ABSTRACT
of the dissertation for the degree of Doctor of Philosophy (PhD) on the specialty «6D051800 – Project management»

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IMPLEMENTATION OF A PROJECT-ORIENTED MANAGEMENT SYSTEM IN THE ACTIVITIES OF STATE BODIES OF THE REPUBLIC OF KAZAKHSTAN

General description of work. The dissertation research is intended to develop proposals for the implementation of a project-oriented management system in the activities of state bodies of the Republic of Kazakhstan.

The relevance of the research. The current stage of economic development of the Republic of Kazakhstan is characterized by the transition of an increasing number of organizations to project management approaches, when projects are considered not only as the subject of their main activities, but also as an effective form of implementing overdue changes. The effectiveness of organizations implementing projects largely depends on the integration of the project management system with the corporate management system of the organization as a whole. In this context, it is advisable to talk about project-oriented management (POM) and project-oriented management system (POMS).

Project-oriented management is a type of management focused on the execution of projects. It combines traditional process management and innovative project management. Project-oriented management is becoming a critically important area of modern management. Moreover, this applies not only to commercial entities but also to government agencies.

In business, project-oriented management has gained recognition for a long time, since its relevance is due to the challenges of the external environment:

- increased competition for resources;
- variability of external factors;
- the complexity and multitasking of the problems facing modern business;
- the increasing role of innovation in the economy;
- the spread of information technology;
- the intensification of various risks.

Management structures are forced to respond to these challenges by increasing their flexibility, increasing the demands on compliance with schedules and budgets to fulfill business tasks. World experience shows that solving these problems through project-oriented management tools is more effective than using process management.

The understanding of the advantages of project-oriented management is gradually coming to public authorities. This is due to the need to improve the efficiency of government agencies in the implementation of government programs and projects. In advanced countries, project-oriented management in government agencies is already a reality. Projects are created for specific tasks. Practice shows that project-oriented management in government agencies allows:

- complete the tasks on schedule;

- improve the efficiency of budgeting;
- increase the probability of achieving your goals;
- reduce various risks, including the risk of non-compliance with the budget.

Interest in project-oriented management in the Republic of Kazakhstan is manifested both in the scientific and commercial spheres. However, insufficient attention is paid to the aspects of the implementation of project-oriented management in government agencies. Currently, there are certain conditions in the Republic of Kazakhstan for the introduction of project-oriented management in the activities of government agencies. Already, a program-oriented approach is being actively implemented and used in public administration in the Republic of Kazakhstan, the essence of which is that state development strategies are supported by specific targets and a list of state programs. Each program has a list of activities to be implemented. In fact, these events are projects.

Purpose and objectives of the study. Development of the concept of a POMS for government agencies of the Republic of Kazakhstan and justification of the model of its implementation.

To achieve the purpose of this study, the solution of the following tasks is established:

1. To study the need to implement a POMS in the activities of the public sector by determining its functionality, expediency and specificity, as well as methodology from the point of view of world theory and domestic practice.

2. Analyze the conceptual and categorical apparatus of project-oriented management and formulate an author's approach to develop a successful concept of a POMS proposed for implementation in the activities of government agencies.

3. To determine the prerequisites and factors for the successful implementation of the POMS in the state bodies of the Republic of Kazakhstan on issues and effective ways to synchronize the current procedural and project management.

4. Assessment of the readiness of civil servants to switch to a POMS in government agencies of the Republic of Kazakhstan, taking into account national priorities.

5. Development of the concept of a POMS for Kazakhstani government agencies and creation of a model for its successful implementation.

Methodology of the research. To solve the tasks set and verify the hypotheses put forward, a set of the following research methods was used:

- theoretical (a formalized method of analyzing scientific literature on the problem of research; general scientific methods of analysis and synthesis; system analysis);
- empirical (observation; statistical and sociological methods of collecting and processing information; expert assessments; methods of economic, mathematical and simulation modeling; correlation and regression analysis)
- strategic analysis methods for summarizing research results (PEST, stakeholder analysis, SNW, SWOT, cause-and-effect diagrams). The validity and reliability of the research results is confirmed by the use of generally recognized methods of statistical analysis, information from open official sources, as well as our own research.

The scientific novelty of the research is determined by the following:

1. Proposals have been developed to increase the inclusiveness of projects implemented by government agencies, in particular, a system of goals, requirements and expected results of various groups of project stakeholders.

2. Based on a critical analysis of the scientific, theoretical and empirical conceptual and categorical apparatus that has developed in the global project management, the author's definition of a POMS proposed for implementation in government agencies is given, and a unique version of its functional composition is developed.

3. The prerequisites and factors of the transition to a POMS proposed for implementation in government agencies are identified by substantiating the author's approach to synchronizing the approaches of procedural and project management in the management of state organizations in the Republic of Kazakhstan, and the requirements for it are systematized.

4. Taking into account the national characteristics of Kazakhstan, through a multi-criteria and step-by-step examination, the readiness of state bodies to switch to a POMS was assessed, in particular, the competencies of civil servants, factors of the external and internal environment. As a result, a profile of the readiness of the state bodies of the Republic of Kazakhstan for the transition to a POMS has been formed.

