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## **Investigating Project Management practices in public sector organizations**

In recent years, project management has been developing more and more actively in government organisations. Methodological recommendations for the implementation of project management in the executive authorities are approved, project offices are created in the regions, and standards for project management are approved and developed. Now the state authorities face an urgent need for effective tools for technological support of project activities.

In Kazakhstan, the topic of introducing project management into the activities of public authorities has become quite relevant and has already been announced by Prime Minister B. Sagintayev, but the pace, speed and scale of this process are not high. One of the first among state bodies was the General Prosecutor's Office of the Republic of Kazakhstan. Project offices were also established in the Ministry of Tourism and Sports, the Ministry of Defense and Aerospace Industry, Astana Akimat, and Kyzylorda Oblast Akimat.

The introduction of project management is not just a tool for the successful implementation of state investment projects, it is one of the tools for the development of the country's economy, its competitiveness in the world arena, improving the quality of life of the population, as well as a tool for changing outdated bureaucratic closed thinking.

It should be noted that examples of successful implementation of project management in the public sector exist. It is important to understand here that one cannot blindly copy the experience of other countries, since for each country of action, what happened in one state may not work in another. However, it is still worth studying the main directions and trends in the implementation of project management in other countries.

Project management in the public administration system is the process of choosing the optimal combination of projects to ensure the specific strategic goals of the municipality. The meaning of the design approach is the need to “see” today from tomorrow, and today to work on what will be needed in the future [1].

In general, we can say that project management contributes to:

- reducing the time frame and improving the quality of the achieved results of projects and programs with the same resources;
- increasing the planning and transparency of budget utilization during the financial year, contributes to avoiding massive expenditures at the end of the year, with a low percentage of budget execution until the last quarter;
- reduction of ineffective budget expenditures. Thus, the project considers monetary funds as a way to achieve the planned result, while the existing system is largely focused on the development of funds;
- increasing controllability in the course of solving individual problems by controlling the distribution, levelling and spending of resources for all projects, increasing the detail of planning and execution, monitoring the implementation of projects online, promptly taking corrective actions.

Nevertheless, as the reports of the Accounts Committee for Control over the Execution of the Republican Budget show, the implementation of state investment projects is characterized by “ineffective execution” and “insufficient efficiency”. According to the Chairman of the Accounts Committee, when implementing projects, most administrators of budget programs limit themselves only to “transferring funds to local executive bodies in accordance with the payment plan. At the same time, monitoring of the achievement of final results is no longer carried out.” [2]

Poor project organization can lead to huge losses. Thus, according to the results of the global project management survey conducted by the Project Management Institute - PMI in 2016, for every \$ 1 billion invested in a project, there are 122 million lost irretrievably. [3]

This fact proves that in the public sector it is necessary to expand the information space and introduce modern information technologies in government bodies as a tool for technological support of project activities.

To overcome the passivity of managers of the old formation and modernize the structures of the public sector and local self-government, it is necessary to pay special attention to the following areas of activity:

- continuous training of employees, both management and rank-and-file in the direction of increasing specific competencies to solve certain professional tasks;
- certify personnel following modern management standards;
- to increase the motivation of employees (material and moral) based on the results of personal efficiency and overall success of the undertaking, to organize the feedback of performers with managers;
- when introducing the principles of project management in an organization, move from simple initiatives to complex multicomponent endeavours;
- record the results of each stage, determine its disadvantages and benefits, make the necessary changes to the passport and record again;
- maintain the integrity of the initiative in all areas of work (from initiation to acceptance and final report);
- distribute roles and responsibilities between employees to avoid poor performance of assigned functions.

At the same time, the team should include specialists from the executive authorities to acquire the necessary skills. The best place to start is by implementing pilot projects and then extending the lessons learned to other ideas.

The idea of moving from assignments to project work is an attempt to make the bureaucratic apparatus work according to certain principles and priorities, instead of carrying out daily and often contradictory assignments; in fact, this is an attempt to move to a new political system - from vertical to horizontal. It should be remembered here that the introduction of project management should be accompanied by a change

in the organizational culture itself in the authorities and be stimulated by the motivation of employees.

Thus, we can conclude that, in general, the idea of introducing project management into the public sector seems not only promising but also overdue. However, taking into account the lessons of the world experience in the implementation of project management in the work of government agencies, it is necessary to take into account that the successful implementation of project management requires strong political will and public support, orientation to specific problems of citizens, as well as adaptation to local characteristics while borrowing the experience of other countries.

#### Literature:

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