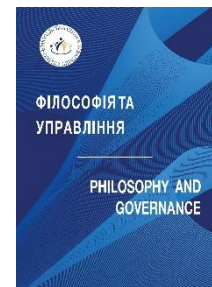




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Institutionalization of Project Management in Territorial Communities through the Lens of Corporate Governance Principles

Kateryna Rovynska  ¹ *

¹ Odesa Polytechnic National University (Ukraine). Professor at the Department of Public Service and Law, Institute of Public Service and Management, PhD in Public Administration, Associate Professor.

* **Corresponding Author**, e-mail: rovkateryna@gmail.com

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ABSTRACT

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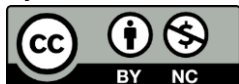
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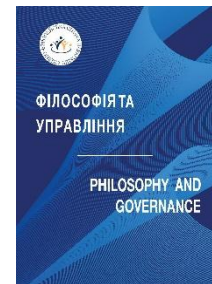
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The article examines the theoretical and methodological foundations of the institutionalization of project management within the system of local self-government through the lens of corporate governance principles. The relevance of the study is обусловлена the need to transition from the fragmented use of the project approach to its systematic integration in the context of martial law, post-war recovery, resource constraints, and increasing demands for transparency and accountability in managerial decision-making. Particular attention is paid to the analysis of institutionalization as a stage in the evolution of management systems that ensures the sustainability and reproducibility of project activities within territorial communities. The purpose of the study is to substantiate the theoretical and methodological foundations of the institutionalization of project management and to develop a conceptual model for its implementation based on corporate governance principles. The research employs systemic, structural-functional, comparative, and logical generalization methods, which enable a comprehensive analysis of contemporary approaches to organizing management processes in territorial communities. The results of the study demonstrate that the institutionalization of project management involves the formation of stable regulatory, organizational, procedural, human resource, and digital components that ensure the alignment between strategic planning and project implementation. The role of corporate governance principles such as transparency, accountability, responsibility, and stakeholder orientation are identified as the foundation for building an effective management system. The article proposes an original definition of the institutionalization of project management. It develops a conceptual model based on the integration of three levels of governance (strategic, institutional, and operational), three mechanisms (regulation, coordination, and control), and three outcomes (efficiency, accountability, and trust). It is substantiated that implementing the proposed model enables the transition from the synergy of management approaches to the institutional sustainability of territorial community development management. The practical significance of the results lies in their applicability to improving the performance of local self-government bodies, enhancing project management practices, and ensuring transparency in resource utilization. The conclusions emphasize that the institutionalization of project management constitutes a key direction for the modernization of public administration under contemporary challenges. Further research should focus on developing indicators of institutional capacity based on corporate governance principles, advancing the digitalization of management processes, and adapting institutional models to post-war recovery conditions.

KEYWORDS

public administration, local self-government, territorial community, project management, institutionalization, corporate governance, transparency, accountability, institutional sustainability.





Інституціоналізація проектного управління в територіальних громадах крізь призму принципів корпоративного управління

Катерина І. Ровинська  ¹*

¹ Національний університет «Одеська політехніка» (Україна). Професор кафедри публічної служби та права Навчально-наукового інституту публічної служби та управління, канд. держ. упр., доцент.

