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MEASURES FOR THE IMPLEMENTATION OF A UNIFIED NATIONAL INFORMATION SYSTEM FOR PROJECT MANAGEMENT

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Abstract: The article highlights the process of foreign project management, presents the experience and problems of Russia, Kazakhstan, Ukraine and Belarus in this sphere and also highlights the objective need to familiarize with international standards and project management methodology by preparing managers and personnel to participate in such projects, in order to achieve maximum efficiency of their implementation, taking into account the limited resources while maintaining the quality of the final product. Based on the analysis of the current project management situation, proposed directions of improvement of investment project management in accordance with the Decree of the President of the Republic of Uzbekistan "On measures to introduce a project management system in the Republic of Uzbekistan"

Keywords: project, project management, project management methodologies, international standards, certification of specialists, Project Management Institute, International Project Management Association, NAPM.

Introduction

In a modern society based on information technology, the digital economy plays a significant role in an effective management system that allows you to achieve your goals in conditions of limited resources. General management issues have been the object of scientific research and practical recommendations for a long period of time. With the development of the economy, its transformation under the influence of external and internal factors, more and more attention is paid to various aspects of applied management, one of which is project management. Practical application

of this type of management makes it possible to effectively manage projects and programs at various stages of their life cycle, to implement strategic goals at different levels.

Modern project management is based on three components - science, thanks to the basis on fundamental knowledge; art used as a creative approach to human resource management; and commerce as a form of business.

The focus of project management on optimizing the goals, costs and timing of the project, while observing its qualitative and quantitative parameters, reduces costs by an

average of 10-15%, and the duration of their implementation by 20-30%. Project management is a field of professional activities, the elements of which are planning, organization, coordination, activation and project monitoring throughout its entire life cycle. Thus, project management can be interpreted as the application of knowledge, experience, methods and instruments for the implementation of a project with the obligatory implementation of the expectations of the economic benefits of the project participants.

In this regard, the training of specialists in the field of project management is a requirement of the time and come to the fore among the urgent tasks of the modern economic development of the country.

II. MATERIALS AND METHODS

An important feature of the international practice of project management is the existence of a sufficient representative list of regulatory documents and certification systems for project management specialists. These systems have both international and national status. Their main goal is to form a community of professionals with a common management culture, which allows taking into account in practice the socio-economic state, traditions, characteristics of religions and lifestyles, mentality and other characteristics of a particular country.

At the same time, in foreign practice, various communities of professionals use different project management methodologies in accordance with their chosen basic conceptual model of the project approach [1].

Nowadays, two leading international organizations dealing with project management issues are successfully functioning:

- Project Management Institute (PMI),
- International Project Management Association (IPMA).

PMI is an organization that develops a methodology in the field of project management, which embodies a procedural approach to management, where all stages of a project are standardized, from planning, implementation, control of changes to project completion.

The second leading international project management organization is the International Project Management Association - IPMA, founded in 1965, known for creating a European approach to project management focused on developing the skills and competencies of specialists.

From 1998 to the present, IPMA has been providing the popular certification of project management specialists at four levels (A, B, C and D). Level D is the simplest certification that does not require any work experience.

Level A is the highest certification level. Its availability is required for project directors, vice presidents, top managers who control the company's project portfolio.

Foreign certification practice is not limited to those listed above and covers other professional communities as well.

Today, project management methodologies are becoming popular - Prince2[2], created in the UK in 1996, and P2M, developed in Japan in 1998-2001 [3].

As for the PRINCE2 methodology, it is used as the basic standard for project management in the EU, UK and within a number of UN divisions. The number of certified specialists worldwide using this method has already exceeded 1 million.

The Japanese P2M methodology differs from the others, primarily in that it focuses not on the product, but on the improvement of the organization's work as a result of the implementation of projects.

The authors used such methods of empirical research as observation and comparison, as well as methods of theoretical research: analysis and synthesis, induction and deduction.

