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PECULIARITIES OF APPLICATION OF THE PROJECT APPROACH IN PUBLIC ADMINISTRATION

The article reveals the essence of the project approach as one of the most effective mechanisms for improving efficiency in public administration. The essence, features of projects and their application in the public sphere are determined. The development of the project approach in recent years in Ukraine is analyzed.

Key words: *project, project management, project management, public administration bodies.*

Project management has now become one of the most effective and popular approaches not only in the private sector but also in public administration. Its active use can significantly improve the work of public administration, as it reduces the time of implementation of decisions, more efficient use of resources, improve interaction between actors, eliminating bureaucratic mechanisms. That is why it is extremely important to promote and implement the project approach in public administration, to train and motivate staff to use it.

Analysis of recent research and publications. Bezverkhnyuk TM, Kotova NO, Popov SA reveal this very deep topic. in his works. And also L. Richkin, E. Udod, A. Chemeris, I. Chikarenko, Y. Sharov and others. Research on this topic is becoming more relevant every year and needs further study.

The purpose of the article is to determine the features of the project approach in public administration and justify the need for its implementation to improve the activities of public administration in decentralization.

Presentation of the main material. The current stage of development of the Ukrainian economy and society requires the creation at all levels of fundamentally new effective management systems for the development of the state, regions, cities and industries. The formation of a new generation of managers, consisting of highly educated and highly qualified specially trained specialists, democratic mechanisms for appointing managers and promoting them in the personnel hierarchy of management systems is a fundamental prerequisite for positive implementation of current challenges in Ukraine. Today, the project approach is used in the activities of both private and public institutions of all leading countries. It is considered the most suitable for the management of complex systems in modern conditions and has become a "generally accepted methodology for managing" [1].

First of all, we will define the "project" and define its features in the field of public administration. A project is a set of specific actions that are carried out within the allotted time, which should lead to the achievement of predetermined results or products aimed at solving a specific social problem. As for the definition of this term in the public sphere, A. Chemeris gives the following **definition** to this concept: "project" in the public sphere - a set of interconnected logically structured tasks and activities, organized on a time scale, aimed at solving major problems of state development, individual sectors of the economy, administrative-territorial units or territorial communities, organizations and institutions and are carried out in conditions of financial and other resource constraints in a timely manner [2].

Project management in the public sphere is project management and programs aimed at public administration reform. In such programs, the subjects are the authorities and state organizations, which are obliged by the program to adopt new rules, as a result of which the situation of citizens is expected to improve. Unlike the private sector, public project management has its own characteristics, namely:

- projects are financed mainly from the budget, which increases the responsibility of local authorities for the rational use of limited financial resources of the local community;

- implementation of projects in the public sphere is aimed at implementing the strategy of development and meeting the needs of the local community and is carried out under the auspices of the public administration body;

- during the implementation of the project in the public sphere there are a large number of participants involved and accountable to the local community as a beneficiary;

- during the formation and implementation of projects in the public sphere, public participation and establishing feedback with the local community is important;

- Public projects are more difficult to evaluate, because the result of their implementation can only be a social effect, not financial.

Depending on the scale of the tasks to be solved at the state level, mega-projects, multi-projects or mono-projects may be implemented. Global reforms in the state or society are best implemented on the basis of the concept of a mega-project, which includes programs with many interrelated projects, combined with common goals, allocated resources and time frames. These programs are macroeconomic in nature and can be international, national, intersectoral and sectoral. Smaller problems can be formulated as multi-projects, which are complex programs or projects. Finally, various innovation and investment projects can be implemented as mono-projects with a clearly defined goal (final state), resources, deadlines, and other quantitative and qualitative characteristics.

Based on the concept of project management, it is possible to develop projects in any area of public administration. In the political sphere, these are projects of legislation and legal regulation, improvement of the institution of power, doctrine of defense and security, etc. In economics - projects of privatization, reform and creation of new enterprises; fuel and energy systems development projects; creation of ecological systems of regions and industries; projects of demonopolization, private sector development; financial system rehabilitation projects, etc. In the social sphere - insurance and social security projects, housing projects, pension projects. Equally important are educational

projects, health and health care projects, projects to overcome technological backwardness and much more. Each of these projects is at least a multi-project, or even a mega-project and requires the use of project management tools.

Here are the main arguments for the feasibility of using the project approach in the public sphere:

- methods and tools of project management in professional management are currently one of the most advanced, tested and tested in world practice, which creates favorable conditions for learning best practices, rapid adaptation to national conditions and effective application;

- on the basis of project management it is possible to effectively solve the problem of control (both by public authorities and the public) of deadlines and especially costs;

- project management methods are flexible, they can be used in any organization and at the same time harmoniously adjusted with strategic management and organizational strategy;

- the project approach allows to form a more flexible organizational structure of management, which is able to respond in a timely manner to changes in internal and external environment;

- project management leads to a "finished product" - the end result, which determines the degree of satisfaction of citizens' needs;

- with the help of the project approach the feedback with the population of the country is carried out, which allows to evaluate the activity of the state administration body directly by the citizens of the state [3].

Bezverkhnyuk TM Among the advantages of the project approach is:

- increasing the flexibility and adaptability of the company to the environment, through the management and administration of individual projects;

- increasing the transparency of doing business at different levels of government; - the ability to optimize the company's activities in accordance with the results achieved and the benefits obtained from certain projects;

- application of world experience in project management and the opportunity to open new areas and learn new activities within the company;
- application of advanced technologies, methodologies and knowledge in the framework of individual projects depending on their goals;
- increasing the controllability of the business, the ability to plan and anticipate risks and manage them;
- the ability to more clearly set the tasks of staff and evaluate the results of their work, in relation to the objectives and results of projects;
- increase the degree of cost control, due to their more detailed preliminary planning [3].

Under the influence of the European vector of development of Ukraine and other world processes there are significant changes in domestic legislation. Thus, ensuring sustainable development is now proclaimed as one of the main principles of state regional policy in Ukraine and the implementation of urban planning activities [8]. That is why the development and implementation of an integrated project approach in all public bodies is an urgent task and challenge for our country.

The main problems on the way to the project approach in the activities of public administration can be identified: first, the lack of readiness of management staff, lack of professional standards that would enshrine in job descriptions requirements for modern management technologies, including project activities; secondly, the lack of experienced professionals who have knowledge of the methodology of the project approach and are able to prepare a project for a grant from the International Fund, as well as insufficient involvement of the public, entrepreneurs and other stakeholders in the development and implementation of public projects; thirdly, the unresolved key methodological issue for assessing the public utility of strategy implementation projects, which would allow to reasonably select the most valuable projects in the portfolio, to determine in an integrated way the expected outcome of the strategy [4].

Conclusions. Summing up, we note that the use of the project approach in the public sphere is one of the priority tasks today. Unfortunately, the understanding of this and the potential of the project management methodology in the relevant circles is insufficient. And this is undoubtedly one of the main factors hindering the use and spread of project management technologies in our country. It is worth noting that many of the problems and challenges facing the state can be solved through the use of this approach.

It is the project approach in the implementation of strategic priorities of the territorial community contributes to improving the efficiency of public administration. Understanding the essence of project management, the practice of its application and its significance for public bodies will increase the efficiency of their activities. After all, the key to success in implementing public reforms is regular and successful innovation. Project management is the most convenient tool for fast and efficient innovation in the market.

Therefore, project management in the system of public administration should ensure a clear process of implementation of project implementation plans in order to achieve the strategic goals of the community in a timely manner and taking into account the limited resources, including financial.

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