* Автор-кореспондент, e-mail: rovkateryna@gmail.com

СТАТТЯ	АНОТАЦІЯ
Дослідницька DOI: 10.70651/3041-248X/2026.3.08 Отримана: 27.01.2026 р. Прийнята: 03.03.2026 р. Опублікована: 12.03.2026 р. Авторське право © 2026 автора  Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0).	У статті досліджено теоретико-методологічні засади інституціоналізації проектного управління у системі місцевого самоврядування крізь призму принципів корпоративного управління. Актуальність дослідження зумовлена необхідністю переходу від фрагментарного використання проектного підходу до його системного закріплення в умовах воєнного стану, післявоєнного відновлення, обмеженості ресурсів та зростання вимог до прозорості й підзвітності управлінських рішень. Основну увагу приділено аналізу процесу інституціоналізації як етапу розвитку управлінських систем, що забезпечує сталість і відтворюваність проектної діяльності територіальних громад. Метою дослідження є обґрунтування теоретико-методологічних засад інституціоналізації проектного управління та розроблення концептуальної моделі його впровадження на основі принципів корпоративного управління. У дослідженні використано системний, структурно-функціональний, порівняльний та логіко-узагальнювальний методи, що дозволило комплексно дослідити сучасні підходи до організації управлінських процесів у територіальних громадах. У результаті дослідження встановлено, що інституціоналізація проектного управління передбачає формування стійких нормативних, організаційних, процедурних, кадрових і цифрових компонентів, які забезпечують узгодженість стратегічного планування та реалізації проєктів. Визначено роль принципів корпоративного управління, зокрема прозорості, підзвітності, відповідальності та орієнтації на заінтересовані сторони як основи формування ефективної системи управління. У статті запропоновано авторське визначення інституціоналізації проектного управління та розроблено концептуальну модель, що базується на поєднанні трьох рівнів управління (стратегічного, інституційного та операційного), трьох механізмів (регламентації, координації та контролю) і трьох результатів (ефективності, підзвітності та довіри). Доведено, що впровадження запропонованої моделі забезпечує перехід від синергії управлінських підходів до інституційної сталості управління розвитком територіальних громад. Практичне значення результатів полягає у можливості їх використання для підвищення ефективності діяльності органів місцевого самоврядування, удосконалення управління проектною діяльністю та забезпечення прозорості використання ресурсів. У висновках визначено, що інституціоналізація проектного управління є ключовим напрямом модернізації публічного управління в умовах сучасних викликів. Подальші дослідження мають бути спрямовані на розроблення індикаторів інституційної спроможності на засадах принципів корпоративного управління, розвиток цифровізації управлінських процесів та адаптацію інституційних моделей до умов післявоєнного відновлення.



КЛЮЧОВІ СЛОВА

публічне управління, місцеве самоврядування, територіальна громада, проектне управління, інституціоналізація, корпоративне управління, прозорість, підзвітність, інституційна сталість.

1. Introduction

In previous scientific studies, the conceptual feasibility of integrating corporate and project management as a methodological basis for the formation of an effective model of management of a territorial community has been substantiated. It has been established that this integration ensures the coordination of strategic goal-setting, tools for the implementation of managerial decisions and mechanisms for monitoring their effectiveness. At the same time, it has been proved that the synergy of corporate and project management, being a necessary condition for improving the efficiency of public administration, is not sufficient to ensure their long-term, stable and reproducible functioning without proper institutional formalization.

At the present stage of development of territorial communities, there is a transition from the episodic and instrumental use of the project approach to its systematic integration into the structure of management processes. Such a transformation necessitates the institutionalization of project management, which provides for the formation of a set of formalized norms, rules, procedures and organizational structures that regulate the implementation of project activities and ensure its sustainability over time. In this context, institutionalization appears as a process of transition from a functional to a structurally fixed management model, within which project activities acquire signs of systematic, repeatable and manageable.

The actualization of the problem of institutionalization of project management is determined by a combination of external and internal factors, among which the key importance are: the functioning of the local self-government system under martial law; the need to implement comprehensive programs for the post-war restoration of territories; limited resource provision; as well as the growing requirements for transparency, accountability and efficiency of management decisions. These factors necessitate the introduction of such management models that can ensure not only the effectiveness, but also the institutional capacity of local self-government bodies.

In this context, it is advisable to interpret the principles of corporate governance as a methodological and normative-organizational basis for the institutionalization of project management. In particular, the principles of transparency, accountability, responsibility, and stakeholder orientation ensure the formation of an institutional environment within which project activities acquire signs of formalization, regulation, and integration into the system of strategic management of the territorial community. Thus, corporate governance is not only a value guideline, but also a functional tool for institutional consolidation of the project approach in public administration.

