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K.Shaldarbekov¹, G.Mukhanova², Z.Nurmukhambetova³¹Kazakh National Research Technical University after K.I.Satpayev, Almaty, Kazakhstan;²Kazakh National Research Technical University after K.I.Satpayev, Almaty, Kazakhstan;³M.KH. Dulati Taraz State University, Taraz, KazakhstanKairat77@yandex.ru, Gulmirasamudin@gmail.com, Zaure.tarsu@gmail.com**INTERNATIONAL PRACTICES IN PROJECT MANAGEMENT
IN IMPLEMENTING REGIONAL DEVELOPMENT PROGRAMS**

Abstract. For regions under uncertainty it is critical to learn how to choose the most effective and first priority projects for the regions, successfully fulfill undergoing projects and make consistent progress to realization of the targeted benefits. All these mentioned functions shall be fulfilled by a certain management unit called a project office. Attempts to create a project office have been done in many regions of Kazakhstan several years ago. A project office was created in pursuance of project management for the projects included in industrialization map of Kazakhstan. Herewith this project office was only an informational analytical system able to monitor fulfillment of key performance indicators of investment projects and formation of regulatory and consolidated documentation. At present these project offices are invalid. Meanwhile many countries demonstrate success of using project approach in regional economy management showing its substantiality and effectiveness. This research paper reviews international practices in project management in implementing regional development programs in such countries as Great Britain, Japan, Singapore, Russian Federation and countries of European Union. International practices of foreign countries are generalized on the basis of this research results and their acceptability for the regions of Kazakhstan is justified.

Key words: project management, region, regional projects, regional programs.

Introduction. A contemporary state is not able to develop without economical growth of its regions. State territorial units may appear for its regions such as: towns, agglomerations, territories. Regional social and economic development provides for a whole task complex focused at development of industry, agriculture, small business as well as attracting domestic and foreign investments.

Regional development depends on growth of various indicators. Both economic and social indicators are taken as criteria: growth of industry, agriculture, increase in household income, change in production structure.

Contemporary paradigm of regional development provides for implementation of programs and projects for social and economic development. Accordingly, regional development depends on success in implementation of programs and projects in industrial, social and infrastructure areas. At the same time it's obvious that efficiency in implementation of regional projects depends on a combination of territorial development factors: economic and social infrastructure, economic capacity, political aspects.

For regions under uncertainty it is critical to learn how to choose the most effective and first priority projects for the regions, successfully fulfill undergoing projects and make consistent progress to realization of the targeted benefits (program management) [1,2]. Inasmuch as regional authorities shall respond to the needs of local people at first, actuality of improving management quality including through implementation of project management in the regions becomes urgent. [3,4,5].

All these mentioned functions shall be fulfilled by a certain management unit called a project office. A project office is a unit which carries out project management.

As for the situation in our country, project management techniques started spreading out widely since 2010. The Government set a n objective to create and develop National project management system.

Attempts to create a project office have been done in many regions of Kazakhstan several years ago. A project office was created in pursuance of project management for the projects included in industrialization map of Kazakhstan. Herewith this project office was only an informational analytical system able to monitor fulfillment of key performance indicators of investment projects and formation of regulatory and consolidated documentation. At present these project offices are invalid.

Meanwhile many countries demonstrate success of using project approach in regional economy management showing its substantiality and effectiveness.

Research methods. For reviewing international practices of developed countries such countries as Great Britain, Japan, Singapore, Russian Federation and some countries of European Union were analyzed. Studying the world best practices in using tools of project management for implementation of regional development programs includes such methods as comparison, systematization and generalization.

Results. Great Britain was among the first countries introducing project management in the public sector. Several standards for project management have been developed in Great Britain. The most well known standard is PRINCE2 standard to identify the major processes of project management, project organizational structure, documents, etc. nowadays this standard has been applied in such countries as Great Britain and other English speaking countries [6]. In addition as of today state authorities in Great Britain are actively applying Agile technique i.e. flexible project management. This technique provides for project implementation in the form of spiral through making decision step by step and various requirements to be determined. Flexible project management enables to manage those projects with no unchangeable phases and different alterations may be introduced [7].

