

# Achieving sustainable development goals in the context of socially oriented government programs and national projects

*Ekaterina Sheina*<sup>1,\*</sup>, and *Janna Kochieva*<sup>2</sup>

<sup>1</sup>Ural State University of Economics, Yekaterinburg, Russian Federation

<sup>2</sup>South Ossetian State University of A.A. Tibilov, Tskhinval, Russian Federation

**Abstract.** Achieving sustainable development goals is a strategic guideline for the national economies of most countries, which is embodied through the establishment of socially oriented investment and stimulating the involvement of socially oriented stakeholders in the investment process, the most important of which is the state. At the state level, socially oriented investment projects are various state programs and national projects implemented with the help of a wide range of entities in interaction with the state - development institutions, business communities, private investors. The motivation for participation in these programs and projects is the presence of specialization as a key characteristic of investors with a social orientation of investment goals, which is reflected in the scientific and theoretical approach proposed by the authors in this study and built on the relationship between the level of specialization, the percentage of budget funds spent, and the assessment of the organization of synchronicity interaction between stakeholders of the investment process, as well as the formation of the goals of socially oriented investment.

## 1 Introduction

Changing priorities of government policies in the countries of the world due to the awareness of the exhaustibility of natural resources, the need to search for new technological solutions that ensure scientific and technological progress, the need to overcome the problems of environmental pollution, and the trend towards increased global integration, together sets the vector for the economy to focus on the trajectory of sustainable development. The socio-economic aspects of management decision-making, integrated into the system of ESG principles, come to the fore and predetermine the special social orientation of economic processes, which predetermines the inevitability of the formation and development of socially oriented investing.

The term “sustainable development” was first used in 1987 in the report “Our Common Future” by the International Commission on Environment and Development and was defined as development that “meets the needs of the present generation without compromising the ability of future generations to meet their own needs.” [1]. In 2015, the UN General Assembly

---

\*Corresponding author: sheinaeg@usue.ru

developed the Sustainable Development Goals, which took the form of a document called “Transforming our world: the 2030 Agenda for Sustainable Development,” containing 17 global goals and 169 tactical objectives [2] .

Russian and foreign authors in relation to sustainable development identify a triad of factors - Environmental, Social and Governance [3-8], which together forms the ESG agenda, reflecting a set of management standards, on the basis of which in the conditions socially oriented investment involves planning and implementation of government programs and national projects that reflect the strategic guidelines for the country's development.

## **2 Materials and Methods**

The scientific and theoretical basis of the study is built on the postulates of project management theory and stakeholder theory in combination with elements of investment theory and entrepreneurship theory.

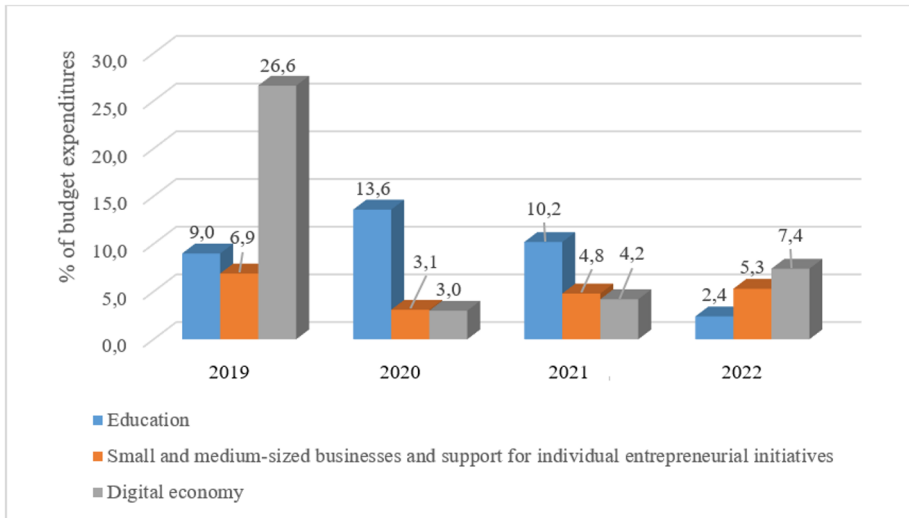
The basis of the study and the author's conclusions is the hypothesis about the presence of a special characteristic of the activities of stakeholders participating in the investment process at all levels of its implementation, associated with specific goal setting and of a permanent or temporary nature.

Thus, “by the specialization of stakeholders in the investment process in the context of socially oriented investment, the authors understand the special orientation of their activities aimed at creating values that satisfy social needs, as well as solving social problems while obtaining a new socio-economic effect in conditions of increased risk and accordingly influencing for the purpose of their investment” [9].

The methods used to substantiate the conclusions and research results presented by the authors include statistical analysis, the method of disproportions, as well as methods of generalization and analogies.

The analysis is based on the results of the implementation of national projects of the Russian Federation at the end of 2022, as an example of the functioning of the national economy in conditions of instability of the external environment and sanctions pressure (Table 1).

For the period 2019-2022 all national projects under consideration were not implemented and financed in full at 100%. Figure 1 shows the national projects of the Russian Federation, for which the % of non-execution of federal budget expenditures for 2019-2022 was the most significant.