2. Literature Review

The analysis of modern scientific research shows that project management is gaining the status of a key tool for the implementation of state policy in the public sector. In particular, S. Godenhjelm, R. Lundin and S. Schöblom prove that the implementation of public administration functions is increasingly carried out through projects, which leads to the phenomenon of the so-called "projection" of the public sector [1]. Accordingly, projects act as a basic mechanism for achieving state policy goals.

Developing this approach, R. Jacobsen, on the basis of a systematic review of the literature, establishes that the design of the public sector has a multi-level character and affects the personal, organizational and social levels of management functioning [2]. In our opinion, this indicates the transformation of project management from an auxiliary tool into a backbone element of public administration.

In turn, S. Gazik emphasizes that the modern development of public administration is accompanied by an increase in the role of the project approach, which ensures the implementation of policy through programs and project portfolios, and also contributes to a gradual reduction in the influence of political factors on managerial decision-making [3]. The researcher also emphasizes the growing role of stakeholders in the process of forming and implementing projects.

A significant contribution to the study of the features of project management in the public sector was made by G. van der Walddt, who substantiates that projects in the field of public administration are characterized by a high level of complexity, multi-subjectivity and increased requirements for accountability, which necessitates the adaptation of classical approaches to project management [4].

Modern research also focuses on the problems of project management effectiveness. In particular, B. Blashkovich proves that a significant part of projects in the public sector are implemented with

deviations from the planned parameters, which is associated with the imperfection of management mechanisms and an insufficient level of competence [5], which actualizes the need to improve the organizational and procedural foundations of management.

Domestic research also makes a significant contribution to the development of these problems. Thus, L. Vasyutynska, O. Zhuravel and I. Komarovsky determine that the development of project management in public administration is determined by a set of institutional, organizational, socio-cultural, economic and technological determinants that form the conditions for its effective functioning [6]. The authors emphasize the growing role of stakeholders, digitalization, and institutional mechanisms in ensuring the effectiveness of project activities.

In addition, in the works of domestic scientists (T. Bezverkhniuk, N. Kotova, S. Popov), project management is considered a tool for implementing state policy and achieving strategic goals for the development of territorial communities. At the same time, the need for its integration into the public administration system [7].

Thus, the analysis of scientific sources indicates the presence of a significant theoretical basis in the field of project management in the public sector. At the same time, despite the active development of research in this area, the issue of institutionalization of project management, in particular through the prism of corporate governance principles, remains insufficiently developed. This necessitates further scientific research aimed at forming a holistic institutional model of project management in territorial communities.

3. Problem Statement

The purpose of the study is to scientifically substantiate the theoretical and methodological foundations of the institutionalization of project management in the local self-government system through the prism of the principles of corporate governance and determine approaches to its implementation at the level of territorial communities. Achieving this goal involves identifying key problems in the functioning of project management, in particular, fragmentation of management decisions, insufficient coordination of strategic and project planning, and a limited level of institutional integration. An important aspect is also the analysis of the implementation of the principles of transparency, accountability and responsibility, which form the basis of effective public governance [8].

Particular attention is paid to the role of institutional mechanisms that ensure the sustainability of project management through the formalization of rules, procedures and coordination processes necessary for the coordination of management decisions and the achievement of strategic results [9]. Within the framework of the study, it is envisaged to generalize theoretical approaches, determine the features of their application in territorial communities and substantiate the feasibility of forming an institutionally fixed management model.

The expected result is the development of scientifically based recommendations for improving the efficiency of local self-government bodies, coordination of strategic and project management, as well as the transition from the fragmentary use of the project approach to its systematic institutional consolidation.

4. Methods and Materials

The study is based on the analysis of scientific papers, regulations, strategic documents and practical materials reflecting the functioning of the local self-government system, the development of corporate governance and the implementation of a project approach in territorial communities. The main attention is focused on the study of organizational management mechanisms, strategic planning tools, as well as means of ensuring transparency, accountability and effectiveness of managerial activities.

