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**IMPLEMENTATION ASPECTS ANALYSIS OF SYNCRETIC METHODOLOGY
IN THE MANAGEMENT OF INFRASTRUCTURE RESTORATION PROJECTS**

**АНАЛІЗ АСПЕКТІВ ВПРОВАДЖЕННЯ СИНКРЕТИЧНОЇ МЕТОДОЛОГІЇ
ПРИ УПРАВЛІННІ ПРОЄКТАМИ ВІДНОВЛЕННЯ ІНФРАСТРУКТУРИ**



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Summary: The work substantiates the relevance of the syncretic methodology for managing infrastructure restoration projects and investigates the aspects of its implementation that have been carried out. The purpose of the research is set. The available project management methodologies were analyzed, and five typical models of building a corporate project management methodology in the organization were identified. The place and significance of syncretic methodology is outlined. The object of analysis to which the syncretic methodology was applied is described - the Grand portfolio of restoration projects, consisting of projects and portfolios of infrastructure restoration projects. The implemented model of the cyclical process of implementation of management of restoration projects is described. The "system-result" model of the created syncretic methodology of infrastructure restoration project management, which was implemented, is also presented and described.

The implementation of the syncretic project management methodology in the context of the implementation of the Grand portfolio of restoration projects was analyzed from organizational, methodological and instrumental aspects. Each such aspect is considered in the perspective of the five directions that are described. According to the results of the analysis, the regularities that were discovered during the implementation, which influenced the adjustment of the models and methods of the syncretic methodology, were formulated. Also given is a SWOT analysis of the implementation of syncretic methodology models and methods in the implementation of projects and portfolios of restoration projects. Prospects for further scientific research in the chosen direction are also determined.

Keywords: infrastructure restoration projects, project and program management, project management methodology, self-managed organization, syncretic methodology.

Introduction. One of the important tasks defined by the President of Ukraine [1], and the implementation of which the government takes care of, is the restoration of the infrastructure that was destroyed as a result of the aggression of the Russian Federation against Ukraine. Such recovery is implemented in the form of projects, portfolios of projects and programs consisting of projects that have a single goal.

Therefore, the project and program management methodology is applicable and appropriate for infrastructure restoration activities. At the same time, the success of restoration projects will be influenced both by the choice of an adequate management methodology and by its effective implementation, which should take place in accordance with certain processes and using appropriate models and methods.

The rapid development of project and program management methodology led to its formation as a separate field of knowledge and practical activity [2]. This determined the standards and rules of the industry, as well as caused the emergence of new methodological approaches to the management of certain classes of projects. One of these approaches is the development of the author - it is a syncretic methodology of managing development projects using models of self-managed teams and value-oriented management [3].

In general, the methodological apparatus of project management in companies and organizations is implemented in corporate project management methodologies. Such methodologies are chosen by companies and organizations based on existing and effective modern methodological developments in this field. Let's analyze the main ones.

The methodology that can be built on the PMBOK (Project Management Body of Knowledge) standard of the American organization PMI (Project Management Institute), which is an international association for project management, is considered the most widespread and tested in the world. This standard has been developing since the mid-80s of the last century. The latest version of the PMBOK standard [4] is a logical step in the evolution of the previous ones, but it contains significant differences. It is built on principles (which are new) identified 12 relevant to modern project management. A separate artifact of the modern version of the standard is the system of delivering values in projects. In addition, instead of the standard 10 areas of project management that were inherent in the previous standards, the seventh edition of the PMBOK proposed 8 areas, within which separate models, methods and management tools should be used. These are the project team, project stakeholders, project life cycle, project planning process and project activities, project execution process, project delivery process, project measurement and evaluation, risks and uncertainties. Also, the defining artifact of the seventh version is the process of tailoring (adjusting) the methodology chosen by the project-oriented organization for implementation to the conditions of the organization itself. This is an important element capable of increasing the effectiveness of project management methodologies used by organizations. This article is dedicated to the results of syncretic methodology tailoring to infrastructure restoration projects.