IV. ANALYSIS AND RESULTS

Based on the analysis of the literature, we will consider how our CIS neighbors are joining the international project management experience.

For example, in Russia since 1991, after joining IPMA, the non-profit partnership “Project Management Association SOVNET” [4] has been active in Russia, which, on the basis of the ICBIPMA Competence Baseline standard, has developed and uses the standard “Fundamentals of Professional Knowledge and National Requirements for the Competence of Specialists in project management”.

In 1992, the SOVNET Association signed an Agreement on bilateral cooperation with PMI.

Distinctive features of Russian project management methods are the systematic definition of goals, the formation of a project team.

As for Kazakhstan, the introduction of modern methods and means of project management has acquired strategic importance. The country has set the goal of becoming one of the fifty most competitive countries in the world.

Since 2003, the Kazakhstan Project Management Association (national branch of IPMA) has been operating – a public association whose main activities are the development of regulatory documents, training (seminars, trainings, master classes, assistance to universities and others), certification of specialists and companies, consulting. [5].

Ukraine, as one of the countries of the post-Soviet space, also participates in the introduction of modern project management methods. Project Management Association “UKRNET” [6], organized as an independent organization in 1991, it has been a member of IPMA since 1993, and since 1997 has a direct cooperation agreement with PMI.

In addition, it should be noted that Project Management is one of the most popular specialties in Ukraine. The state has officially recognized the profession of project managers. At the same time, an unambiguous understanding of this management technology has not yet been formed, according to some scientists, which often leads to ineffective use of modern project management capabilities [7].

As for the Republic of Belarus, here, according to the Belarusian scientists, professional project management communities have not been formed, the corresponding national standards have not been adopted. The positive steps in the development of project management in Belarus include educational activities (courses, seminars) carried out by a small group of experts certified abroad by the IPMA or PMI system [7].

Let us consider how much the analyzed certifications are in demand in the CIS [8].

The results are presented in the table:

Table 1.
Number of managerial vacancies in the CIS market [9]

Countries	PM I	IPMA	PRINCE2	PM STANDARD
Russia	428	82	66	12
Kazakhstan	8	9	2	1
Ukraine	3	1	2	0
Belarus	5	3	3	0

As can be seen from table-1, PMI certification is in the greatest demand among employers in Russia. Next come IPMA and PRINCE2. There are clearly few vacancies that require a PM STANDARD certificate. It can be assumed that this is due to the high confidence of employers in international certifications.

Demand for PMI and IPMA certification has emerged in Kazakhstan. In other countries, the demand for PMI and IPMA certification relative to Russia is significantly low.

As for Uzbekistan, in the context of the huge work to accelerate socio-economic transformations, large projects are being successfully implemented to modernize industry and build modern high-tech industries. The progressive steps are reflected in the following statistics.