The methodological basis of the study is systematic, structural-functional and comparative approaches, which allow us to consider corporate and project management as interrelated components of a single management system. Methods of analysis and generalization are used to identify their common characteristics and differences, as well as to determine the possibilities of integration. The method of logical generalization is used to form the author's provisions on the institutionalization of project management. Taking into account modern approaches to research in the field of management,

the combination of qualitative and quantitative methods provides a more comprehensive understanding of complex management processes [10].

The empirical basis of the study consists of analytical materials, reports of local self-government bodies, strategic planning documents and generalized practices of project management implementation in territorial communities. The use of these methods and sources made it possible to substantiate the theoretical foundations of the study, determine the features of the integration of corporate and project management, and form scientific conclusions on improving the efficiency of management activities at the local level.

5. Results and Discussion

Institutionalization of project management in the public administration system is considered in modern scientific literature as a process of formation of stable norms, rules and organizational structures that ensure the reproducibility of management practices. Within the framework of the institutional approach developed in the works of R. Wagner, M. Hüman and M. Radujkovich, the institutional environment determines the nature of interaction between participants in management processes, establishing regulatory, normative and cognitive foundations for the functioning of project activities [11]. Researchers prove that the spread of the project approach in society occurs through institutional mechanisms that ensure its consolidation in various fields of activity.

In this context, it is advisable to define the institutionalization of project management in territorial communities as the process of formation and consolidation in the system of local self-government of sustainable organizational, regulatory and procedural mechanisms for managing project activities, which ensure the implementation of strategic goals of community development based on the principles of corporate governance. This approach is consistent with the results of research that confirm that the effectiveness of public projects directly depends on the level of institutional orderliness of management processes and the presence of clearly defined rules of interaction [11].

In contrast to the stage of synergy of managerial approaches, institutionalization involves the transition from a model of interaction to a model of system functioning, characterized by the formalization of procedures, the consolidation of responsibilities and the creation of an appropriate organizational infrastructure. According to the results of the study, it is institutional mechanisms that ensure the sustainability of project management and its integration into the public administration system.

An important element of institutionalization is the formation of regulated project management procedures, including planning, monitoring and evaluation of results. In this aspect, the results are consistent with the conclusions of L. Crawford and J. Helm, who prove that the implementation of project management in the public sector contributes to increasing accountability, transparency and efficiency of management decisions [12]. In particular, the researchers emphasize that it is through the institutional consolidation of procedures that the achievement of public value is ensured.

In addition, institutionalization involves the creation of an organizational infrastructure that ensures the coordination of project activities and the coordination of strategic and operational decisions. In this context, it has been established that the formation of specialized project management structures contributes to increasing the efficiency of the use of resources and the effectiveness of local self-government bodies.

Thus, the above analysis allows us to conclude that the institutionalization of project management in territorial communities is a complex process that covers regulatory, organizational and procedural dimensions. Its implementation ensures the transition from the fragmentary use of the project approach to its systematic application as a tool for implementing strategic goals of community development. At the same time, the key condition for the effectiveness of this process is the implementation of corporate governance principles that ensure transparency, accountability and consistency of management decisions.

The principles of corporate governance serve as a methodological basis for the institutionalization of project management in the system of local self-government, since they determine the normative and value guidelines for the organization of management processes. In the modern scientific and applied plane, these principles are enshrined in international standards, in particular in the Principles of Corporate Governance developed by the Organization for Economic Co-operation and Development, which are recognized as a global benchmark for the formation of effective management systems [13].

According to these approaches, corporate governance ensures the creation of an environment of trust, transparency and accountability, which is a prerequisite for the effective functioning of organizational systems [13].

In this context, the principle of transparency provides for the openness of information on the processes of managerial decision-making, the allocation of resources and the results of project implementation. As emphasized in the documents of the Organization for Economic Co-operation and Development, ensuring timely and reliable disclosure of information is a key condition for effective management and prevention of inefficient use of resources [14]. In the context of territorial communities, this means the formation of open procedures for selecting projects and public access to information on their implementation.

