

## Посилання на статтю

Leitch Duncan. The project team approach as the means of improving the performance of local self-government in Ukraine / Leitch Duncan // Управління проектами та розвиток виробництва: Зб.наук.пр. – Луганськ: вид-во СНУ ім. В.Даля, 2011. – № 1(37). – С. 46-49. - Режим доступу: <http://www.pmdp.org.ua/images/Journal/37/11dlesgu.pdf>

UDC 005.8:005:21:35.07

Leitch Duncan

### THE PROJECT TEAM APPROACH AS THE MEANS OF IMPROVING THE PERFORMANCE OF LOCAL SELF-GOVERNMENT IN UKRAINE

Possibility and expediency of implementation modern management approaches as the means of the performance of local self-government in Ukraine are grounded. Fig. 1, ref. 4.

Key words: contemporary role of local self-government, public services, changes in organizational and management system, result-based management, strategic planning, project management.

Ліч Данкан

### ПРОЕКТНО-КОМАНДНИЙ ПІДХІД ЯК ЗАСІБ ПОКРАЩЕННЯ ДІЯЛЬНОСТІ ОРГАНІВ МІСЦЕВОГО САМОВРЯДУВАННЯ В УКРАЇНІ

Обґрунтовано можливість та доцільність впровадження сучасних управлінських підходів як засіб покращення діяльності органів місцевого самоврядування в Україні. Рис. 1, дж. 4.

Лич Дункан

### ПРОЕКТНО-КОМАНДНЫЙ ПОДХОД КАК СРЕДСТВО УЛУЧШЕНИЯ ДЕЯТЕЛЬНОСТИ ОРГАНОВ МЕСТНОГО САМОУПРАВЛЕНИЯ В УКРАИНЕ

Обоснована возможность и целесообразность внедрения современных управленческих подходов как средство улучшения деятельности органов местного самоуправления в Украине. Рис. 1, ист. 4.

***Raising of problem is in a general view.*** My conclusions about the management of local and regional government in Ukraine are based on 10 years of working in international programs of assistance to public administrative reform, during which I have been lucky enough to become well acquainted with officials in 6 or 7 of the country's regions. Before that I worked for 8 years in a similar capacity in Russia. And before that I worked for 15 years in senior positions in the city government of London, England.

The organs of local self-government are the part of any country's state apparatus that touches most directly on the everyday lives of its people, through schools, housing, social care, the management of waste and so on. Traditionally, local government has been required to *react* to the needs and demands of its electors, and its effectiveness has been judged by how well it succeeds in doing so. Nowadays

however, local government is increasingly expected to take on a *proactive* role [1]. This requires officials and politicians to take the initiative in finding ways to improve the conditions of life of ordinary people, and to improve not only the range but also the quality of the services available to them.

**Analysis of the last researches which consist solution of problem is offered, and selection of its unsolved part.** In theory at least there is already a good understanding in Ukraine of the changing role of local government. The system of directly elected mayors – by the way, much more advanced than in my own country where the idea is still only at an experimental stage – provides for better accountability for the quality of local public services. The emergence of strategic planning and results-based management in many of Ukraine's towns and cities also indicate a change of understanding. In the best administrations there is already less emphasis on the quantity of activities (inputs) carried out by local government than on the quality of the actual results achieved on the ground (outputs). Sadly these are the exceptions.

**Aim of the article.** To present in explicit form own experience of implementation the modern management approaches in activity of local self-government in Ukraine in order to reveal basic problems.

**Basic part of the research.** Theoretical understanding is rarely translated into reality, and the young local government managers who attend the very many training courses on strategic planning and results-based management are usually highly skeptical of the possibility of putting these techniques into practice in their daily work. The pressure of routine work and a lack of active support from senior managers limits the possibility to work on issues with longer time horizons, and young specialists soon find themselves back on the treadmill of day-to-day crisis management (fig. 1). In this situation it is not surprising that the training courses themselves come to be seen as a pleasant holiday away from the pressures of the job, and that young, ambitious officials soon tire of work in local government and seek more rewarding opportunities elsewhere.

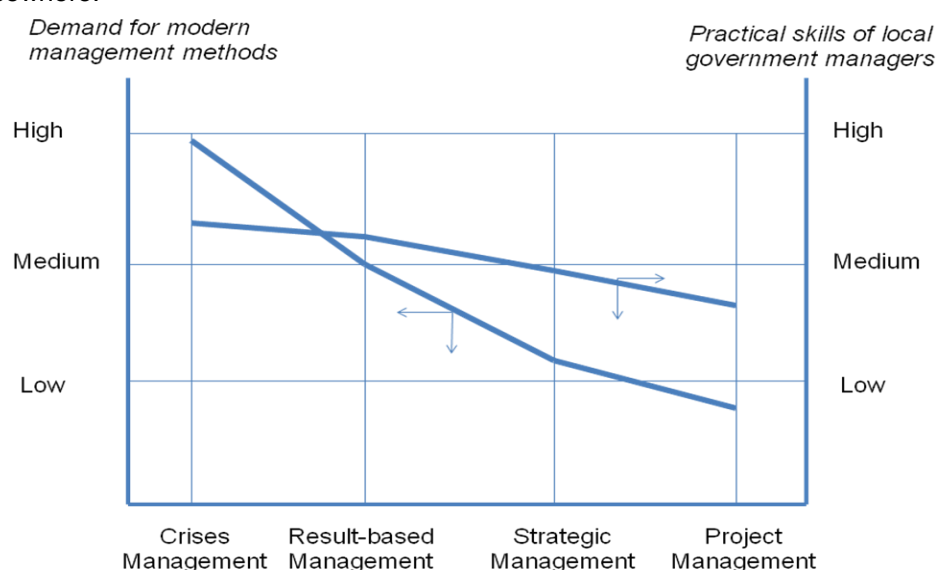


Fig. 1. Demand and “proposition” of modern management methods in local self-government organs in Ukraine

The problem is not primarily one of understanding, whether among the young specialists themselves or among the leadership of local authorities. Rather, the

problem is one of translating this understanding into the right organizational and management system. In the central London municipality where I gained my practical experience of managing local government services, the work of the Department for Economic and Social Development in which I was a senior manager was organized on what we called a *matrix* principle.