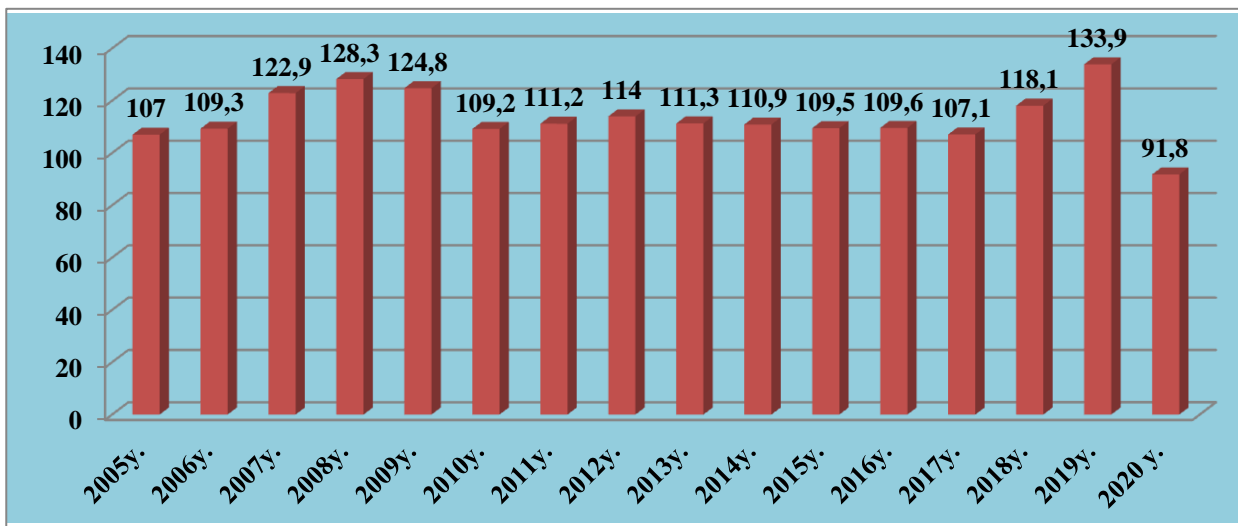


Figure 1. Rate of growth investment to the past year, in percent [10]

Overall, in 2019 to the economy of the country investment were attracted in amount 21 billion and 500 million dollars USA and this factor grew on 33,9% to the past 2018. In 2020 there was a decrease in investment activity, the growth rate of investments in fixed assets compared to 2019 was 91.8%, and total investments in fixed assets amounted to 20 billion dollars USA (or 202000,1 billion soums). The trend of rate of growth of investments is represented in the Figure 1.

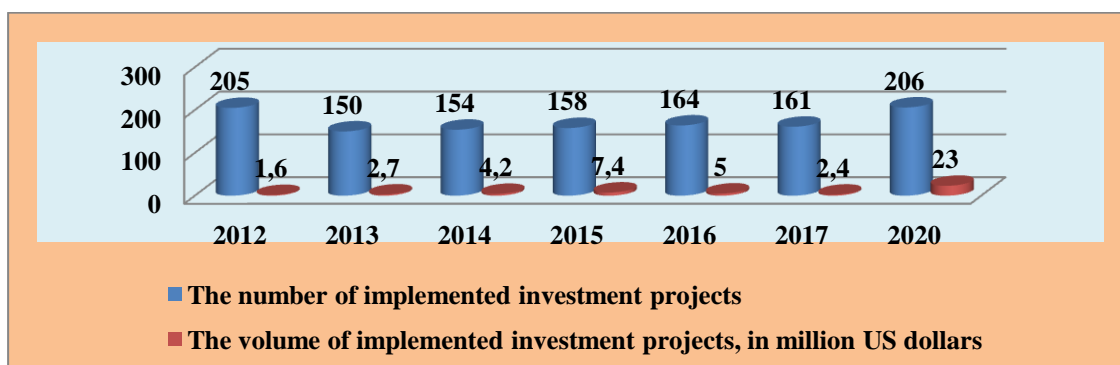


Figure 2. Implemented and planned investment projects in the Republic of Uzbekistan in 2012-2020 [11]

It can be seen from Figures 1 and 2 that in 2020, many projects for new construction, modernization and reconstruction have implemented in Uzbekistan, launched investment projects on major production facilities compared to previous years. Also, it clearly seen, that in the context of the coronavirus pandemic, the implementation of investment projects has slowed down and investment flows into the national economy have declined.

The basis for development of a new approach to project management in Uzbekistan was provided by the Decree of the President of the Republic Shavkat Mirziyoyev No. UP-5120 "On measures to implement the project management system in the Republic of Uzbekistan" dated July 24, 2017. In order to further increase the efficiency and transparency of mechanisms for managing investment projects, spending financial resources through the creation of a unified information system for project management, as well as in pursuance of the tasks identified by the Action Strategy for five priority areas of development of the Republic of Uzbekistan in 2017-2021 by the Decree of the President of the Republic of Uzbekistan the National Agency for Project Management was established [9].

