Light of ESG Criteria: A Theoretical Approach. *Theoretical Economics Letters*, 12, 1517-1538. DOI: https://doi.org/10.4236/tel.2022.126083 [in English].

10. LIGA 360. (2025). ESG ta stalyi rozvytok [ESG and sustainable development]. *ligazakon.net*. Retrieved from https://topics.ligazakon.net/67faba8b18eb1d301185e9c9/ [in Ukrainian].

11. Mamotenko, D., & But, T. (2025). Digitalization of the Economy as a Prerequisite for Tourism Development. In: Solovieva, V., Hushko, S. (eds) Sustainable Development in Economics, Technology and Environmental Engineering. ISC SAI 2023. Sustainable Economy and Ecotechnology. *Springer, Cham,* 61-73. DOI: https://doi.org/10.1007/978-3-031-91953-4_6 [in English].

12. Martyniak, I., & Bakushevych, I. (2024). Hibrydni modeli upravlinnia proiektamy v umovakh staloho rozvytku ta tsyfrovoi ekonomiky [Hybrid project management models under sustainable development and the digital economy]. *Stalyi rozvytok ekonomiky – Sustainable Development of Economy*, 3(50), 21–26. DOI: https://doi.org/10.32782/2308-1988/2024-50-4 [in Ukrainian].

13. Mishra, P., & Pandey, V. K. (2025). Triple bottom line and environmental sustainability: evolution of global ESG research a bibliometric analysis. *Environ Sci Eur,* 37, 136. DOI: https://doi.org/10.1186/s12302-025-01184-9 [in English].

14. Nica, I., Chiria, N., & Georgescu, I. (2025). Triple Bottom Line in Sustainable Development: A Comprehensive Bibliometric Analysis. *Sustainability*, *17*(5), 1932. DOI: https://doi.org/10.3390/su17051932 [in English].

15. Purvis, B., Mao, Y. & Robinson, D. (2019). Three pillars of sustainability: in search of conceptual origins. *Sustainability Science*. 14, 681–695. DOI: https://doi.org/10.1007/s11625-018-0627-5 [in English].

16. SAP. (2025). Rozuminnia danykh pro ekolohichnu, sotsialnu ta upravlinsku diialnist (ESG) [Comprehension of environmental, social, and governance (ESG) data]. *sap.com*. Retrieved from https://www.sap.com/ukraine/resources/esg-data [in Ukrainian].

17. Sayenko Kharenko. (2024). ESG as a tool for achieving sustainable development and strategic business goals. *sk.ua*. Retrieved from https://sk.ua/uk/esg-jak-instrument-dosjagnennja-stalogo-rozvitku-ta-strategichnih-cilej-biznesu/ [in English].

18. SDG. (n.d.) 17 goals to transform our world. *ukrstat.gov.ua*. Retrieved from https://sdg.ukrstat.gov.ua [in English].

19. Sunil Kumar Suvvari. (2024). The Impact of Sustainability Considerations on Project Management Practices. I*nternational Journal of Intelligent Systems and Applications in Engineering*, 12(23s), 650. Retrieved from https://ijisae.org/index.php/IJISAE/article/view/6941 [in English].

20. TechTarget. (2024). Craig Stedman, Alexander S. Gillis. What is the triple bottom line (TBL)? *techtarget.com*. Retrieved from https://www.techtarget.com/whatis/definition/triple-bottom-line-3BL [in English].

21. Tsviliy, S., Korniienko, O., Gurova, D., Hres-Yevreinova, S., & Zhuravlova, S. (2025) Methodology of Marketing Assessment of the Level of Digitalization of a Tourism Enterprise. In: Solovieva, V., Hushko, S. (eds.) Sustainable Development in Economics, Technology and Environmental Engineering. ISC SAI 2023. Sustainable Economy and

Ecotechnology. Springer, Cham. DOI: https://doi.org/10.1007/978-3-031-91953-4_15 [in English].

22. Weih, K., & Gregus, M. (2024). The Relationship of Sustainable Project Management to Project Success A Current Literature Review. In: Starchon, P., Fedushko, S., Gubниova, K. (eds.) *Data-Centric Business and Applications. Lecture Notes on Data Engineering and Communications Technologies*, *213*. Springer, Cham. DOI: https://doi.org/10.1007/978-3-031-62213-7_17 [in English].