**Fig. 1.** National projects that have the largest % deviation from implementation according to the federal budget spending plan in 2019-2022 [compiled by the authors from: [10-12]]

In connection with the above, we can conclude that the organization of interaction between government bodies at the federal and regional levels is insufficiently effective, which entails, according to the authors, “problems of rhythmic expenditure of public investments allocated for the implementation of state programs and national projects, and also slows down the achievement of planned targets” [12] and hinders the strengthening of the sustainable development trajectory.

**Table 1.** Expenditures of the federal budget of the Russian Federation for the implementation of national projects in 2022 [compiled by the authors from: [10-12]]

National projects	2022, billion rubles			
	Federal Law “On the Federal Budget for 2022 and the Planning Period of 2023 and 2024”, 2022	Updated budget schedule	Performance	% Performance
"Healthcare"	348,8	374,8	360,8	96,3
"Education"	165,5	213,2	208,0	97,6
"Demography"	753,6	746,9	744,2	99,6
"Culture"	43,4	48,4	48,3	99,9
"Safe and high-quality roads"	300,8	490,7	490,4	99,9
"Housing and urban environment"	175,8	258,6	258,4	99,9
"Ecology"	117,1	136,0	135,6	99,7
"Science"	122,1	120,2	120,0	99,9
"Small and medium-sized businesses and support for	65,0	80,6	76,3	94,7

individual entrepreneurial initiatives"				
"Digital economy"	195,0	177,8	164,7	92,6
"Tourism and hospitality industry"	52,8	64,4	63,7	98,9
"Labor productivity and employment support"	5,49	5,49	5,48	99,9
"International cooperation and export"	152,5	128,1	127,6	99,6
"Comprehensive plan for the modernization and expansion of the main infrastructure"	296,2	64,4	63,7	98,9

### 3 Results and Discussion

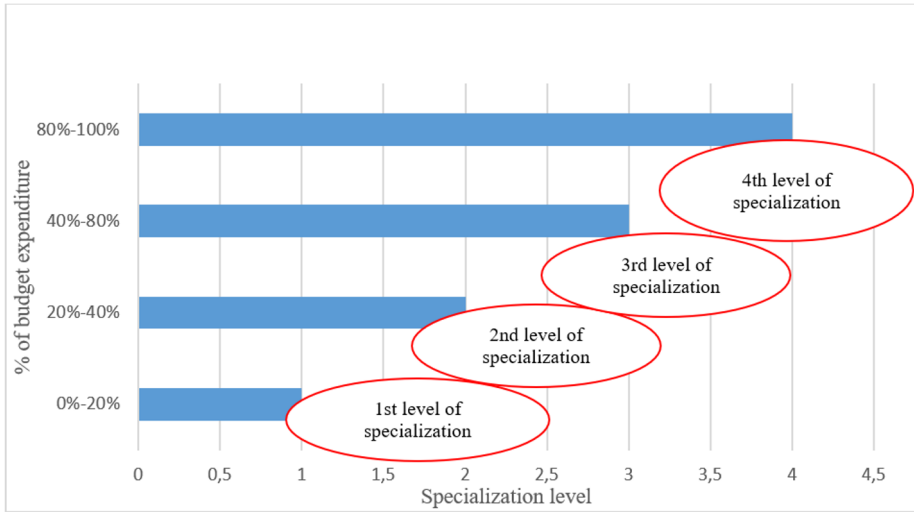
The speed and completeness of the disbursement of budget funds for national projects of the Russian Federation, which influence the effectiveness of the implementation of socially oriented investment projects at the level of the state and development institutions, make it possible to segment the level of specialization of stakeholders in the investment process, as well as assess the organization of the synchronicity of their interaction (Figure 2;).

The consistency and degree of coordination of all levels of government in managing the results of the implementation of national projects of the Russian Federation can be characterized as an assessment of the organization of the synchronicity of interaction between stakeholders of the investment process.

I. Adizez noted that "it is the balance between integration and entrepreneurship, synchronicity and risk-taking that is the reason for long-term growth... The world is ruled by synchronicity" [13].

Adapting the presented scientific idea to national economic realities, the authors summarize the following.

When using budget funds in the amount of 0% to 20% during the implementation of state programs and national projects of the Russian Federation by development institutions and/or other specialized stakeholders of the investment process, it is necessary to identify 1 level of specialization, and the organization of synchronicity of their interaction should be assessed as ineffective. In this situation, the effectiveness of providing budget funds will be low, the goals of socially oriented investment have not been achieved, and the social orientation of the activities of stakeholders is not developed.



