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Tokarchuk Daria - post-graduate student of the Department of Political Science and

Philosophy of HARI NAPA, Kharkiv

ORCID: 0000-0003-4871-2122

PUBLIC ADMINISTRATION ON THE BASIS OF PROJECT MANAGEMENT

The concept, essence and main characteristics of the project are revealed in the article. The definition of the term "project management" and the specifics of the application of project management in public administration are given. The necessity of using project management in Ukraine in the conditions of war and crisis is substantiated.

***Keywords:** project, project management, project management, public administration bodies.*

Formulation of the problem. The present presents us with new challenges every day and for the further effective work of public administration bodies requires the creation of fundamentally new effective management systems for the development of the state, regions, cities and economic sectors at all levels. One of the most relevant and progressive management technologies that is dynamically developing is project management. This approach is actively and quite successfully used in private business, IT companies, etc. In modern conditions, it is not enough to simply develop new projects or programs, it is also necessary to ensure their effectiveness and timely implementation.

Analysis of recent research and publications. Modern scientific studies related to the topic of public administration and dedicated to the actualization of project management as a tool for improving public administration have become popular in our time. First of all, we are talking about the research developments of such scientists as T. Bezverhnyuk, O. Zotov, O. Kavtysh, D. Kulchytska, I. Kulchytskyi, P. Martin, N.

Parasyuk, N. Gavkalova, T. Kozachenko, V. Martynenko, N. Obushna, etc. However, the scale of studying this issue does not meet the needs of society's development. Project management is still not widely used in public administration bodies.

The purpose of the article is to substantiate the key categories of the project approach, to study its role and significance, as well as to reveal the specifics of its implementation in public administration.

Presentation of the main material. The main task of public administration bodies is to provide services. However, in the conditions of a full-scale invasion, public administration bodies have a number of problems that must be solved efficiently and quickly. This is a question of food and civil security, restoration of destroyed infrastructure, social security, etc.

Analyzing the work of any state authority, institution, organization, it is almost always possible to distinguish two main types of activity that exist in parallel: current processes (operations) and projects. Any activity requires resources, is performed by people, and accordingly requires planning and control. The main differences between these two types of activities are that processes are cyclical, repetitive in nature, and projects are aimed at achieving unique goals within certain deadlines. Projects, as a rule, are aimed at the implementation of certain changes within the organization or in the external environment [1].

A. Chemerys gives the following definition to this concept: "project" in the public sphere is a complex of interconnected logically structured tasks and measures, arranged in a time scale, which are aimed at solving the most important problems of the development of the state, certain branches of the economy, administrative of territorial units or territorial communities, organizations and institutions and are carried out in conditions of financial and other resource limitations within the specified time limits [3].

In the works of various scientists, you can find many definitions of the concept of "project", but they all have common features: clear goals that are achieved by the simultaneous fulfillment of a set of technical, economic, financial, organizational and other requirements; clearly defined project start and end dates; limited resources

(financial, human, etc.); uniqueness of implementation conditions; the possibility of various kinds of conflicts; focus on goal achievement; coordinated implementation of interdependent actions; budget availability; uniqueness

A significant number of specific cases - original, episodic, self-sufficient - are implemented in the state under the name "project". Often they are not perceived as fragments of a certain strategy or program, do not make up a system. They apply to various spheres and areas of activity. They are formed and implemented independently of each other, of general societal interests, and of development prospects. Therefore, the role of public administration should be reduced to effective project management, clarifying the common trends of various vector projects; to the generalization of unsystematic and chaotic projects; to the identification of the real need of society in the implementation of projects.

Today, project management is one of the most relevant and progressive management technologies, which continues to develop rapidly. There are extremely many areas of application of the project management concept, and they can cover almost all areas of human life, including public administration. However, today, project management tools are still not widely used in public authorities.

Depending on the scale of tasks solved at the state level, mega-projects, multi-projects or mono-projects can be implemented. Global reforms in the state or society are most expedient to carry out on the basis of the concept of a mega-project, which includes programs with many interrelated projects, united by common goals, allocated resources and time frames. These programs are macroeconomic in nature and can be international, national, cross-sectoral and sectoral. Smaller-scale problems can be formulated as multi-projects, which are complex programs or projects. And finally, various innovative and investment projects can be implemented as monoprojects that have a clearly defined goal (end state), resources, completion dates, and other quantitative and qualitative characteristics.

The advantages of the project-based approach to project management have made it one of the most popular methods of management in the modern world. Among the main advantages of project management in the public sphere, experts and scientists include:

- improving the quality and efficiency of personnel due to the productive practice of project management and monitoring of personnel efficiency;
- predictability of terms and results of work, as the facility has a plan and schedule for its implementation;
- the ability to quickly adjust goals, tasks and, accordingly, if necessary, project tactics;
- the ability to quickly connect newcomers and partners to the project;
- optimization of time frames for solving problems;
- increasing the effectiveness of interaction between project participants [5].