Classic project management methodologies have also developed in the direction of managing project collections - portfolios and programs. PMI supports the development of two related standards, both of which are in their fourth edition. In particular, the standard in the field of program management [5] provides a list of models and methods for managing a set of projects that have a single goal, such a set is identified as a program, and the management of such a set takes place in the context of program management. However, the most typical situation for project-oriented companies and organizations is the implementation of a set of projects defined by different customers. Therefore, such projects cannot have a common goal, but their implementation is united by a common pool of resources - the personnel of a project-oriented organization that can be involved in the implementation of projects. Moreover, one and the same person (which is typical in a matrix organizational structure) can simultaneously participate in several of them. For such cases, the classic PMI standard on project portfolio management [6], which offers a set of relevant models and methods, can be used as the basis of the corporate project management methodology. Further development of project management systems took place in connection with the emergence of the P2M standard of the Japanese Project Management Association. The current version of this standard is the third [7]. This standard introduces the concept of value

into project management for the first time. Moreover, the project is defined as an obligation to create value. After the appearance of relevant concepts, value-oriented management became a trend of modern project management and is reflected in most modern standards.

The next stage in the evolution of project management methodologies should be considered the emergence of a flexible Agile project management methodology [8]. This methodology originated in the environment of IT companies, and after its spread later became part of classical methodologies as well. However, it is worth noting that Agile is mostly used in IT companies. And outside the IT industry, in companies of other industries, it is forced to be used by almost all companies, since modern project management systems (and organization management systems in general) still have an IT implementation.

And therefore, at the intersection of modern methodological currents, in the conditions of such growing methodological confusion, an almost urgent question arises regarding the choice of an appropriate project management methodology [9]. This determined the direction of scientific research to find a solution to the relevant problem. It is worth identifying at least five typical models for building a corporate project management methodology in an organization:

- based on the use of one standard (one methodology);
- based on the use of the mosaic methodology - elements of several classical methodologies used together;
- based on the convergence of classical methodologies – elements of several classical methodologies that are used together and adapted for implementation in a specific organization;
- based on the use of "hybrid" - the joint use of several frameworks of flexible methodology or one framework of flexible methodology and one of the classic standards in the field of project management [10];
- based on a syncretic approach - ensures that individual teams use their project management methodology, and such methodologies should not be mixed at the level of the corporate project management system, but used in isolation from each other. In a project portfolio or program, for example, each project (according to the syncretic approach) can be managed using its own methodology.

The search for appropriate methodological mixes also takes place within the boundaries of the field of research - in relation to infrastructure restoration projects and its development, in particular, in relation to appropriate models and methods of hybridization of methodologies [11], as well as in relation to models and methods of strategic management in relation to the management of organizational projects [12].

Effective project management methodologies in the field of infrastructure restoration should take into account another modern trend of management systems – self-management of organizations and project teams. Relevant research was initiated in [13] and is related to the next stage of organizational development and maturity of the management system [14]. The level of self-managed teams can be compared to the fifth level of technological maturity in project management according to Harold Kerzner's model. Further research led to the emergence of a new direction in management systems - holacratic management [15], which institutionalizes the principles of self-creation and, in particular, considers models of their interaction with classical hierarchical organizations.

Thus, the syncretic project management methodology, which can be applied in the management of infrastructure restoration projects by those project teams that, in particular, use the principles of self-management, should take into account all modern trends in the pursuit of increasing efficiency, in particular, the development in the field of artificial intelligence [16].

A separate issue that requires research is the implementation of project management methodology in the activities of project-oriented organizations. The development of a methodology for the needs of a specific

organization (or for a specific type of organization) also requires the creation of models for the implementation of such a methodology, its adaptation to specific conditions of activity, to the specific environment of projects. Relevant scientific studies [17] single out such problems and offer applicable models and methods. However, it is worth noting that the topic of implementing project management methodologies in the activities of project-oriented organizations managing infrastructure restoration projects has not been sufficiently researched. This also applies to the syncretic methodology. Therefore, the topic of this article, which is devoted to the analysis of aspects of the implementation of syncretic methodology in the management of infrastructure restoration projects, is relevant.

Materials and methods. The methodological basis is the scientific approach of project and program management to the analysis of research issues through the use of statistical, formal-logical and complex research methods. The sources of the research are the current legal framework and the results of the implementation of scientific developments regarding models and methods of syncretic methodology in the State Agency for Restoration and Development of Infrastructure of Ukraine.