To ensure successful management of regional projects, in 2011 “Department of first priority projects” was created in Great Britain. This Department was established mainly for selecting the most prioritized and effective projects for each region. Main reasons for creating this Department were frequently appearing problems in implementation of regional projects: poor planning, ineffective work in the risk management area. This Department is a state level project office to provide support for regional projects. It maintains the portfolio of these projects and also provides expert support. Specialists of this Department collect the best practices of project management, thereby providing assistance for managers in charge of various projects. In other words it is knowledge and competence center.

During recent years the Government of Great Britain has introduced measures to improve capabilities of project implementation in the government departments including creation of departmental centers for studying the world best practices for management of projects and programs “Super program offices” entrusted with implementation of best practices for project management [8].

In the United States, the project management in regional authorities is based on the use of the PMBOK knowledge management guide, which provides an integrated approach to managing processes and knowledge areas. Most regional authorities have their own policies, processes, and widely use the instruments and templates for procurement planning and contract management. Project time management is carried out with the network schedules or complex software for managing critical paths. Project cost management also varies from a simple cost estimate to complex budgeting processes.

Heads of the American regions do not apply all project management processes in their practice. It depends on the scale of the regional projects. The classification of projects according to the level of risk is also carried out depending on the scale of the project. For example, in some US regions projects estimated more than USD 10 million are classified as projects with a high level of risk. These projects undergo a thorough examination and require a detailed reporting on the timing of implementation, budget and scope.

In the United States, project management specialists note that successful application of project management in the regions requires the senior management support. If the current organizational structure does not support the project management, it is necessary to change the management structure. Change management assumes the training of employees and implementation of new processes [9].

Japan despite being a leader in various economy sectors, started facing some challenges in the beginning of 2000th and gradually lost traditionally held positions at the global market. Therefore Japan initiated launch of national wide programs for improving competitiveness under the name “New wave”. Within the framework of implementation of these programs a special method was designed in Japan to manage these programs. As a result, a new eastern style method more like philosophy was designed.

During the initial stage this method was intended for implementation of infrastructure public and regional wide projects as well as business development projects. Few first priority areas in which Japan traditionally has been leading were identified: production of high speed trains, engineering nuclear power stations.

Japan method in project management area assumes that the project management team shall focus at creating values. Their techniques describe how to recruit a team for a particular program and motivate the team members for sharing knowledge as well as ensure sustainable interaction among various programs.

Such a small country as Singapore also started using project approach at optimizing public departments [10]. Project approach is a manifestation of knowledge-based economy – one of the leading technologies to maintain global competitiveness [11].

In 2006 in Singapore MAGENTA instruction was designed to realize informational system for each governmental agency. MAGENTA is a complex of methods including diagrams, tools and various patterns with examples. These methods was built up on project approach with identification of inputs, outputs, internal and external project environment.

Russian Federation was among the countries proving its sustainability with project management at the regional level.

In the midst of the 2000th project management was recognized and gained support at the governmental level in Russian Federation. 2010 is considered to be a starting moment for development of project management in Russia. Exactly starting from 2010 Ministry of Economic Development of RF introduced project management method: report development, project implementation methods as well as project assessment were brought into practice [12,13,14].

Belgorod oblast was one of territorial entities of the Russian Federation where project management was developed to the most extent. Project management system was introduced in this region in 2010. To design and introduce project management system, a competent authority – Human Resources Department of Belgorod oblast was created [15].

It should be noticed that in this territorial entity of the Russian Federation also activity of Public Service Training Academy was organized for public employees to study fundamentals of project management. Project office model is activity for selecting and reviewing new projects as well as providing assistance in managing the currently existing projects. All projects to be realized are registered in the common data base of electronic document flow “Online Government of Belgorod oblast”, in which all executive branch agencies are operating. Sharing experience of Belgorod oblast enables to state that one of the most important factors of achieving success in introduction of project management in regional public authorities is a high level of support for promoting project management principles from a higher standing executive in charge of the territorial entity, i.e. the regional governor [16, 17].

Many countries of European Union are also actively applying methods and tools of project management for implementation of regional development programs. Project office models created on the basis of techniques PMI, PRINCE2 and IPMA are successfully applied in such countries as Poland and Romania [18]. Particularly at present methods of project management in Poland are intended for upgrading the entire national-wise and regional management to form a new type of state management [19]. In Latvia municipal government departments, project management mainly provides for effective expertise and selection of best projects[20].

Improvement process of selecting best regional projects based on applying tools of project management is actively used in municipal government departments of Greece and Italy [21]. Particularly in Greece while selecting the first priority projects for a certain region, multi-criteria project selection methods are applied to reduce the risk of selecting ineffective projects [22].