Received 17.02.2026.
Revised 23.02.2026.
Accepted 25.04.2026.
Published 30.05.2026

УПРАВЛІННЯ СТАЛИМИ ПРОЄКТАМИ ЯК ІНСТРУМЕНТ ЗАБЕЗПЕЧЕННЯ ДОВГОСТРОКОВОГО РОЗВИТКУ ОРГАНІЗАЦІЙ

Мамотенко Д. Ю., Гресь-Євреінова С. В., Бут Т. В., Корнієнко О. М.

У статті досліджено управління сталими проєктами як стратегічний інструмент забезпечення довгострокового розвитку організацій в умовах цифрової трансформації та післявоєнної модернізації економіки України. Метою дослідження є теоретико-методологічне обґрунтування та розроблення концептуальної моделі розвитку сталого управління проєктами, орієнтованої на інтеграцію принципів ESG і Цілей сталого розвитку ООН (SDGs) у проєктну діяльність організацій. У процесі дослідження застосовано методи системного аналізу, структурно-логічного узагальнення, порівняльного аналізу, контент-аналізу нормативно-правових документів і стандартів управління проєктами, а також елементи емпіричного оцінювання на основі національних і міжнародних статистичних даних. Обґрунтовано еволюцію проєктного менеджменту від класичної процесно-орієнтованої моделі до інтеграції ESG-критеріїв, принципів сталого розвитку та цифрових інструментів підтримки управлінських рішень. Здійснено емпіричний аналіз стану управління сталими проєктами в Україні, що дало змогу виявити ключові інституційні та управлінські проблеми, зокрема дефіцит професійних компетенцій у сфері ESG та сталого управління проєктами, фрагментарність стандартів нефінансової звітності, низький рівень гармонізації з європейськими вимогами, а також бар'єри цифровізації процесів збору та аналітики ESG-даних. Запропоновано багаторівневу інтеграційну модель розвитку сталого управління проєктами в Україні, яка поєднує макро-, мезо- та мікрорівні управління через цифрову платформу моніторингу та аналітичної підтримки прийняття рішень. Практичну цінність результатів становлять рекомендації щодо впровадження ESG-KPI у проєктний цикл, розвитку цифрових інструментів управління сталими проєктами та формування інституційних умов для масштабування сталих практик. Сформульовано рекомендації для органів державної влади, бізнесу та освітніх інституцій щодо інституціоналізації сталого управління проєктами як одного з ключових механізмів відновлення та довгострокового розвитку економіки України.

Keywords: сталий розвиток, управління проєктами, ESG, SDGs, цифровізація, нефінансова звітність, Україна.

SUSTAINABLE PROJECT MANAGEMENT AS AN INSTRUMENT FOR ENSURING THE LONG-TERM DEVELOPMENT OF ORGANIZATIONS

Mamotenko D. [a*]***, Hres-Yevreinova S.*** [a]***, But T.*** [b]***, Korniienko O.*** [a]