The purpose of the work is to consider the problems of implementing syncretic methodology in the management of infrastructure restoration projects and to analyze the aspects of such implementation. The current situation with the implementation of reconstruction projects in the conditions of war and increased requirements for projects require the use of new approaches to management. Another aspect that should be taken into account when creating a management system for such projects is the large number of participants representing different countries and different management cultures. And therefore, the infrastructure restoration project management methodology, which should become the basis of the corporate project management system, should meet the specified modern challenges. This methodology was developed and implemented in the State Agency for Reconstruction and Development of Infrastructure of Ukraine (SARDI). It is worth carrying out an analysis of the implementation that has been carried out, for the future improvement of the efficiency of management systems of restoration projects, which will be based on the syncretic methodology.

Presenting main material. The implementation of project management methodologies in practical activities is associated with the need to integrate a certain set of principles, models, methods and tools into the corporate project management system of a project-oriented organization. Such implementation can be considered in several aspects. For our study, we will choose three of such aspects that are somewhat typical. So, let's analyze the implementation of the syncretic project management methodology that took place in the SARDI in organizational, methodological and instrumental aspects. Under the instrumental aspect, we will understand the IT implementation of syncretic management models and methods within the selected IT ecosystem.

The object of the implementation analysis is the Grand portfolio of restoration projects, the implementation of which was managed by SARDI. The specified Grand portfolio consists of about 40 management objects, of which about 20 project portfolios and about 20 individual restoration projects. The vast majority of projects relate to construction, several projects relate to the IT component of project management system support (in particular, regarding the development and implementation of a system for monitoring the progress of restoration projects based on the MS Power BI solution from the Office 365 ecosystem, the use of BIM design technology, etc.).

The composition of the Grand portfolio is dynamic, in 2023 the number of management objects in it varied from 35 to 42. Such dynamism is justified by periodic (usually weekly) review of the Grand portfolio at joint meetings with project coordinators chaired by a representative of SARDI top management. Based on

the results of such meetings, some projects and/or project portfolios may be either excluded from the Grand Portfolio or, conversely, included in it.

The concept of implementing project management in the context of a syncretic approach provided for the implementation process of each portfolio project in accordance with four steps (Fig. 1). Moreover, steps 2-4 were implemented throughout the entire life cycle of the project, and the project manager could also return to step 1 when reviewing the status (once a month).



Figure 1 – The cyclical process model of implementation of restoration projects management

Project reporting (step 4) relied on three project roles according to the role model. The first iteration included a risk report from the Project analyst (PA) and a project execution report according to the calendar-network model (project schedule) from the Project coordinator (PC). These reports are provided to the project manager (PM). In turn, the project manager submitted a report on the implementation of the project to stakeholders (SH) in accordance with the established list in accordance with the agreed forms. Based on the results of the review of the reports, monitoring took place - managerial influences were generated, which were aimed at ensuring that the project met the limitations of the implementation time, the budget, the acceptable level of risks, and the approved quality of the project's products (results).

The "system - result" model of the created syncretic methodology of infrastructure restoration project management, which was implemented, is presented in fig. 2. The infrastructure restoration project monitoring system includes the triad "IT - Rules - People". Such a triad is based on the human dimension (includes project activity participants and their organization), the methodological dimension (includes syncretic methodology and artifacts derived from it – models, methods, templates, forms, etc.) and the instrumental IT dimension (includes IT implementation tools with the help of which participants project activities implement a syncretic methodology).

Let's analyze the implementation of the syncretic project management methodology in the context of the implementation of the Grand portfolio of restoration projects according to the specified aspects (organizational, methodological, instrumental).

1. ORGANIZATIONAL ASPECT OF SYNCRETIC METHODOLOGY IMPLEMENTATION.

Let's consider this aspect from the perspective of the five directions presented below.

1.1. Definition of roles, role structure of project/portfolio management.

The role structure was created according to the principle of distributed project teams. In such teams, the following roles were assumed for each project: project manager, project coordinator, project monitoring specialist, project administrator,

1.2. Identification of responsible persons who will take the roles.

Based on the results of discussions and meetings, the principle of appointment to roles in restoration projects was approved. In accordance with this principle, the head of the structural division of the central apparatus was appointed as the project manager. At the same time, such a manager performed the role of manager of a portfolio of projects - a set of projects that were coordinated by employees of his structural division. Employees of the central office (main specialists) were appointed project coordinators. The role of project monitoring specialists was assigned to employees of one of the departments of the central apparatus, which were related to the IT direction. The role of project administrators rested with the workers of the Restoration Services in the regions.

