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IMPLEMENTATION OF THE PROJECT-BASED APPROACH IN THE
DEVELOPMENT MANAGEMENT SYSTEM OF UNITED TERRITORIAL
COMMUNITIES

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In modern conditions, the issue of increasing the efficiency of management of the development of united territorial communities in Ukraine is of particular relevance. Today, there is a need for flexible, innovative management mechanisms that ensure the effective use of resources and improve the quality of life of the population. One of such mechanisms is the project approach, which is based on the principles of purposefulness, systematicity, planning and measurability of results.

The implementation of a project approach in managing the development of territorial communities allows local governments to respond more effectively to instability and uncertainty, focusing efforts on priority areas of development and recovery. Project management contributes to the mobilization of resources and coordination of actions between authorities, business and the public, which is critically important for the rapid and effective restoration of the infrastructure and economy of the affected regions. The use of this approach allows you to adapt management processes to the specific needs of each community, taking into account the level of destruction, geographical location and available resources [1].

In addition, the implementation of the project approach increases the project skills

of local government employees, which will mean their ability to effectively plan, implement and control development projects, which, in turn, contributes to increasing the financial capacity of communities, their self-sufficiency and competitiveness. Thus, the project approach in managing the development of a territorial community is a key tool for ensuring its sustainable development and recovery in the face of modern challenges.

Studies of various approaches to managing territorial communities at the local government level are presented in a significant number of works by well-known scientists engaged in research in the field of economics and public administration, in particular such as Berdanova O. V., Vakulenko V. M., Grinchuk N. M., Zhovnirchik Ya. F., Ivanova T. V., Koltun V. S., Kuybida V. S., Tkachuk A. F. and others. With the beginning of the local government reform, the need for scientific substantiation of project management processes in the strategic planning system in the newly formed territorial units of Ukraine has significantly increased.

The challenges of the war led to the emergence of new threats and risks, which, in turn, necessitated the search for the latest theoretical and practical tools for managing territorial communities. There was a need for scientific substantiation of current approaches to managing territorial communities.

The purpose of this study is to substantiate the need to implement a project approach in the development management system of united territorial communities.

The project approach involves the organization of management activities through a system of interconnected projects aimed at achieving specific socio-economic goals. Unlike traditional functional management, project management is result-oriented and has clear time, financial and resource constraints.

In the context of the development of united territorial communities, the project approach is an important tool for implementing strategic and program documents of the community – development strategies, socio-economic development plans, target programs, etc. It allows ensuring transparency of management processes, optimizing the

use of budget funds and attracting additional resources, in particular international technical assistance [2].

In modern conditions of development of public administration, management of the public sphere, decentralization of power, the territorial community is increasingly considered as an independent object of project management. This approach involves the use of a system of management decisions focused on achieving specific goals of the development of the territorial community through the implementation of individual projects and programs. The territorial community in this context acts as a complexly organized entity, capable of independently forming strategic directions of its own development, mobilizing its own resources and attracting external investments to solve current problems.

From the perspective of project management, the community is a complex object that combines various resources – human, financial, natural and infrastructure. This requires a systematic approach to planning, organizing, monitoring and assessing the effectiveness of project implementation aimed at improving socio-economic and environmental indicators, improving the quality of public services, developing entrepreneurship, modernizing infrastructure and ensuring sustainable development of the territory [3].

Management of the development of a territorial community within the framework of a project approach is based on the principles of effectiveness, efficiency, innovation and optimal use of resources. This involves the development of strategic and operational plans, the formation of project portfolios, the identification of priority areas of development, risk management and monitoring the achievement of planned results. Thus, the territorial community as a subject of project management becomes an active participant in socio-economic and environmental transformations, capable of ensuring high dynamics of territorial development and competitiveness at the local level.

The emergence of the need to apply the project approach is due to the inability of local governments due to the influence of various factors (lack of human resources, lack of funding, etc.) to meet the needs of the population of the territorial community. Because of

this, the application of the project approach in the public sector management system is a kind of implementation in the program-target plane of methods of intervention of both the state itself and local authorities to solve existing problems of functioning and development.

In our opinion, the need to use a project approach in the activities of local governments as public sector organizations is due to the fact that:

project management is a universal concept that can be applied to the implementation of any projects in all industries and directions, starting from education, science and medicine and ending with heavy industry, the armed forces and the defense complex;

with the help of a project management system, it becomes possible to more effectively solve the problem associated with controlling deadlines and costs;

the methodology of the project management concept is quite flexible, which makes it possible to implement it in any organizations and coordinate it with the strategic management system and organizational strategy;

through project management, it is possible to effectively control and manage the performance of local government bodies;

the use of a project approach contributes to the formation of a more flexible organizational management structure that would be able to respond in a timely manner to internal and external changes;

the use of the project approach involves a specific distribution of tasks, functions and responsibilities regarding the implementation of the project, which significantly simplifies the assessment and increases control over subordinates in the process of implementing the tasks they have set;

the project approach covers the main tasks of the project, hierarchically structured according to the principle of the “work tree”, which allows you to expand the project structure with the necessary tasks;

the project approach provides the opportunity to carry out an integrated assessment of the socio-economic usefulness of the project according to a single main

criterion to obtain a generalized assessment of the effectiveness of the activities of a state authority in a certain problem area;

the main goal of project management is to obtain a result that will determine the satisfaction of public needs;

project management uses a strategy of targeted rational distribution and use of project resources according to the maximization criterion for the purpose of their effective management;

the use of a project approach promotes feedback with stakeholders, including the population, which allows for direct assessment of the activities of public sector management entities.

Thus, the implementation of a project approach in the development management system of united territorial communities is an effective mechanism for achieving strategic goals and increasing the competitiveness of territories. This approach ensures the rational use of resources, transparency of management processes and public involvement in decision-making. Further development of project-oriented management requires institutional strengthening of local government bodies, increasing human resources potential and expanding partnership cooperation at all levels.

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