The principle of accountability is implemented through the creation of monitoring, evaluation and reporting systems that provide control over the achievement of certain results. In scientific and international approaches, accountability is considered a key element of good governance, which ensures that the activities of government are in line with established goals and societal expectations [14]. The application of this principle in project management allows for an increase the efficiency of resource use and the quality of management decisions.

The principle of responsibility provides for a clear distribution of functions and powers between participants in management processes, as well as the consolidation of decision-making and risk management mechanisms. Within the framework of corporate governance, responsibility is a component of the control system that ensures the effective functioning of organizations and the achievement of strategic goals [15]. For territorial communities, this means the need to personalize management functions and determine areas of responsibility for the implementation of projects.

An important element of institutionalization is also the focus on stakeholders, which involves taking into account the interests of citizens, businesses and other subjects in the process of making managerial decisions. According to international standards of corporate governance, effective interaction with stakeholders contributes to improving the quality of management and ensures the sustainable development of organizations. In the activities of territorial communities, this is manifested through the involvement of the public in the formation and implementation of projects, the development of partnerships and cooperation with donors.

Thus, the above allows us to assert that the principles of corporate governance perform the function of a normative and value regulator of the institutionalization of project management. Their implementation ensures the formation of a systematic, transparent and accountable mechanism for managing project activities, which is a prerequisite for improving the efficiency of the functioning of territorial communities.

The institutionalization of project management in territorial communities is complex and includes interrelated structural components that ensure its sustainability and reproducibility in the public administration system. First of all, we are talking about the regulatory component, which provides for the formation of internal regulations, standards and procedures for managing project activities. The presence of formalized rules allows you to ensure the consistency of management decisions and creates the basis for the systematic functioning of the project approach.

An important role is played by the organizational component, which consists in creating an appropriate project management infrastructure, in particular, specialized units or project management offices. Scientific studies have proven that such structures act as organizational units responsible for coordinating project activities, standardizing processes and improving the efficiency of project implementation [16].

In particular, the works of M. Aubry and other researchers emphasize that project management offices ensure the integration of strategic and operational processes, facilitate the coordination of resources and increase the effectiveness of organizations [16].

The procedural component of institutionalization involves the implementation of standardized project management processes, including selection, prioritization, planning, monitoring, and evaluation. Research in the field of public project management confirms that the effectiveness of project implementation largely depends on the existence of clearly defined procedures and control mechanisms that ensure the consistency of actions at different levels of management [17].

The personnel component of institutionalization is related to the formation of professional competencies in the field of project management, the development of managerial skills and the improvement of personnel qualifications. As emphasized in the approaches of the Organization for

Economic Co-operation and Development, the development of human resources is a key prerequisite for the effective implementation of managerial innovations and quality assurance of public services [18].

The digital component, which involves the use of information technologies, digital platforms, and open data in the project management process, acquires special importance. According to OECD approaches, the digital transformation of the public sector contributes to increasing transparency, efficiency and quality of management decision-making by providing access to data and support for evidence-based governance [19]. In this context, digital tools are not only a technical tool, but also an important element of institutional development.

Thus, the above gives grounds to assert that the institutionalization of project management is a multicomponent process, within which regulatory, organizational, procedural, HR and digital elements form a single system. Their coordinated functioning ensures the transition from the fragmentary application of the project approach to its systematic use as a tool for implementing the strategic goals of the development of territorial communities.

The conceptualization of the institutionalization of project management in territorial communities is based on modern approaches to project management and governance, which emphasize the multi-level nature of management systems. In particular, R. Müller's research substantiates that effective project management involves the integration of strategic, organizational and operational levels that ensure the coordination of goals, processes and results of activities [20]. In this context, the proposed model of institutionalization includes three interrelated levels: strategic, at which development priorities are determined; institutional, covering the formation of rules, norms and organizational structures; and operational, where projects are directly implemented (Figure 1).