5. The author's concept of a POMS proposed for implementation in the state bodies of the Republic of Kazakhstan has been developed, and a model of its implementation has been created, as well as the socio-economic positive results of the implementation of a project-oriented management model based on the activities of a specific state body have been actually substantiated.

The main conclusions of the dissertation submitted for defense:

1. In order to achieve sustainable and inclusive economic development and enhance the effectiveness of the public sector, it is crucial to increase the inclusiveness of government agencies. To this end, we propose introducing a POMS in government agencies, which has proven effectiveness in international practice and takes into account the principles of sustainable and inclusive development. Within the framework of this project-oriented system, a system was developed that unites important stakeholders in projects led by public authorities, as well as their goals, requirements, and expected outcomes from projects.

2. During the course of the study, it was necessary to define the concepts and categories of a project-based management system proposed for implementation in order to improve the current management methodology in government agencies. For this purpose, a critical analysis was conducted on various points of view and concepts that have been formed in the global research base and practice of project management. As a result, an author's definition of the proposed project-based management system and a unique version of its functional structure are presented.

3. In order to improve the efficiency of the activities of state bodies in the Republic of Kazakhstan, it has been determined that it is necessary to integrate procedural and project management approaches into them. To this end, as a means of effectively synchronizing them, a model for adapting the organizational structure of these bodies to project-oriented management has been

proposed. To this end, the requirements for a proposed POMS have been systematized based on international and domestic standards for project management, regulatory documents, and domestic experience. Through analysis, prerequisites and factors for successful implementation of such a system have been identified.

4. To ensure the successful implementation of a POMS in state bodies of the Republic of Kazakhstan, it is essential to take into account the national characteristics of public administration in the country. Therefore, negative consequences, problems, and obstacles that may arise during the implementation of such a system have been identified. A profile of readiness of state bodies for transition to project-oriented management has been developed, including strengths, weaknesses, and necessary competencies for adoption of these technologies. As a result, by using popular methods of strategic analysis, we were able to assess the external and internal factors that are favorable for implementing a project-based management system in government agencies in the Republic of Kazakhstan.

5. Based on the scientific findings above, a model for project-oriented management has been proposed, which is recommended for implementation in government agencies in the Republic of Kazakhstan. This model is based on eight interconnected projects that aim to make changes to the personnel management system, organizational structure, IT management, and regulatory framework. As proof, one government agency with 86 employees saw an increase in efficiency when implementing the project-oriented model. This included an increase in productivity, reduction of risks and project consequences, and improvement in social outcomes. Therefore, the importance and need for implementing this model in government agencies across Kazakhstan has been demonstrated through practical results. This positive outcome can be applied to other government organizations as well. The project-based management approach allows government agencies to effectively implement strategically significant plans for the sustainable and innovative growth of Kazakhstan.

The theoretical significance of the study: The theoretical and methodological developments presented in this study can be used to further explore the challenges of implementing and utilizing a project-based approach in the public administration of Kazakhstan. Specifically, the author's model for a balanced combination of process management and project management within government agencies can serve as a foundation for the subsequent development of more effective project risk management strategies in government operations.

The practical relevance of the research: The findings from this dissertation (including the concept of effective project-based management and the stages involved in implementing such a system) are suggested for implementation within state agencies in Kazakhstan with the aim of enhancing their operational efficiency.

The practical conclusions and recommendations of the dissertation can be applied by state bodies of the Republic of Kazakhstan and local authorities in the process of developing socio-economic development plans. The results of the research can be incorporated into programs for transitioning to an innovative economy, state innovation policies, and improving the regulatory environment for

innovation at both the national and regional levels. They can also be used in creating comprehensive plans for the innovative development of government agencies in Kazakhstan.

The conclusions presented in this study and the proposals developed will allow us to:

- Enhance the effectiveness of Kazakhstan's innovation policy through a more targeted approach.
- Increase the efficiency of innovative activities.
- Improve the consistency and impact of government support for innovation.
- Stimulate the development of an innovative infrastructure.; To increase the level of innovation activity in public-private partnerships.

A profile of factors contributing to the effectiveness of project-based management in government bodies of the Republic of Kazakhstan was developed. This profile can be used to identify areas for improvement in corporate culture and internal organizational structures in order to enhance project-based management effectiveness in government agencies.

The findings from this research can be utilized in educational programs at institutions of higher education and postgraduate studies, specifically in courses related to public administration and project management.

Approval of the research findings: The key findings of this dissertation were presented at three international scientific and professional conferences and forums between 2018 and 2021, where they were well-received.

Publication of findings: 4 scientific papers have been published on the topic of my dissertation, including 1 in a journal with a non-zero impact factor and 3 in leading peer-reviewed journals determined by the Committee for the publication of the main results of scientific activity in the Republic of Kazakhstan.

The structure and scope of my research: My dissertation consists of an introduction, three main chapters, a conclusion, a list of references, and appendices. The main body of the work spans 145 pages and contains 63 tables, 38 figures, and 10 formulas.