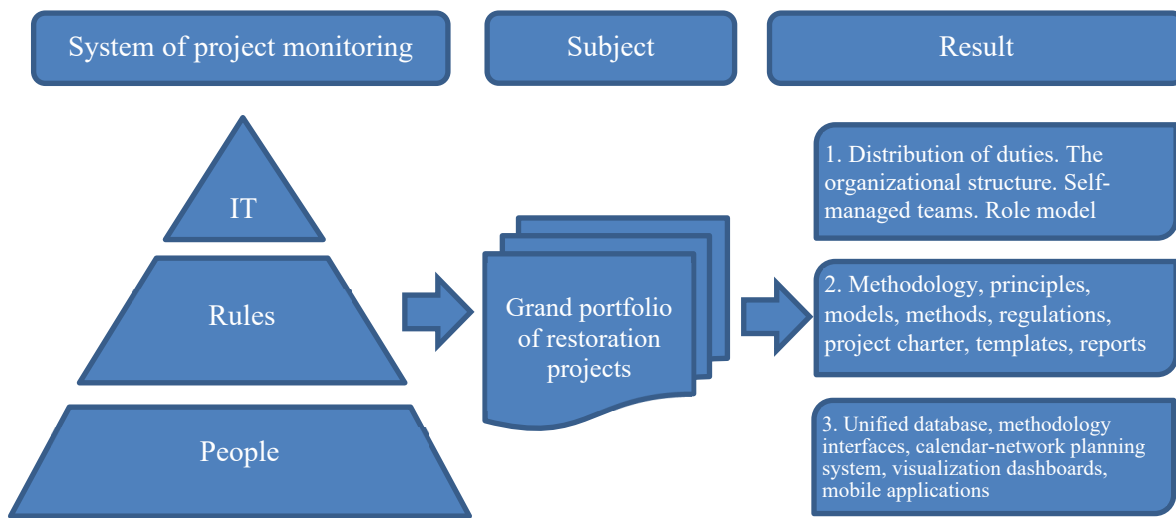


Figure 2 – Модель «система – результат» створеної синкретичної методології управління проектами відновлення

1.3. Organization of self-managed teams (teams with elements of self-management).

After fixing those responsible for each restoration project, the project management teams organized themselves. In particular, each team created a communication platform (as a rule, through the creation of a group in the messenger, however, the teams were not limited in choosing a platform and chose it independently). In addition, the teams chose a convenient time to hold weekly (for some projects – more often) project meetings. Representatives of the project management team, project participants, contractors, and other stakeholders were invited to such meetings as needed. The project management methods, as well as the management methodology, were chosen by the team independently, as were the approaches to the motivation of project participants. The above confirms the implementation of elements of self-management in the management of infrastructure restoration projects.

1.4. Conducting reporting weekly meetings (on all streams, the main ones of which are the general meeting on monitoring the progress of the Grand Portfolio, the development of the IT system for monitoring the Grand Portfolio based on the MS Power BI IT solution).

Internal meetings on projects were held for the purpose of monitoring the implementation of projects, as well as for the purpose of preparing for the reporting weekly meeting for the entire set of projects and portfolios of restoration projects. Such a meeting with the Grand Portfolio was held weekly. At this meeting, the restoration project coordinators presented a report for the week in the form of a presentation, as well as a

project dashboard that was created using MS Power BI and was constantly updated (there was a constant update of data on the progress of project implementation). The Grand Portfolio meeting was held by a representative of the top management of the SARDI. Based on the results of such meetings, management decisions were made regarding each project and portfolio of restoration projects. The implementation of such decisions was monitored and added to the calendar and network schedule of the project.

1.5. Institutionalization of periodic business trips to restoration sites.

Restoration projects are implemented in all regions of Ukraine. Within the framework of the management of the Grand portfolio, a decision was made regarding the need for coordinators of restoration projects to organize periodic business trips to restoration objects. The goals of such business trips are: achieving a better understanding of the implementation of such projects, the difficulties that arise during their implementation, checking the actual performance indicators, identifying current risks and finding ways to minimize them. Based on the results of the business trips, the coordinator prepared a report and presented it at the next meeting with the Grand Portfolio. According to the results of the review of the report, management decisions were made, some of which (relating to additional project tasks) were entered into the project implementation schedule, and relevant decisions were monitored.