**Fig. 2.** Determining the level of specialization of stakeholders in the investment process in the implementation of government programs and national projects of the Russian Federation [developed by the authors]

**Table 2.** Segmentation of the level of specialization and assessment of the organization of synchronicity of interaction between stakeholders of the investment process during the implementation of state programs and national projects of the Russian Federation [developed by the authors]

Percentage of budget funds spent	Specialization level	Assessment of the organization of synchronicity of interaction between stakeholders of the investment process during the implementation of national projects of the Russian Federation	Achieving socially oriented investment goals	Social orientation of the activities of stakeholders in the investment process
0%-20%	1	Ineffective	Not achieved	Not developed
20,1%-40%	2	Low	Begin to form	Poorly developed
40,1%-80%	3	Moderate	Achieved in fragments	Moderately developed
80,1%-100%	4	High	Fully achieved	Stably developed

When using budget funds in the amount of over 20% and up to 40% during the implementation of state programs and national projects of the Russian Federation, it is possible to determine the 2nd level of specialization of stakeholders in the investment process, and the organization of the synchronicity of their interaction can be assessed as low. The effectiveness of providing budget funds will also be low, since the goals of socially oriented investment are just beginning to take shape, and the social orientation of their activities is poorly developed.

The amount of budgetary funds disbursed over 40% and up to 80% inclusive allows us to assign level 3 of specialization to the stakeholders of the investment process implementing state programs and national projects of the Russian Federation; the organization of the

synchronicity of their interaction can be assessed as moderate. The effectiveness of providing budget funds will also be moderate due to their incomplete and untimely delivery to recipients. The goals of socially oriented investment have been achieved in fragments; the social orientation of the activities of stakeholders is moderately developed.

When budget funds are used in the amount of over 80% and up to 100% when implementing state programs and national projects of the Russian Federation, the goals of socially oriented investment will be fully achieved, which makes it possible to identify the 1st level of specialization, assess the organization of synchronicity of interaction between stakeholders of the investment process as high and determine their social orientation activities as stably developed. It is appropriate to assess the effectiveness of providing budget funds in this situation as high.

## 4 Conclusion

Summing up the results of the study conducted by the authors, it should be noted that from the point of view of goal setting, state programs and national projects of the Russian Federation are large-scale socially oriented investment projects, and the state in these projects, consistently implementing its social functions, acts as a specialized stakeholder of the investment process with basic specialization.

The approaches proposed by the authors to study the relationship between the degree of involvement in the investment process, the level of specialization of stakeholders and the assessment of the organization of the synchronicity of their interaction have shown their relevance for identifying problem areas and determining strategic directions for improving the mechanism for managing socially oriented state programs and national projects on the part of the state.

To improve the quality of achieving sustainable development goals, “business must also play an important role” [14], which requires strengthening the synchronicity of interaction between specialized stakeholders of the investment process at all levels of management.

## References

1. United Nations, Report of the International Commission on Environment and Development “Our Common Future” (1987). <http://www.un.org/ru/ga/pdf/brundtland.pdf>
2. United Nations Resolution adopted by the General Assembly on 6 July 2017, Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development (2017)
3. Sustainable development of an industrial enterprise in the conditions of neo-industrial transformation. Ministry of Education and Science of Russia. Federation, Ural Branch of VEO of Russia, Ural. state econ. univ., 207 (2017)
4. J. Kaczmarek, The Mechanisms of Creating Value vs. Financial Security of Going Concern Sustainable Management. *Sustainability*, **11(8)**, 2278, 1-24 (2019)
5. C. Chunchun, H. Yanlong, P. Xuhui, Research on the mechanism and spatial spillover effect of financial resource allocation on high-quality economic development. *Basic & Clinical Pharmacology & Toxicology*, **125**, 88-89 (2019)
6. P. Erpf, M. J. Ripper, M. Castignetti, Understanding Social Entrepreneurship Based on Self-Evaluations of Organizational Leaders? Insights from an International Survey. *Journal of social entrepreneurship*, **10(3)**, 288-306 (2019)

7. H. Jarrodi, J. Byrne, S. Bureau, A political ideology lens on social entrepreneurship motivations. *Entrepreneurship and regional development*, **31(7-8)**, 583-604 (2019)
8. S. B. Olinsson, K. Fouseki, Social entrepreneurship for sustainable heritage management - the case of open-air museums. *Journal of cultural heritage management and sustainable development*, **9(4)**, 486-499 (2019)
9. E. G. Sheina, Financing the investment process in the context of the development of socially oriented investment based on the risk-evolutionary approach: monograph, 312 (2021)
10. Government expenditures: Federal budget in the context of national projects for 2022 (2022). <https://spending.gov.ru/budget/np/?year=2022>
11. Execution of the federal budget and budgets of the budget system of the Russian Federation for 2022 (2023). [https://portal.tpu.ru/SHARED/n/NIKOLAENKOVs/student/risk/2023.06.01\\_ispolnenie\\_federalnogo\\_budzheta\\_predvaritelny.pdf](https://portal.tpu.ru/SHARED/n/NIKOLAENKOVs/student/risk/2023.06.01_ispolnenie_federalnogo_budzheta_predvaritelny.pdf)
12. E. G. Sheina, Socially oriented state programs and national projects of the Russian Federation in the system of state policy measures to stimulate the economic growth of small businesses: a chapter in the book “Formation of a financial and investment mechanism for supporting small businesses in the conditions of the formation of a young state”, 125-151 (2022)
13. I. Adizes, *Reflections on management*, 368 (2016)
14. Roscongress, National projects of Russia: problems and solutions (2019)