[a] **National University "Zaporizhzhia Polytechnic", Zaporizhzhia, Ukraine**

[b] **Pan-European University, Prague 9 – Vysocany, Czech Republic**

[*]**e-mail: mamotenko07@gmail.com**

Mamotenko Daria ORCID: **https://orcid.org/0000-0001-7945-8628**

Hres-Yevreinova Svitlana ORCID: **https://orcid.org/0000-0003-3913-2396**

But Tetiana ORCID: **https://orcid.org/0000-0001-9403-4698**

Korniienko Olga ORCID: **https://orcid.org/0000-0002-7056-1079**

The article examines sustainable project management as a strategic instrument for ensuring the long-term development of organizations in the context of digital transformation and the post-war modernization of Ukraine's economy. The purpose of the study is to provide a theoretical and methodological justification and to develop a conceptual model for the development of sustainable project management oriented toward the integration of ESG principles and the United Nations Sustainable Development Goals (SDGs) into organizational project activities. The research employs methods of system analysis, structural and logical synthesis, comparative analysis, content analysis of regulatory documents and project management standards, as well as elements of empirical assessment based on national and international statistical data. The evolution of project management from a classical process-oriented model toward the integration of ESG criteria, sustainability principles, and digital decision-support tools is substantiated. An empirical analysis of the current state of sustainable project management in Ukraine is conducted, which makes it possible to identify key institutional and managerial challenges, including a shortage of professional competencies in ESG and sustainable project management, fragmentation of non-financial reporting standards, a low level of harmonization with European regulatory requirements, as well as barriers to the digitalization of ESG data collection and analytics processes. The paper proposes an original multi-level integrative model for the development of sustainable project management in Ukraine, which links the macro, meso, and micro levels of governance through a digital monitoring and analytical decision-support platform. The practical value of the results lies in recommendations for integrating ESG KPIs into the project life cycle, developing digital tools for sustainable project management, and establishing institutional conditions for scaling sustainable practices. Practical recommendations are formulated for public authorities, businesses, and educational institutions aimed at institutionalizing sustainable project management as one of the key mechanisms for post-war recovery and the long-term development of Ukraine's economy.

Keywords: sustainable development, project management, ESG, SDGs, digitalization, non-financial reporting, Ukraine.

REFERENCES

1. BDO Ukraine. (2025). ESRS Reporting in Ukraine: Implementing European Standards. *bdo.ua*. Retrieved from https://www.bdo.ua/en-gb/insights-1/information-materials/2025/esrs-reporting-in-ukraine-implementing-european-standards [in English].

2. Bohatchyk, L., Lopatovskyi, V., Lopatovska, O., & Melnychuk, I. (2025). Oblik i zvitnist ESG-pokaznykiv yak instrument pidvyshchennia prozorosti biznesu v umovakh staloho rozvytku [Accounting and reporting of ESG indicators as a tool for enhancing business transparency under sustainable development conditions]. *Visnyk Kremenchutskoho Natsionalnoho Universitetu. Ekonomichni nauky – Herald of Khmelnytskyi National University. Economic Sciences*, *346*(5), 464–472. DOI: https://doi.org/10.31891/2307-5740-2025-346-5-68 [in Ukrainian].

3. Boiko, Y., Diachenko, Y., & Zhelizniak, O. (2025). Stale finansuvannia proiektiv miskoho rozvytku v Ukraini [Sustainable finance of urban development projects in Ukraine]. *Upravlinnia rozvytkom skladnykh system – Management of Development of Complex Systems*, (61), 6–16. DOI: https://doi.org/10.32347/2412-9933.2025.61.6-16 [in Ukrainian].

4. Dubois, O., & Silvius, G. (2020). The Relation Between Sustainable Project Management and Project Success. *International Journal of Management and Sustainability*, 9(4), 218–238. DOI: https://doi.org/10.18488/journal.11.2020.94.218.238 [in English].

5. European Commission. (2024). Corporate Sustainability Reporting Directive (CSRD) – overview and implementation. *finance.ec.europa.eu*. Retrieved from https://finance.ec.europa.eu [in English].

6. Green Transition Office. (2025) 77% of Ukrainian companies need tools to implement ESG standards. *gto.dixigroup.org*. Retrieved from https://gto.dixigroup.org/en/news/77-ukrainskykh-kompanii-potrebuiut-instrumentiv-dlia-vprovadzhennia-esg-standartiv-rezultaty-doslidzhennia-ofisu-zelenoho-perekhodu [in English].

7. Holovnia, Y., Zhurba, O., Zakharchuk, V., Verbovska, L., & Havran, V. (2025). Analysis of Successful Cases of Sustainable Economic Development through Project Management in the Post-War Reconstruction of Ukraine. *International Journal of Economics and Financial Issues*, 15(3), 301–310. DOI: https://doi.org/10.32479/ijefi.18572 [in English].

8. KPMG. (2025). Ukrainskyi biznes ochyma kerivnykiv ta kerivnyts 2025 [Ukrainian business through the eyes of managers 2025]. *kpmg.com*. Retrieved from https://kpmg.com/ua/uk/home/insights/2025/11/kpmg-ceo-outlook-2025.html [in Ukrainian].

9. Kyriakogkonas, P., Garefalakis, A., Pappa, E., & Kagias, P. (2022) Sustainable Project Management under the Light of ESG Criteria: A Theoretical Approach. *Theoretical Economics Letters*, *12,* 1517-1538. DOI: https://doi.org/10.4236/tel.2022.126083 [in English].