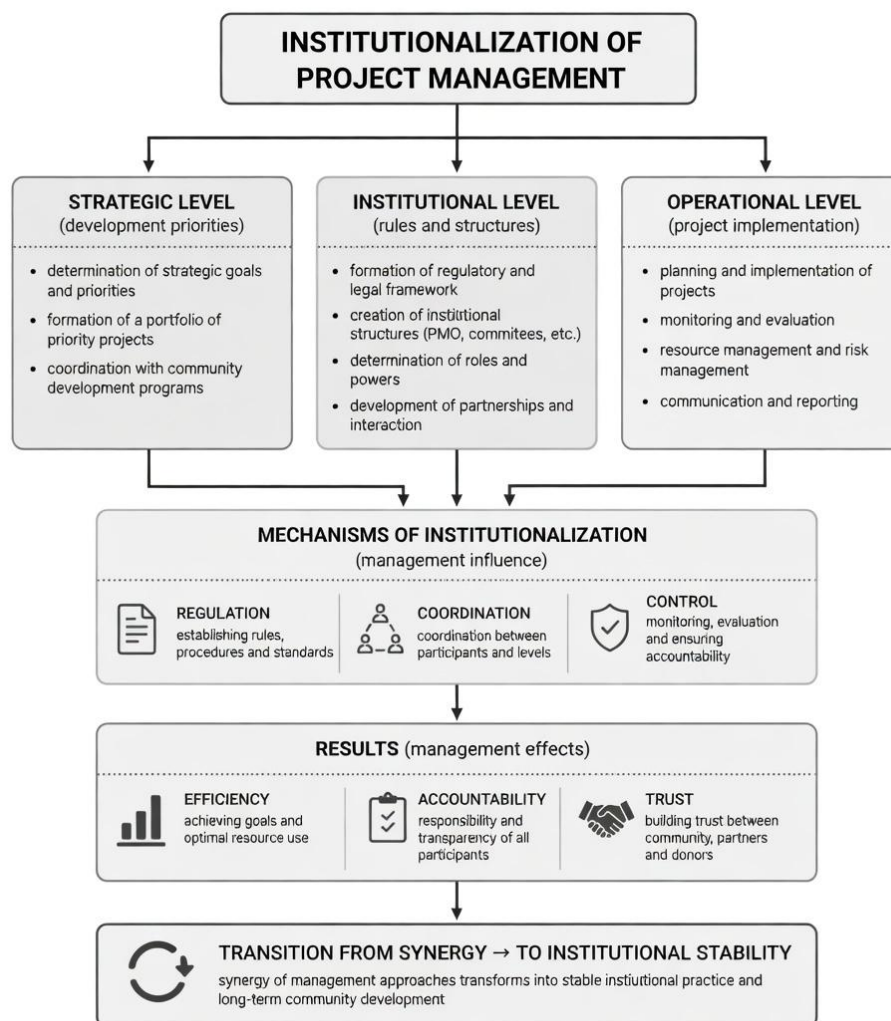


Figure1. Conceptual model of institutionalization of project management in territorial communities

Source: Developed by the author using DALL-E 3.

At the same time, research in the field of project governance emphasizes that management effectiveness is ensured not only through structural levels, but also through appropriate mechanisms of influence. Thus, in the conceptual approaches to project governance, it is determined that the key role is played by regulatory, coordination and control mechanisms, which ensure the coherence of actions, compliance of activities with established goals and increasing the effectiveness of management [21]. In particular, regulation ensures the formalization of management processes, coordination – interaction between different levels of management, and control – assessment of the achievement of planned results.

The effective dimension of project management is of particular importance in modern scientific research. As noted by R. Turner and R. Müller, effective project management has a direct impact on the quality of management decisions and, accordingly, on the results of activities, in particular efficiency, accountability and trust in management institutions [22]. In addition, it is emphasized that governance mechanisms contribute to increasing transparency and accountability of project activities, which is critical for the public sector [23].

