

PROJECT MANAGEMENT IN REGIONAL DEVELOPMENT

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The present stage of Ukrainian economy reforming demands provision of economic growth and steady social development of a society. In order to realise it a qualitatively new state regional policy is needed.

Regional development is a dynamic process, a change of internal social and economic structure of a region directed at its improvement and rationalisation. As a rule, it has the progressive support, characterised by progressive changes and as a result should lead to a region formation as a steady spatial system which rationally uses the internal potential and co-exists with its environment harmoniously.

Basically development is defined, planned and performed at a national level with the use of state investments, which, as a rule, are disposed by corresponding ministries and departments. However during the last twenty years many states have started to use more directed individual approach to each region in order to solve concrete regional problems, with an active cooperation of organisations and citizens of a region.

Today, as never before, each region needs to develop its own strategy of development which would promote the increase of its competitiveness. Such strategy should be based on the new approach to a management system of a region industrial policy.

The researches testify that a lot of scientific works by S. Gazaryan, O. Kopitko, O. Krajnik, O. Markov, O. Medvedeva, V. Molokanova, V. Rach, O. Rossoshanskaya, G. Sukrusheva, O. Fedorchak, I. Chikarenko, J. Sharov and others are devoted to the problems of introduction of project management toolkit in regional development sphere in Ukraine.

Research of theoretical and practical works on a project management problematic allows to assert that the regional aspect is almost always connected with the optimisation of regional projects structure. The complete, scientifically reasonable methodology, and also the system of methods and management tools of regional development projects are not suggested by the authors. There are only general approaches concerning the solution of these actual problems, and the system of methods and tools in each specific case gets out separately. It does not allow to use the potential of regional development projects with max efficiency and determines the necessity of scientific justification of regional projects management in modern conditions.

Thus, there is a number of problems caused by the absence of system integration between levels of strategic, program and design management of regional development in Ukraine that predetermines an urgency of scientific researches concerning the implementation of project management as a tool of strategic planning of regions development and demands the activation of theoretical and practical searches of a given problem solution.

The aim of the article is the theoretical justification and development of practical recommendations concerning the increase of efficiency of introduction and use of project management as a tool of strategic planning of regions development in Ukraine.

Today in our country almost all local authorities and local executive bodies take part in the development and subsequent implementation of strategy and target programs of social and economic development of regions and separate territories. It occurs with an active participation of a territorial community. However, the unified methodology and approaches concerning the administration are not used that negatively influences the efficiency and overall results [1].

The law of Ukraine "About the state forecasting and development of programs of economic and social development of Ukraine" establishes the legal, organizational and economic principles of creation of uniform system of program and forecasting documents of social and economic development of Ukraine, separate sectors of national economy and administrative and territorial units which are the components the of general system of state regulation of social and economic development [2]. According to this law the program of

economic and social development of a region, an area, a city of Kiev for the short-term period should be developed annually and be agreed with the annual message of the President of Ukraine to the Verkhovna Rada of Ukraine about the internal and external affairs of Ukraine.

The components of programs of economic and social development of territories and regions are target programs which represent a complete set of tasks and the events agreed with all the involved contractors on terms and provision of the resources and are directed at the solution of priority problems of development of certain regions, economy sectors or a sociocultural sphere of regions. The realisation of these programs takes place at the expense of local budgets. The programs are developed according to the main principles of the state target programs formation which are specified in the Law of Ukraine "About the state target programs" [3].

As a result of the given research the real condition of target programs of social and economic development of certain regions development and realisation that are the evidence of inaccurate qualitative and quantitative results of the accomplishment of adequate measures, terms of realisation, contractors, volumes and financing sources, the realisation mechanism, and also coordination of these programs on concrete strategic directions in each specific case are insufficiently and precisely determined. These facts are the reasons of poor performance of many programs of economic and social development of Ukraine's regions.

The main problems which arise during the performance of the state target programs are the following:

- inconsistency between the received results and set goals (in official documents there are the programs which do not solve daily life problems of the program participants but only applied to the formal justification in official documents);

- absence of the well-tuned mechanisms of realisation of programs management results which were carried out in previous years (organizational problems which often arise in the course of programs realisation);

- opacity of decision making process, absence of mutual trust to decisions made by the participants of the program, absence of cross liability.

It is also necessary to consider the fact that in the state target programs

the main activity occurs outside the programs realisation, forces of nonparticipants of these programs, subjects of the programs and interested persons who are influenced by these programs (the institutes and infrastructural objects created within these programs) [1].

For the purpose of improvement of the state target program quality, the level of satisfaction of persons concerned in business, the methodology of projects management is widely applied. The necessity for the use of this methodology is caused by the availability of such weak places as inefficient planning and poor preparation of programs, their discrepancy to the real needs of final consumers, insufficient consideration of factors which influence the stability of results and terms of programs viability. These and many other negative factors create the necessity for the improvement of the processes connected with the development and accomplishment of government programs. In spite of the fact that public sector has certain exclusive features in comparison with business sector, the modern methodology of a project-oriented management can also be applied to management of government programs that is confirmed by the long experience of foreign countries. In general, programs and projects can hardly be separated from each other [4].

The project in regional development sphere is understood as a complete complex of logically-structured interconnected measures and tasks which are time-ordered, and directed at the solution of the main problems of territorial communities or administrative and territorial units development, performed under the conditions of scarce material, financial and other resources in definite periods of time [4].

The program is a complete set of interconnected resources, contractors and terms of projects, the realisation of which demands the coordination and management of accomplishment for the achievement of an overall aim [4].

At the heart of any program there are several projects. The program is implemented as a series of interconnected projects. Strategy, in turn, is a number of interconnected programs. Thus, it is possible to draw a conclusion that modern methodology of a project-oriented management can be applied in both the development and the accomplishment of target programs, and strategy of regional and territorial development.

Modern methodology of project management provides an opportunity to

specify precisely qualitative and quantitative results of accomplishment of corresponding projects and programs, terms of their realisation, contractors, volumes and financing sources, realisation mechanism. It doesn't allow to exceed the costs of budgetary funds due to the systematization and structuration of project process. All the stages of a project are united in a uniform cycle so that the purposes of a project and a problem of its stability remain actual throughout the life cycle of a project. At the very beginning of a project cycle there should be public priorities, the main tasks of a program or a strategy according to which decisions are made that provides the conformity of results to certain strategic targets.

Thus, project management in regional development needs to be considered as a process of institutionalization in a program-target format of intervention of local or public authorities in public life for the effective solution of problems, connected with regional development.

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