

## **STRATEGIC MANAGEMENT MODELS DURING THE IMPLEMENTATION OF PUBLIC-PRIVATE PARTNERSHIP PROJECTS**

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In the context of transforming market relations in Ukraine, effective strategic management of public-private partnership (PPP) projects has become increasingly significant. This study aims to synthesize the theoretical and methodological principles of PPP organization and develop recommendations for establishing its state regulation mechanism.

Analysis of international experience reveals that the British PPP model, based on the PF2 standard, demonstrates optimal effectiveness. This model encompasses several key elements: enhanced partnership between public and private sectors, accelerated procurement processes with reduced costs, increased service provision flexibility, and ensured procedural transparency.

Strategic management of PPP processes in Ukraine is governed by fundamental legislation and necessitates a systematic approach to establishing long-term objectives and implementation mechanisms. The key regulatory framework comprises the Law of Ukraine «On Public-Private Partnership» [1] and the Cabinet of Ministers Resolution «On Approval of the Procedure for Analyzing the Effectiveness of Implementing Public-Private Partnership» [2]. These documents establish a strategic sequence of stages: strategic planning and proposal preparation, comprehensive effectiveness analysis, and strategic decision-making regarding project implementation.

A promising model for implementation in Ukraine is the «mixed life cycle contract» (LCC), which encompasses facility design, construction, and operational management throughout its lifecycle. The distinguishing characteristic of this model is that project payment occurs in equal installments post-commissioning, contingent upon the private partner maintaining the facility according to specified functional requirements.

An essential component of strategic management is the implementation of a PPP monitoring system, which incorporates performance indicator assessment, deviation analysis, and adjustment of contract parameters and project implementation schemes. This necessitates a comprehensive evaluation of projects' social, commercial, and budgetary effectiveness.

The strategic significance of PPP projects demonstrates extensive prospects for long-term economic development. Within the context of Ukraine's European integration strategy, these projects create new strategic opportunities for enterprises and enhance their competitive positions. A fundamental aspect of the strategic transformation of PPP relations is the paradigm shift in interaction, where the state transitions from direct control to assuming the role of a strategic private sector partner.

The National Institute for Strategic Studies emphasizes the importance of a strategic approach to PPP conceptualization, noting that public procurement, despite

public-private sector interaction, does not align with the strategic nature of partnership, as it is founded on tactical "customer-performer" relations. Expanding on this position, Pavlyuk defines strategic initiative in PPP as state-driven, engaging business in implementing socially significant strategic projects.

The current phase of PPP development is characterized by the formation of a comprehensive strategy for attracting private financing in priority economic sectors: construction, utilities, transport, healthcare, industry, tourism, recreation, and education. The strategic importance of such projects is determined by their alignment with long-term state policy objectives, establishing a foundation for identifying priority PPP areas in the context of activating investment and innovation activities and achieving strategic state development goals.

From a strategic management perspective, PPP should be considered a long-term process of resource consolidation, interest balancing, and achieving socio-economic compromise between public and private sectors [5]. A crucial aspect is the strategic planning of cooperation forms, encompassing various models from outsourcing to concessions and private financial initiatives.

The current state of strategic PPP project management in Ukraine is characterized by the absence of a comprehensive analytical model for assessing long-term effectiveness and risks [3]. Existing practices predominantly focus on financing sources rather than projects' strategic societal value [4]. This results in low implementation efficiency and necessitates the adoption of a strategic approach that prioritizes assessment of long-term social significance, followed by determining optimal implementation forms while considering fiscal risks [6].

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