2. METHODOLOGICAL ASPECT OF IMPLEMENTATION OF SYNCRETIC METHODOLOGY.

Let's consider this aspect from the perspective of the five directions presented below.

2.1. Acquaintance of project activity participants with project management methodologies and standards.

The start of the implementation of project activities was preceded by the training of the personnel of the central apparatus in project management methodologies. In particular, the classic PMBOK methodologies of the American PMI Institute, the British PRINCE 2 standard, and the flexible Agile methodology were studied. The teams of individual restoration projects were able to choose one or another methodology or their combination (hybrid) for management. Elements of each of these three methodologies have been implemented at the management level of the Grand Portfolio of Restoration Projects.

2.2. Teaching project teams and project participants the basics of theory and practice of syncretic project management methodology.

From the beginning of the initialization and during the implementation of the Grand portfolio of restoration projects, the principles of syncretism were declared and implemented. Project teams underwent practical assimilation of syncretic project management methodology. The benefits of a syncretic approach where self-managed project management teams can choose and be guided by their own management methodology were explained during regular meetings.

2.3. Setting up the process of interaction, exchange and processing of information about projects.

Before the organization of the Grand portfolio, the exchange and processing of information took place in a scattered manner – users used various and numerous communication systems and tools. The institutionalization of interaction during the implementation of the Grand Portfolio was organized in such a way that the main communications were carried out through the MS Office 365 ecosystem (Outlook, cloud services for storing and reproducing information). At the same time, self-managed project management teams could use an additional one communication tool within their project.

2.4. Development/refining of templates for collecting information on project implementation, presentation templates, individual dashboards, etc.

The initial document confirming the authorization of the project defined the project charter. Within the implementation of the Grand portfolio of restoration projects, based on the implemented methodology,

typical forms of information presentation and information exchange were developed. Templates for collecting information about project implementation, presentation templates, separate dashboards for visualization of project information - were constantly improved.

2.5. Institutionalization of the process of preparation of reports/presentations.

Weekly reporting on the progress of restoration projects has been set up in the Grand Portfolio. The specified reports were submitted to the weekly meeting for the purpose of monitoring the restoration projects and making appropriate management decisions regarding the implementation of the projects. Reports were submitted in the form of presentations. After the corresponding pilot period of implementation, part of the reports (presentations) were generated automatically (by MS Power BI tools) based on the data entered by the project implementation teams.

3. INSTRUMENTAL ASPECT OF SYNCRETIC METHODOLOGY IMPLEMENTATION.

Let's consider this aspect from the perspective of the five directions presented below.

3.1. Development of IT project monitoring architecture: database (back-end based on eRoad), project information visualization dashboards (front-end based on MS Power BI), as well as communication between them in the form of API.

The instrumental aspect of the monitoring system of the Grand restoration portfolio was built on the MS Office 365 ecosystem. In particular, the Project Online applications were used for project schedules, Power BI for project information visualization, online Excel for output data input forms, and One Drive for project information storage. For integration with the existing IT system (eRoad), an appropriate API has been created and configured.

3.2. Ensuring the implementation of a syncretic approach in IT tools for project management and monitoring through the development and implementation of relevant algorithms and business processes.

The principle of syncretism was implemented by allowing each team to use its own project management templates. A business process was defined, according to which it was possible to convert (with the help of an appropriate algorithm) the reporting of each team into a unified reporting submitted by the team to the management level of the Grand portfolio of restoration projects.

3.3. Development of project information visualization dashboards (creation of a restoration project management system based on MS Power BI).

For each project of the Grand Portfolio, as well as for aggregates of such projects (portfolios) within the Grand Portfolio, dashboards were developed to visualize project information based on the use of the IT tool MS Power BI. This tool had integration with input data sets, resulting in dashboards being updated automatically as project team members entered data into input forms. The dashboard system was used by top management to manage restoration projects, and was constantly developed and improved.

3.4. Training of SARFI specialists in the use of IT project monitoring tools, in particular MS Project (desktop), MS Project Online, MS Power BI.

During the implementation of the Grand portfolio of restoration projects, in order to gain greater efficiency in the monitoring of such projects (and therefore to ensure greater manageability of such projects), coordinators and project administrators were constantly trained. The training was aimed at mastering the IT tools used in work – MS Project (desktop), MS Project Online, MS Power BI, etc.