Bezverhnyuk T.M. Among the advantages of the project approach, he names:

- increasing the flexibility and adaptability of the company to the environment, due to the management and management of individual projects;
- increasing the transparency of doing business at different levels of management;
- extending the life cycle of the company to infinity, due to constant updating of the project portfolio;
- the possibility of optimizing the company's activities, in accordance with the achieved results and the benefits received from these or other implemented projects;
- the application of global experience in project management and the opportunity to open new areas within the company and master new types of activities due to this;
- application of advanced technologies, methodologies and knowledge within individual projects depending on their goals;
- increasing controllability of business, the ability to plan and anticipate risks and manage them;

- the ability to more clearly set staff tasks and evaluate the results of their work in relation to the goals and results of projects;
- increasing the degree of cost control due to their more detailed preliminary planning [2].

Analyzing the modern experience of using project-oriented management in the practice of public administration, V. Matveev and S. Simonov outline the following four key areas:

1. Reforms in various social spheres, including social, political, economic, etc. The development of the state requires constant development of these directions, which can be carried out both gradually and more sharply. The use of project-oriented management tools in the latter case is more justified in the context of limited resources.

2. Changes in the work and organizational structure of the authorities. The dynamic external environment and the need to accelerate the modernization and structural regulation of the national economy determine the validity of the gradual introduction of project management principles into the processes of forming the organizational structure of state administration.

3. Public-private partnership. In most countries of the world, the project management methodology based on the principles of public-private partnership has achieved significant results.

4. Project-oriented management of the national economy. In this area of public administration, the application of project-oriented management principles is in many ways similar to the public-private partnership (PPP) mechanism. A significant difference is the number of project participants: if in PPP projects the government and business work together, then in industry development projects, the government's responsibility is the government's responsibility for all aspects of the project." [6].

Although project management is not an established process in local authorities, some departments and divisions use elements of project management without realizing it. For example, they create standardized document flow bases or unified approaches to

reporting, use procurement instructions that are the same for all departments. So it is not difficult to start, because these will not be completely new processes for employees.

Implementation of project management approaches should start with individual departments and individual programs. This will allow you to learn how to manage the available resources, carefully plan your steps, establish communication, and ultimately understand whether your model is suitable for scaling.

On the basis of the concept of project management, it is possible to develop projects for any spheres 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 the economic field - 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, development of the private sector; financial system improvement projects, etc. In the social sphere - insurance and social security projects, housing projects, pension projects. No less important are educational projects, health care and medical care projects, projects to overcome technological backwardness and many others. Each of the named objects is at least a multi-project, or even a mega-project, and requires the use of project management tools [2].

The need to apply project management in Ukraine is that in the war and post-war period, our state expects not only post-war reconstruction of cities, but also changes in management approaches and behavior patterns as a reaction to existing problems and needs. And it is project management that can be the tool that will change not only the standards of municipal management, but also the living standards of community residents. This approach will allow:

- to manage resources rationally in conditions of shortage of funds and people, looking for new ways to satisfy the requests of residents in the current circumstances and to compensate for the consequences of the economic downturn;
- it is better to plan time, budget, goals of the program or individual projects, achieving results and not exceeding the allocated funding;

- to develop targeted programs and projects that correspond to the city development strategy and the needs of citizens, and not just formally perform tasks;
- increase the level of accountability and transparency of the use of budget and donor funds, improving approaches to control, monitoring and reporting. This will allow to form the image of a responsible manager of funds and a partner;
- to form innovative tools and applications, which will not only facilitate the work of state apparatus employees, but will also be converted into reputational and political dividends for the authorities.

Therefore, projects are important tools used in the implementation of strategic plans of private or public organizations. Based on this theoretical connection between projects, project management and organizational development, developed countries develop multi-year growth strategies. Despite the fact that human potential is the main resource in every institution and the only thing that can lead to efficiency, when good management is implemented in practice, and the skills, knowledge and experience of personnel are recognized as important for achieving the set goals and implementing the project [4].

It is worth noting that an important issue today regarding the application of the project management mechanism in the field of public administration is the study of the experience of its implementation in business and the use of this practice in the field of public administration. In particular, there are global trends in business that indicate an increase in the importance of project management.

Wartime and postwar times require new management tools and response to challenges from Ukrainian cities. It is not enough to return to the state "as it was", it is necessary to build, invest new identities and make them successful in the long term. It is necessary to manage time, available human resources and limited funds as efficiently as possible. For this, it is necessary to implement project management practices that are standard for all types of projects or programs in municipal management systems.

The challenges of modernity should be considered as an opportunity to develop and change the format of the old to the new in all spheres of life. Public administration bodies

can have unprecedented support from citizens and involve them in the implementation of new projects on a charitable basis, which will allow them to operate within the limited budgets of communities. Another important source of income for the successful implementation of projects can be international grants and investments.

Conclusions. Summarizing the above, it can be noted that the use of project management in public administration bodies can become a serious impetus for their development and improve the quality of the services provided. It is the project approach in the implementation of the strategic priorities of the territorial community that contributes to increasing the efficiency of the activities of public administration bodies. Understanding the essence of project management, the practice of its application and its importance for public sector bodies will provide an opportunity to increase the efficiency of their activities.

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