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INTEGRATED STRATEGIC MANAGEMENT OF PPP PROJECTS: PROBLEMS OF ADMINISTRATION AND ECONOMIC SECURITY OF STAKEHOLDERS

Based on the goal of the strategy of protection of financial and economic parties of the PPP, which is to protect the financial and economic interests of public / private partners, and taking into account the results of generalization of approaches to identifying components of national, economic and financial security strategies, In the interests of PPP parties, we propose to understand the generalized model of the long-term course of action in the form of a set of identified financial and economic interests of partners in the implementation of PPP, goals and mechanism to protect them from threats that hinder their implementation. The following strategy: determines the financial and economic interests of partners in the implementation of the PPP; contains a description of threats to the financial and economic interests of partners in the implementation of the PPP; determines the goals of the strategy to protect the financial and economic interests of partners in the implementation of the PPP; establishes criteria and parameters of financial and economic security of partners; reveals the mechanism for ensuring the protection of financial and economic interests of partners in the implementation of the PPP [1, p. 100].

Consideration of existing approaches to the algorithmization of the process of formation and implementation of national, economic and financial security strategy through the prism of features, principles and sequence of stages of PPP, as well as the main provisions of the concept of strategic management, allows to propose author's development of algorithm economic interests of the parties to the PPP.

At the first stage of developing a strategy to protect the financial and economic interests of the PPP parties conduct a strategic analysis of the internal and external environment of the partner, which allows to determine its financial and economic interests in the implementation of the PPP, as well as factors influencing their

implementation. At this stage, financial and economic interests are classified by reciprocity: individual and common. The second stage involves the analysis of factors that negatively affect the realization of financial and economic interests, and the identification of threats. The analysis of the conditions for the realization of financial and economic interests allows us to formulate the goals of activities aimed at their protection, which is the essence of the task at the third stage of strategy formation. The goals of the strategy should not only be formulated verbally - it is desirable that they also have a quantitative verification with the help of clear indicators, which will allow to assess the degree of their implementation and accessibility [2].

Objectives should be classified: objectives of activities to protect individual financial and economic interests and objectives of activities aimed at protecting common financial and economic interests (such objectives should be agreed with the partner).

The fourth stage of strategy formation is to assess the financial and economic security of partners, which allows to determine the feasibility of the strategy and is the basis for developing measures to achieve the goals of protection of financial and economic interests, which is the content of the fifth stage. Measures to protect the common financial and economic interests of the PPP parties are developed on the basis of the principle of complementarity of protection mechanisms of partners. At the final stage of formation of the strategy for protection of financial and economic interests of the parties to the PPP, the risk of incomplete implementation of the strategy is assessed and (if necessary) the strategy is specified [3].

Implementation of the strategy of protection of financial and economic interests of the PPP parties is to develop an organizational and economic mechanism for implementing measures aimed at achieving the goals of protection of financial and economic interests of partners, implementation of these measures and evaluation of the chosen strategy. in the implementation of other PPP projects.

The specifics of the relations that arise during the implementation of the PPP, determines a number of features of the formation and implementation of the strategy

to protect the financial and economic interests of the parties to the PPP, the main of which are:

In partnership, public and private partners have their own financial and economic interests in the implementation of the PPP, free to determine the forms and methods of achieving goals, so, in our opinion, the strategy should be developed for each partner separately, but its components such as joint financial and economic interests and measures for their protection must be agreed at the third stage of the PPP - during the conclusion of the PPP agreement with the winner of the tender;

In accordance with world practice and Ukrainian legislation, proposals for the implementation of the PPP may be submitted to the authorized body by both public and private partners. As already at this stage there is a threat of realization of financial and economic interests of the project initiator - rejection of the offer, therefore it is necessary for him to develop strategy of protection at the first stage of PPP implementation - during project initiation and substantiation of its expediency. It is expedient for other parties to the PPP to form a strategy for the protection of financial and economic interests no later than the second stage of the PPP - when choosing a private partner; the term of the strategy of protection of financial and economic interests of the PPP parties must be not less than the term of the PPP agreement, as violation of its (agreement) conditions may interfere with the realization of financial and economic interests of partners. Given that PPP agreements are long-term, this provision does not contradict the provisions of the concept of strategic management.

References

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3. . Allen, Grahame. "The Private Finance Initiative (PFI) Commons Briefing papers RP01-117" (PDF). UK Parliament: House of Commons Library. UK Government. Retrieved 20 January 2018.