But, based on a deep analysis of the existing mechanism for the implementation of investment projects, we can point to a number of "bottleneck" factors:

1) lack of a unified project management system (organization, coordination, monitoring and control);

2) insufficient use of ICT in the process of project management which allows on-line monitoring of the progress and effectiveness of implementation;

3) low level of publicity and transparency in the development and implementation of programs

and projects which results in various abuses, unreasonable expenditures and overrating facts;

4) lack of a single information environment for public procurement and a unified classifier of goods, works and services allowing to determine their fair market value.

It is necessary to apply a systematic approach, methodology, an effective mechanism for decision-making and control over the project implementation process. On a nationwide scale when each industry develops, submits for approval on a regular basis dozens or even hundreds of projects per year, the efficient management of all processes becomes critically needed for each project to achieve the planned result. This is the mission that the National Agency for Project Management under the President of the Republic of Uzbekistan is faced to. NAPM has some tasks as:

- manages and coordinates the work of state bodies and other organizations, as well as expert working groups of business communities on supporting the project works and improving the investment climate in Uzbekistan. Regulatory legal acts drafts on the matters within the Agency scope shall be subject to mandatory agreement with it;

- studies the results of reforms, monitors and controls the establishment and implementation of investment programs in Uzbekistan;

- defines the areas to apply blockchain technologies and the regulatory legal acts drafts aimed to develop the digital economy and to introduce the blockchain, which are subject to mandatory examination by NAPM experts;

- supports for quality and timely implementation of projects funded by public funds;

- identifies unprofitable and low-efficiency projects;

- provides development and comprehensive analysis of the concepts for implementation of modern technologies in terms of government activities;

- assists in training and professional development of the personnel in the field of project management.

Today, many changes have occurred in the field of project management in the republic, namely:

- First of all, the control system was introduced at all stages of project development and implementation which allowed avoiding approval and allocation of funds for unprofitable and inefficient projects.

- The web-site xarid.uz was created where you can make public and internal procurements and conclude contracts on-line at reasonable prices, which allowed saving almost 150 billion soums within a few months.

- Since January 2019 a unified national project management system will be put into service which will allow to monitor the state projects and programs on-line identifying and eliminating problems in a timely manner. The system will also include a single item list of goods (works and services) which will allow a much more efficient use of budgetary funds.

The following establishments have been gradually founded to face new challenges, namely the Republican Graduate School of Business and Management named after Abu Raihan Beruni for training and retraining of the relevant personnel and the Digital Economy Development Fund "Digital trust", whose activities are aimed at the implementation of high-potential and important projects for the development of the digital economy in the country.

The "Mirzo Ulugbek Innovation Center" for a further accelerated development of the IT industry to make it a real economy sector is now placed under management of NAPM.

V. CONCLUSIONS

Of course, progressive steps in the field of project management in Uzbekistan have been taken.

For instance, last academic year, as one of the measures aimed at mastering the theoretical and practical skills of project management, in Tashkent Institute of Finance curricula for students enrolled in the specialty 5A230603 - Investment Management, and from the 2020-2021 academic year as a qualifying discipline for students of the specialty 5A23060 "Finance of the state and international finance" the discipline "Management of investment projects" was introduced.

In order to fulfill the Decree of the President of the Republic of Uzbekistan "On measures to introduce a project management system in the Republic of Uzbekistan", in particular the need to implement the Unified National Information System for Project Management of the Republic of Uzbekistan, it seems expedient today:

1. To organize on the basis of Tashkent Institute of Finance a unified educational and information network covering all educational and scientific institutions for multiplying knowledge in the field of project management with its subsequent merging into the Unified National Information System of Project Management of the Republic of Uzbekistan;

2. To organize invitations of specialists in the field of project management from leading Universities of Europe to organize training seminars in the field of project management by attracting the winners of educational and scientific grants from the USA and Europe and the "El-Yurt Umidi" Foundation;

3. As a next step, organize international certification based on associations - IPMA, PMI, PRINCE2, P2M and others, as well as create a national multi-level certification system for project management participants.

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