3.5. Obtaining licenses, providing access to dashboards.

To ensure the confidentiality of information regarding the implementation of restoration projects, a role model of access to the Office 365 ecosystem and its individual applications was developed and

implemented. This made it possible to ensure that each project participant was provided with only the information he needed and to maintain confidentiality.

Based on the results of the analysis, we will formulate the patterns that were discovered during the implementation, which influenced the adjustment of the models and methods of the syncretic methodology.

1. The implementation of syncretic methodology is a comprehensively complex project, both from the point of view of organization, and methodologically, and from the point of view of developing and configuring the necessary set of IT tools.

2. As in any similar project, the implementation of syncretic project management methodology was met with resistance from middle management at all levels.

3. Greater complexity of the syncretic methodology compared to other project management methodologies requires greater qualification of participants involved in project management teams.

4. Modern instrumental implementation of the project management system should be based on cloud tools, in particular to ensure the ability to manage through a smartphone.

5. The use of artificial intelligence can make management systems even more efficient. Within the scope of the syncretic methodology, AI can be used in particular to create and implement interfaces between the management systems of each project (which are built on the basis of their own separate methodology) and the core of the syncretic methodology, which should manage all projects in a coordinated manner and prevent mixing of methodologies.

6. IT tools for the implementation of syncretic methodology must be adequate to the complexity of the models of this methodology, and therefore require the involvement of highly qualified IT specialists for the creation, support and development of such tools.

7. The effectiveness of the syncretic methodology is not achieved immediately, its influence on the management system is rather indirect, and therefore the models and methods of the syncretic methodology must have a clear scientific justification.

8. Self-management models are unusual for use in project management teams, their implementation should be accompanied by staff training, as well as the implementation of syncretic methodology in general.

Let's also carry out a brief SWOT analysis of the implementation of syncretic methodology models and methods in the implementation of projects and portfolios of infrastructure restoration projects in Ukraine.

Strengths.

S1. Ensuring that each team is guided by its own project management methodology to which that team is accustomed. Special relevance is acquired in joint projects with international participants, which is precisely a feature of infrastructure restoration projects.

S2. A unique experience of implementing syncretic methodology in practice was obtained. The knowledge base of the methodology was replenished with practical cases, testing, and adjustment of models and methods.

S3. Innovativeness, adaptability and high practical demand of the described models (in particular models of self-managed teams), methods and tools, their systematicity in the context of using syncretic project management methodology.

Weakness.

W1. Insufficient development and formalization of relevant scientific developments.

W2. Insufficient level of practical approval of the proposed models within the syncretic methodology.

W3. Relative complexity (perhaps excessive) for implementation by small self-managed teams and organizations.

Opportunities.

O1. The possibility of deepening cooperation with organizations participating in restoration projects, exchange of experience, faster interaction with them thanks to the systematicity and transparency of the syncretic project management methodology.

O2. The possibility of using the acquired experience in the further implementation of restoration projects or in other SARDI projects, including internal ones, which will increase the effectiveness of the implementation of such projects, which will take place on the basis of systematized, formalized (in the form of models, methods, algorithms and customized IT tools) and used previous experience.

O3. The possibility of strengthening the reputation of SARDI through the successful implementation of restoration projects, which will increase the confidence of international partners, donors and sponsors. This, in turn, could lead to increased international funding for Ukraine's recovery, which would increase the likelihood of a faster and more effective recovery.

Threats.

T1. The threat of escalation of hostilities, as a result of which funding for reconstruction projects may be reduced. This may lead to a partial implementation of the syncretic methodology or a complete rejection of it, which will cause a decrease in the effectiveness of restoration projects.

T2. The threat of a decrease in the confidence of international donors in the management system of infrastructure restoration projects. This, in turn, can lead to delays in the financing of restoration projects, as a result of which the benefits of using a syncretic project management methodology may be nullified (or at least not apparent).

T3. The threat of ineffective communications of the project team with stakeholders (in particular, due to the ineffective application of a syncretic project management methodology), as a result of which restoration projects may deviate from the implementation within the approved time, cost and quality limitations. This, in the end, can lead to the rejection of the use of syncretic methodology.

Based on the results of the SWOT analysis and the comparison of strengths and weaknesses, as well as opportunities and threats, it can be concluded that when using the opportunities provided by the effective implementation of the syncretic methodology of infrastructure restoration project management, the corresponding threats can be overcome, and the advantages outweigh the corresponding disadvantages.

