

# TECHNOLOGIES OF EFFECTIVE PROJECT MANAGEMENT IN THE AGRICULTURAL SECTOR

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Projects play an important role in the activities of successful modern companies and strong countries. Despite the great need to discipline and improve the efficiency of Project Management, the main concepts and methods of systematic project management are unknown to general managers in many sectors of the national economy, especially in the field of Agriculture. The *purpose* of the article is to study the possibilities of developing project management in the agricultural sector as a modern tool for effective industry management in the Republic of Kazakhstan. The scientific article describes the advantages of project management technology and considers the possibility of its use in the field of agriculture. The assessment of the dynamics of agricultural development in Kazakhstan is given through the analysis and synthesis *methods* of scientific research. *Results* - the advantages of the project management technology are determined and the possibility of its use in the field of agriculture is considered. Requires the project manager and participants to have special knowledge and qualifications that allow them to work in such situations. The reasons for the failure of some agricultural projects are explained by project management technologies. One of these unsuccessful projects is considered a pig breeding plant in Bestamak rural district of Aktobe region. It is shown that in the context of increasing competition in the markets, increasing consumer requirements for the quality of products and services, and increasing the need for constant changes in the organization, the value of project management increases significantly.

In the context of the coronavirus pandemic, a general understanding of the role of Agriculture in ensuring the country's food security has increased in the world, so the issue of import substitution has become a priority for countries such as Kazakhstan. By the end of 2023, Kazakhstan plans to solve the problem of import dependence and ensure the country's food independence. At the same time, the focus will be on food products, which will affect inflation [1].

According to the results of 2020, there is a positive growth in the agro-industrial complex in all macro indicators. The volume of gross agricultural output increased by 5.6% to 6.3 trillion tenge.TG. the This is the largest increase among the countries of the Eurasian Economic Union [2].

The table shows the indicators of production of certain types of livestock products in the Republic of Kazakhstan over the past 4 years.

Table - production of certain types of animal products

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Year	Meat (in live weight), thousand tons	Meat (in slaughter weight), thousand tons	Milk, thousand tons	Eggs, million pieces
2017	1 794,4	1 017,6	5 503,4	5 103,0
2018	1 871,6	1 059,4	5 686,2	5 591,4
2019	1 975,0	1 120,6	5 864,9	5 531,4
2020	2 058,5	1 168,6	6 051,4	5 065,8

According to these data, we can see that the production of livestock products in the country is increasing every year.

Within five years, it is planned to implement 380 investment projects in the Republic, of which more than 65% are projects within the framework of import substitution. It includes projects to increase the export potential of the agro-industrial complex, including feedlots, reproducers, greenhouses, as well as a number of projects for processing crop products.

The main tools for effective project management in any industry are, firstly, the study of the requirements and expectations of stakeholders, i.e. individuals and institutions that are directly involved in the project and contribute to it, the development of their management plan and constant communication during the implementation of the project, and secondly, the identification, planning, management of possible risks in the process of project planning. As a result of proper use of these tools, it is possible to successfully complete any project [3].

Bestamak livestock complex LLP is the largest modern pig breeding enterprise among 70 enterprises of Kazakhstan in Aktobe region, which is included in the industrialization plan of the Republic of Kazakhstan. Its cost is 65 million US dollars. In 2019, the company was included in the top 10 of Kazakhstan pork exporters. The company's estimated annual revenue is 4 4.5 billion. "I'm sorry," she said.

The state of failure of the bestamak cattle processing complex project began at the end of 2020. These are constant garbage from the pig farm complex, non-compliance with the basic zootechnical standards for the number of animals, the appearance of illegal spontaneous burial grounds, the constant modernization of production in order to make a profit, planned preventive repairs, replacement of equipment, etc.

On the example of a specific project, the risks of ignoring the requirements of local residents as stakeholders, violating environmental requirements due to the lack of parts in a number of workshops during the pandemic, etc. were not evaluated.

The basic principles of organizing success management are the study of project stakeholders, the optimal distribution of rights, responsibilities and responsibilities among all structural divisions of the organization, based on specific, dynamically changing market conditions in the external environment of the organization; the orientation of management to innovative behavior based on Project Management, which pursues the goal of developing effective innovations in a short period of time; increasing the level of coordination of actions in the development of solutions, especially along the network of the organization -; development of special procedures for linking decisions at

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all stages of the management cycle and at all levels of the management hierarchy; development of procedures for inter-organizational coordination of investment, innovation and production decisions [4].

In the context of globalization, the Government of the Republic of Kazakhstan has proposed a model of Project Management based on the study of international experience. The main goal of the project management proposed by the government is to ensure the implementation of additional measures to accelerate the growth rate of the economy. The Ministry of Agriculture of the Republic of Kazakhstan also initiated the full implementation of Project Management[5]. Successful implementation of projects should carefully consider three stages:

- analyze the problem and identify the causes;
- development and implementation of projects;
- assessment of the result and sustainability of the project.

On January 24, 2020, President of the Republic of Kazakhstan K.-zh. Tokayev instructed the government to introduce a project approach to the public administration system at all levels [6].

The introduction of Project Management Technology in economic sectors provides the following advantages:

- constant monitoring. At the planning stage, all the requirements of the customer, the content of the project, and risks are determined, and they have the opportunity to achieve results and monitor the achievement of these results.
- coordination of stakeholders. In project management, teamwork and interaction between different stakeholders is important.
- project management is focused on achieving high-quality results, taking into account the time, cost and content constraints of the project.

In the next decade, Kazakhstan needs to bring agriculture to a qualitatively new level of development. The agro-industrial complex, having a high development potential, is able to move the country's economy forward. With the development of agriculture, social problems in the country are simultaneously solved: affordable and high-quality food, employment, modern infrastructure and communications, etc. [7]

The use of Project Management in the economic management system allows us to implement projects efficiently, on time and within the allocated budget. The development of Project Management in the agricultural sector of the economy of Kazakhstan implies its qualitative transformation, which is ensured by the constant widespread use of the most modern technologies for the production and processing of agricultural products, advanced organizational and economic models, modern information technologies and other innovations.

Conclusion.

1. The transition from haphazard execution of projects to their properly organized management allows companies to leave behind the practice of constant violation or replacement of deadlines for the completion of work, violations of technology, constant

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financing issues, deadlines for delivery and the fullness of all necessary resources, and much more.

2. The use of formal project management methods will allow us to more reasonably determine investment goals and optimal planning of investment activities, take into account project risks more fully, optimize the use of available resources and avoid conflict situations, monitor the implementation of the developed plan, analyze specific indicators and make timely adjustments to the course of work, summarize, analyze and use the experience of implemented projects in the future.

3. The use of Project Management in agricultural management contributes to the implementation of projects in a high-quality, timely and within the framework of a specific budget.

4. The development of Project Management in the agricultural sector of the country's economy implies full use of modern technologies for the production, processing, sale of agricultural products, advanced models, modern information technologies and other innovations, and, accordingly, quality assurance.

5. For the successful implementation of project management, it is necessary to provide comprehensive support from stakeholders, focus on specific issues of the population and be guided by local specifics.

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