Thus, the proposed conceptual model of institutionalization reflects the logic of transition from the synergy of managerial approaches to their systematic consolidation in the form of institutional statistics. The combination of three levels, three mechanisms and three results forms a holistic management model that ensures the consistency of strategic goals, institutional conditions and project implementation practices. This approach is in line with modern scientific ideas about project management as an integrated system that combines values, processes and management results.

The institutionalization of project management under martial law acquires specific features, which is due to a high level of uncertainty, limited resources, and the need for a prompt response to crisis challenges. In modern studies of public administration, it is emphasized that in crisis conditions, management systems are transformed in the direction of increasing flexibility, speed of decision-making and strengthening coordination mechanisms [24]. In particular, as Aaltonen and Kujavala note, the implementation of complex public projects in conditions of instability requires adaptive management models and the expansion of institutional interaction [24].

One of the key features of institutionalization in wartime is the acceleration of management procedures, which allows for timely decision-making and the implementation of projects aimed at responding to emergencies. At the same time, the role of donor and international projects, which act as an important source of financial and organizational resources, is growing. Reports by the World Bank and other international organizations emphasize that post-crisis recovery depends to a large extent on the effective coordination of donor assistance and the ability of government institutions to ensure its effective use [25].

In such conditions, the introduction of flexible management models that allow adapting project activities to changes in the external environment is of particular importance. Research in the field of project management shows that adaptive approaches contribute to increasing the efficiency of project implementation in complex and dynamic environments [26]. At the same time, control over the use of resources is being strengthened, which is due to the need to ensure transparency and accountability in the face of increased risks.

An important result of the institutionalization of project management under martial law is the transformation of its role in the public administration system. Project management is a key tool for the implementation of measures to restore infrastructure, implement humanitarian programs and ensure the economic development of territories. As noted in modern analytical studies, it is the project approach that allows for ensuring the concentration of resources, coordination of actions of different actors and the achievement of specific results in a short time [25].

Thus, the results of the study indicate that the institutionalization of project management under martial law is characterized by increased dynamism, adaptability, and result orientation. Its effectiveness is determined by the ability of local governments to integrate flexible management approaches, ensure transparency in the use of resources and establish effective interaction with international partners.

6. Conclusions

Institutionalization of project management is a natural stage in the evolution of management systems of territorial communities, which occurs after the formation of synergy of corporate and project approaches and ensures their transition to systemic functioning. The results of the study confirm that institutionalization is a key prerequisite for the sustainability of management processes, as it involves the consolidation of organizational, regulatory and procedural mechanisms for managing project activities.

It has been proved that the implementation of institutionally formalized project management contributes to increasing the efficiency of the use of resources, ensures the consistency of the strategic and operational levels of management, and also strengthens the transparency and accountability of the activities of local self-government bodies. An important result is the formation of trust in managerial institutions, which is especially important in the context of limited resources and increased requirements for the effectiveness of public administration.

The proposed conceptual model of institutionalization makes it possible to substantiate the transition from the traditional approach to project management as separate tools to management through projects as an institutionally fixed form of implementing strategic goals for the development of territorial communities. This approach ensures the integration of strategic planning, organizational structures and management procedures into a single system.

The practical significance of the results obtained lies in the possibility of using them to improve the activities of local self-government bodies, in particular in terms of improving the efficiency of management of the development of territorial communities, ensuring transparency of decision-making and optimizing the use of resources.

It is advisable to associate the prospects for further research with the deepening of the application of corporate governance principles in the process of institutionalization of project management. In particular, the development of indicators of institutional capacity on the basis of transparency, accountability and responsibility, as well as the study of digitalization as a tool for increasing the openness of management processes, is relevant. An important area is the adaptation of institutionalization models to the conditions of post-war recovery, taking into account the need to strengthen control over resources and ensure trust in local governments.

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