Discussion of results and summary. Operating analysis of regional project offices in Great Britain, USA, Japan, countries of European Union and Russian Federation brings us to the conclusion that using tools of project management in managing an entire region will enable to improve efficiency in implementation of regional projects. Doing this requires fulfillment of the following conditions:

- to identify a public authority responsible for introduction of project management;
- to involve employees in project activity to a wide extent, providing them with professional retraining;

- to create an environment of assessment and selection of the most prioritized and attractive projects for a particular region (expert panels for project consideration, attraction of external experts, development of methods for selecting best projects).

Proper application of international practices in the regions of RK shall promote initiation of first priority and effective projects.

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АЙМАҚТАРДЫ ДАМУ БАҒДАРЛАМАЛАРЫН ЖҮЗЕГЕ АСЫРУДАҒЫ ЖОБАЛЫҚ БАСҚАРУДЫ ҚОЛДАНУДЫҢ ШЕТЕЛДІК ТӘЖІРИБЕСІ

Аннотация. Белгісіздік және анықсыздық жағдайында, аймақтар үшін ең тиімді және басым жобаларды таңдау, жобаларды нәтижелі іске асыру және осылардың нәтижесінде жоспарланған нәтижелерге жету ең маңызды мәселелердің бірі болып табылады. Осы аталған функцияларды жобалық кеңсе деп аталатын белгілі бір басқару органы жүзеге асыруы керек. Бірнеше жыл бұрын Қазақстанның көптеген аймақтарында жобалық кеңселерді құру бойынша іс-әрекеттер жасалды. Жобалық кеңсе Қазақстанның индустрияландыру картасына енгізілген жобаларды басқару мақсатында құрылған. Алайда, бұл кеңселер инвестициялық жобалардың жоспарланған көрсеткіштерінің орындалуына мониторинг жүргізуге мүмкіндік беретін ақпараттық-аналитикалық жүйе ретінде ғана жұмыс істеді. Қазіргі уақытта бұл жобалық кеңселер жұмыс істемей тұр. Сонымен қатар, көптеген елдерде аймақ экономикасын басқарудағы жобалық тәсілді пайдалану өзінің дұрыстығы мен тиімділігін көрсетіп отыр. Бұл мақалада Ұлыбритания, АҚШ Жапония, Сингапур, Ресей Федерациясы және Еуропалық Одақ елдеріндегі аймақтық даму бағдарламаларын іске асыруда жобаларды басқару тәжірибесі қарастырылды. Зерттеу нәтижелері бойынша шет елдердің тәжірибесі жинақталды және олардың Қазақстан аймақтарына қолайлығы негізделді.

Түйін сөздер: жобаларды басқару, аймақ, аймақтық жобалар, аймақтық бағдарламалар.

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ЗАРУБЕЖНЫЙ ОПЫТ ПРИМЕНЕНИЯ ПРОЕКТНОГО УПРАВЛЕНИЯ ПРИ РЕАЛИЗАЦИИ ПРОГРАММ РАЗВИТИЯ РЕГИОНОВ

Аннотация. В условиях неопределенности для регионов жизненно необходимо научиться отбирать наиболее эффективные и приоритетные для регионов проекты, успешно выполнять имеющиеся проекты и последовательно продвигаться к реализации запланированных выгод. Все эти вышеуказанные функции должен выполнять определенный орган управления, который называется проектным офисом. Во многих регионах Казахстана несколько лет назад были осуществлены попытки создания проектного офиса. Проектный офис создавался с целью управления проектами, включенных в карту индустриализации Казахстана. При этом он представлял собой лишь информационную аналитическую систему, которая позволяла вести мониторинг исполнения плановых показателей инвестиционных проектов и формирование регламентной и сводной документации. В настоящий момент эти проектные офисы являются недействующими. В то же время во многих странах применение проектного подхода при управлении экономикой региона показывает свою состоятельность и эффективность. В данной статье рассмотрен опыт применения проектного управления при реализации программ развития регионов в таких странах, как Великобритания, Япония, Сингапур, Российская федерация и страны Евросоюза. По итогам исследования был обобщен опыт зарубежных стран и обоснована их приемлемость для регионов Казахстана.

Ключевые слова: управление проектами, регион, региональные проекты, региональные программы

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