Routine services to the population of about 200,000 were provided by four geographical area teams of officials. The wide range of these services included registration and licensing of small and medium-sized businesses, permission for the development of new buildings, and the management of community facilities such as youth centers and after school clubs for the children of working parents. Administrative and professional or technical staff in each of these four area teams were responsible for the day-to-day tasks of ensuring that these services were provided efficiently to the population and within the budget agreed by the municipal council.

Overlaying, or parallel with, this *process-oriented* structure, was a structure of *project-oriented* or thematic teams. Each geographical area team, in addition to its routine responsibilities, took the leading role on selected issues of service improvement and development that were relevant across all area teams, i.e across the whole municipality. Examples of these issues included simplifying the process of business registration and encouraging the growth of women's entrepreneurship. Work on a particular project was always short-term, for a few weeks or months at most, and was aimed at a clearly-defined product. This might be an improvement in the quality of a routine service. Or it might lead to the introduction of a new service or a new approach to an old problem.

All professional or technical staff in area teams were expected to contribute to project team work, in addition to their routine duties, and this was reflected in their job specifications. Each team had an appointed leader, with delegated responsibility for delivering the product of the team's work, and teams were always multi-departmental including specialists from other parts of the municipal structure. In addition to improving service quality and encouraging innovative thinking in the municipality as a whole, project teams contributed to the professional and personal development of young specialists in particular and thus represented a good investment in human capital on the part of the municipality.

In Ukraine, in the 6 or 7 regions and 30+ cities where I have worked, much good work has been done to produce medium- or longer-term strategies of economic and social development. In every case a large number of operational programs or tasks are identified as the means of putting the strategy into practice. Some of these require additional financing but many do not, as they are principally concerned with service quality. But in too many instances these operational programs remain paper commitments only, not through an absence of will on the part of senior managers or a lack of practical skills among younger specialists. What is missing is an appreciation of the organizational and management changes required in order to make progress (fig. 2).

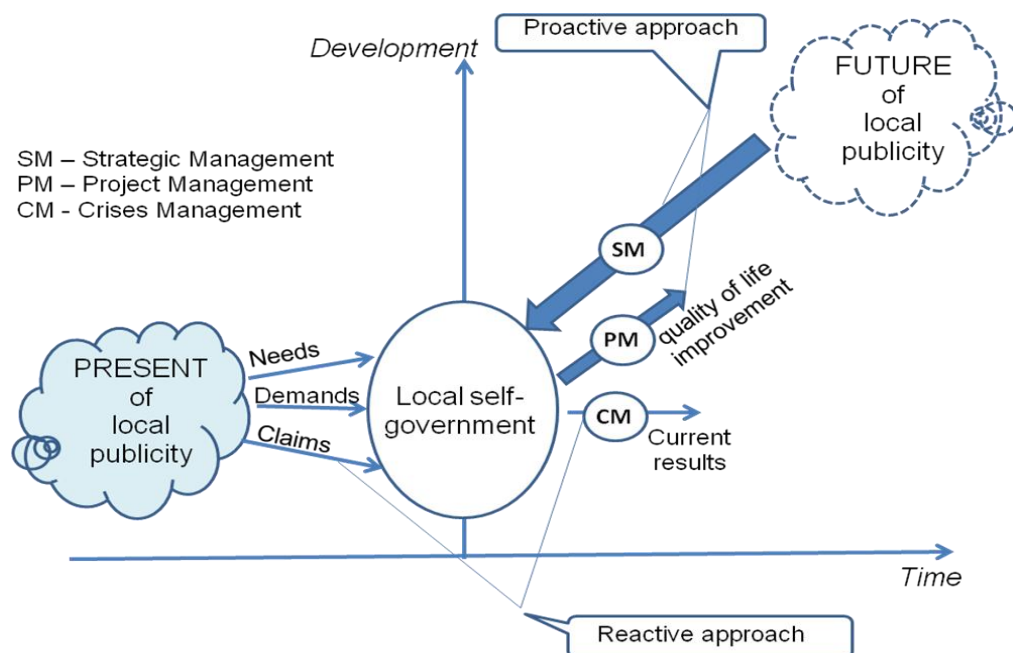


Fig. 2. Current and additional needed approaches to performance of local self-government in Ukraine

In my years in Ukraine, I have been very fortunate to co-operate with colleagues from the East-Ukrainian National University in designing and implementing a model program of applying the Project Management and Project Team approach as a solution to the problem of development strategy implementation. This has already produced several examples of good practice which I am confident will be of lasting value to local self-government throughout Ukraine [2, 3].

**Conclusions and prospects of further researches in this direction.** Project Management is an essential tool in enabling the organs of local and regional government to move beyond their routine, process-oriented role, and address more effectively the urgent need for social and economic development in Ukraine's towns and cities. Project Management skills already exist among many younger state and local government officials in Ukraine. What is absent is the change in organization and management necessary to make good use of these skills.

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Стаття надійшла до редакції  
21.02.2011 р.

