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**СУЧАСНИЙ СТАН  
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ДОСЛІДЖЕНЬ  
ТА ТЕХНОЛОГІЙ  
В ПРОМИСЛОВОСТІ**

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*The author is responsible for the accuracy of the facts, quotations and other information*

I. ZACHKO, A. IVANUSA, D. KOBYLKIN

## HYBRID MANAGEMENT OF PROGRAMS OF TERRITORIAL SYSTEMS DEVELOPMENT PROJECTS BY MEANS OF CONVERGENCE MECHANISMS

**Introduction.** Implementation of program projects of social and economic development of the territories of Ukraine is inefficient, with overspending of the budget and completion not at the set time. This is due to the use of reactive project management methodologies that do not take into account the complexity of project implementation, the turbulence of the project environment. The lack of hybrid mechanisms for managing project programs of socio-economic development of territories based on the convergence of different methods of project management is an unresolved problem. The implementation of socio-economic development project programs is carried out using the mechanisms of financial regulation of territories on the basis of the "recipient-donor" model. Therefore, the development of mechanisms for hybrid management of project programs of socio-economic development of territorial systems based on the convergence of key methods of project management is an urgent scientific task. **Purpose.** The purpose of the work is to develop mechanisms for hybrid management of program projects of socio-economic development of the regions of Ukraine using the tools of financial regulation, public-private partnership and convergence of these mechanisms. **Methods.** The methods of hybridization and convergence of project management methodologies are used in the article. **Results.** Based on research, it is proved that the implementation of program projects of socio-economic development of territories requires the use of various components of project management through hybridization and convergence. The terminological base of project management has been expanded by introducing new definitions "hybrid project management of socio-economic development projects", "convergence of project management mechanisms". Processes of management of program projects of social and economic development of territories, on the basis of model "recipient-donor" are formalized. **Conclusion.** The analysis of current trends in the implementation of complex programs of socio-economic development projects has shown the ineffectiveness of existing project management methodologies associated with the lack of mechanisms for hybrid project management based on convergence of best practices in project management projects. A convergent model of hybrid management of projects of socio-economic development of territories by means of identification of the main challenges and problems in the life cycle of the regional system is developed, which takes into account indicators of project success in the program based on analysis of project management best practices.

**Keywords:** hybrid management; convergence; program; projects of socio-economic development; management mechanisms; territorial systems.

### Introduction

The implementation of programs for socio-economic development of territories takes place in a complex socio-cultural multi-project environment with elements of turbulence, risks and uncertainty, as well as under the influence of external and internal political factors.

In Ukraine, the implementation of programs of socio-economic development projects of territorial systems is inefficient in terms of compliance with the established budget, time frame, as well as the final expectations of the final stakeholders and project users. First of all, this is due to the use of classical project management methodologies that are not flexible in a complex multi-project environment and do not take into account the turbulence of the project environment.

Most programs of projects of socio-economic development of territorial systems are implemented on the basis of the model "recipient-donor" with a load on local and state budgets. Best practices in project management with international experience are characterized by the convergence of different project management methods that form the methodology of hybrid project management using scientifically sound metrics of combination of key stakeholders in the investment phase of the project: government, regional government, community, international funding, funding, own funds of enterprises of the region, funds of public projects.

The scientific works of many scientists, in particular V.M. Burkov, S.D. Bushuyev, V.D. Gogunsky, I.V. Kononenko, H. Tanaka, O.B. Zachka, S.K. Chernova, I.V. Chumachenko and others are devoted to the issue of

hybrid management of complex programs of projects of social and economic development of territorial systems. However, in the known literature there are relatively few works in which research would be focused on various aspects of such an important area of program management of socio-economic development projects in conditions of uncertainty as hybrid project management using convergence mechanisms.

In particular, in [1-6] the peculiarities of identification and management of infrastructure projects are considered. The application of hybrid management methodology for infrastructure projects, features of their hybridization and problems of multilevel hybrid management are described. In [7, 10] the mechanisms of convergence of project management methodology and their system model are considered. The main standards and guidelines for project management, programs and project portfolios are described in [8-9]. Principles of formation of portfolios of projects of improvement of systems of safety, their theoretical approaches in management of safety of projects of development of difficult systems are described in works [11-13]. The study of the process of application of office project-oriented management and formalization of factors influencing infrastructure projects is described in studies [14-15]. In [16] the peculiarities of the functioning of hybrid organizations and the processes of their management are described. Features of the functioning of hybrid peace projects are described in [17]. Selective linking in response to competing institutional logics in hybrid organizations is described in [18].

The main and general disadvantage of existing