Let's also outline the prospects for further scientific research in the chosen direction.

1. Conduct an implementation analysis regarding the necessary correction of models and methods of syncretic project management methodology, as well as algorithms and tools that support it.

2. Implement syncretic project management methodology with models, methods, algorithms and tools that were adjusted based on the results of the first implementation.

3. Formalize the process of refining the syncretic project management methodology in the form of a separate business process. This should facilitate future implementation and simplify the understanding of the methodology by project participants.

4. Formalize the process of training (coaching) staff of a project-oriented organization in the basics of using syncretic project management methodology. This should simplify the period of its implementation and increase the efficiency of its use.

5. To conduct further research on models and methods of ensuring self-management of project teams.

Conclusions. Effective management of infrastructure restoration projects should be one of the adequate responses to the destruction caused by the aggression of the Russian Federation against Ukraine. Such

management should be provided with a methodology that meets modern challenges and incorporates the main progressive modern trends. As such methodology, a syncretic project management methodology using self-management models of project teams is proposed. This methodology was implemented in SARDI. The results of the implementation were analyzed in this article.

In particular, existing project management methodologies were analyzed, and five typical models of building a corporate project management methodology in the organization were identified. The place and significance of syncretic methodology is outlined. The object of analysis to which the syncretic methodology was applied is described - the Grand portfolio of restoration projects, consisting of projects and portfolios of infrastructure restoration projects. The implemented model of the cyclical process of implementation of management of restoration projects is described. The "system-result" model of the created syncretic methodology of infrastructure restoration project management, which was implemented, is also presented and described. The implementation of the syncretic project management methodology in the context of the implementation of the Grand portfolio of restoration projects was analyzed from organizational, methodological and instrumental aspects. Each such aspect is considered in the perspective of the five directions that are described. According to the results of the analysis, the regularities that were discovered during the implementation, which influenced the adjustment of the models and methods of the syncretic methodology, were formulated. Also given is a SWOT analysis of the implementation of syncretic methodology models and methods in the implementation of projects and portfolios of restoration projects. Prospects for further scientific research in the chosen direction are also determined.

In general, the analysis of the implementation of the syncretic project management methodology allows us to come to a conclusion about the high relevance and practical significance of the relevant research. The effective implementation of an effectively developed, scientifically based syncretic project management methodology will allow to improve the management system of such projects, implement restoration projects efficiently, adhere to project limitations, strengthen the reputation of SARDI and Ukraine as a whole, and bring Ukraine closer to victory.

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АНАЛІЗ АСПЕКТІВ ВПРОВАДЖЕННЯ СИНКРЕТИЧНОЇ МЕТОДОЛОГІЇ ПРИ УПРАВЛІННІ ПРОЄКТАМИ ВІДНОВЛЕННЯ ІНФРАСТРУКТУРИ

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Анотація. В роботі обґрунтована актуальність синкретичної методології для управління проектами відновлення інфраструктури та досліджені аспекти її впровадження, що було проведено. Поставлена мета дослідження. Проаналізовано наявні методології управління проектами,

ідентифіковано п'ять типових моделей побудови корпоративної методології управління проектами в організації. Окреслене місце і значення синкретичної методології. Описано об'єкт аналізу, до якого застосовувалася синкретична методологія – Гранд портфель проектів відновлення, що складається з проектів і портфелів проектів відновлення інфраструктури. Описано впроваджену модель циклічного процесу реалізації управління проектами відновлення. Також подана і описана модель «система – результат» створеної синкретичної методології управління проектами відновлення інфраструктури, що була впроваджена.

Проаналізовано впровадження синкретичної методології управління проектами в контексті реалізації Гранд портфеля проектів відновлення за організаційним, методологічним та інструментальним аспектами. Кожен такий аспект розглянуто у ракурсі п'яти напрямків, які описані. За результатами аналізу, сформульовано закономірності, що були виявлені при впровадженні, які вплинули на коригування моделей і методів синкретичної методології. Також наведено SWOT-аналіз проведеного впровадження моделей і методів синкретичної методології у діяльність з реалізації проектів і портфелів проектів відновлення. Також визначено перспективи подальших наукових досліджень у обраному напрямку.

Ключові слова: проекти відновлення інфраструктури, управління проектами і програмами, методологія управління проектами, самокерована організація, синкретична методологія.

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