10. LIGA 360. (2025). ESG ta stalyi rozvytok [ESG and sustainable development]. *ligazakon.net*. Retrieved from https://topics.ligazakon.net/67faba8b18eb1d301185e9c9/ [in Ukrainian].

11. Mamotenko, D., & But, T. (2025). Digitalization of the Economy as a Prerequisite for Tourism Development. In: Solovieva, V., Hushko, S. (eds) Sustainable Development in Economics, Technology and Environmental Engineering. ISC SAI 2023. Sustainable Economy and Ecotechnology. *Springer, Cham,* 61-73. DOI: https://doi.org/10.1007/978-3-031-91953-4_6 [in English].

12. Martyniak, I., & Bakushevych, I. (2024). Hibrydni modeli upravlinnia proiektamy v umovakh staloho rozvytku ta tsyfrovoi ekonomiky [Hybrid project management models under sustainable development and the digital economy]. *Stalyi rozvytok ekonomiky – Sustainable Development of Economy*, 3(50), 21–26. DOI: https://doi.org/10.32782/2308-1988/2024-50-4 [in Ukrainian].

13. Mishra, P., & Pandey, V. K. (2025). Triple bottom line and environmental sustainability: evolution of global ESG research a bibliometric analysis. *Environ Sci Eur,* 37, 136. DOI: https://doi.org/10.1186/s12302-025-01184-9 [in English].

14. Nica, I., Chiria, N., & Georgescu, I. (2025). Triple Bottom Line in Sustainable Development: A Comprehensive Bibliometric Analysis. *Sustainability*, *17*(5), 1932. DOI: https://doi.org/10.3390/su17051932 [in English].

15. Purvis, B., Mao, Y. & Robinson, D. (2019). Three pillars of sustainability: in search of conceptual origins. *Sustainability Science*. 14, 681–695. DOI: https://doi.org/10.1007/s11625-018-0627-5 [in English].

16. SAP. (2025). Rozuminnia danykh pro ekolohichnu, sotsialnu ta upravlinsku diialnist (ESG) [Comprehension of environmental, social, and governance (ESG) data]. *sap.com*. Retrieved from https://www.sap.com/ukraine/resources/esg-data [in Ukrainian].

17. Sayenko Kharenko. (2024). ESG as a tool for achieving sustainable development and strategic business goals. *sk.ua*. Retrieved from https://sk.ua/uk/esg-jak-instrument-dosjagnennja-stalogo-rozvitku-ta-strategichnih-cilej-biznesu/ [in English].

18. SDG. (n.d.) 17 goals to transform our world. *ukrstat.gov.ua*. Retrieved from https://sdg.ukrstat.gov.ua [in English].

19. Sunil Kumar Suvvari. (2024). The Impact of Sustainability Considerations on Project Management Practices. I*nternational Journal of Intelligent Systems and Applications in Engineering*, 12(23s), 650. Retrieved from https://ijisae.org/index.php/IJISAE/article/view/6941 [in English].

20. TechTarget. (2024). Craig Stedman, Alexander S. Gillis. What is the triple bottom line (TBL)? *techtarget.com*. Retrieved from https://www.techtarget.com/whatis/definition/triple-bottom-line-3BL [in English].

21. Tsviliy, S., Korniienko, O., Gurova, D., Hres-Yevreinova, S., & Zhuravlova, S. (2025) Methodology of Marketing Assessment of the Level of Digitalization of a Tourism Enterprise. In: Solovieva, V., Hushko, S. (eds.) Sustainable Development in Economics, Technology and Environmental Engineering. ISC SAI 2023. Sustainable Economy and Ecotechnology. Springer, Cham. DOI: https://doi.org/10.1007/978-3-031-91953-4_15 [in English].

22. Weih, K., & Gregus, M. (2024). The Relationship of Sustainable Project Management to Project Success A Current Literature Review. In: Starchon, P., Fedushko, S., Gubниova, K. (eds.) *Data-Centric Business and Applications. Lecture Notes on Data Engineering and Communications Technologies*, *213*. Springer, Cham. DOI: https://doi.org/10.1007/978-3-031-62213-7_17 [in English].