

INSTITUTIONALIZATION OF PROJECT MANAGEMENT IN THE AGRO-INDUSTRIAL COMPLEX OF KAZAKHSTAN: BARRIERS AND PRIORITY DIRECTIONS

ҚАЗАҚСТАННЫҢ АГРОӨНЕРКӘСІПТІК КЕШЕНІНДЕГІ ЖОБАЛЫҚ МЕНЕДЖМЕНТТИ ИНСТИТУТТАНДЫРУ: КЕДЕРГІЛЕР МЕН БАСЫМ БАҒДАРЛАР

ИНСТИТУЦИОНАЛИЗАЦИЯ ПРОЕКТНОГО МЕНЕДЖМЕНТА В АГРОПРОМЫШЛЕННОМ КОМПЛЕКСЕ КАЗАХСТАНА: БАРЬЕРЫ И ПРИОРИТЕТНЫЕ ОРИЕНТИРЫ

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Abstract. The institutionalization of project management in the agro-industrial complex of Kazakhstan is becoming particularly relevant in the context of the transformation of the public administration system and the transition to a project-oriented model of sectoral development. Contemporary challenges associated with the need to improve resource utilization efficiency, enhance the effectiveness of government programs, ensure food security, and achieve the sustainable modernization of agriculture require the introduction of modern management tools and approaches. In this context, the organization of project activities is regarded as an important mechanism for increasing transparency, coordination, and manageability within the AIC, as well as for strengthening the accountability of stakeholders in achieving target indicators. *The objective* – is to identify the main constraints and determine the prospects of the project-based approach. *Methods* – systems analysis, comparative analysis, and the examination of national strategies for the modernization of agro-industrial production, analytical reports, and scientific publications were employed to provide a comprehensive assessment of the current state of the agrarian sector and to diagnose its key challenges. *Results* – the study revealed the existence of an institutional gap between the level of administration and the practical implementation of projects, manifested in weak partnership interaction among stakeholders, insufficient maturity of project management offices, a shortage of qualified personnel, and the limited application of digital technologies. In addition, problems related to the regulatory and legal framework, the inadequate adaptation of international experience, and the limited mechanisms for monitoring the effectiveness of implemented initiatives were identified. *Conclusions* emphasize the need to optimize project infrastructure, strengthen interagency coordination, promote the widespread adoption of digitalization, and develop professional competencies, which in the long term will enhance the performance of the country's agro-industrial complex. Particular importance is attached to planning

processes, accounting for agricultural product prices, monitoring tax payments, and attracting investment into the sector.

Аңдатпа. Қазақстанның агроөнеркәсіптік кешеніндегі жобалық басқаруды институттандыру мемлекеттік менеджмент жүйесін түрлендіру және саланы дамытудың жобалық-бағдарланған моделіне көшу жағдайында ерекше өзектілікке ие болады. Ресурстарды пайдалану тиімділігін арттыру, мемлекеттік бағдарламалардың нәтижелілігін күшейту, азық-түлік қауіпсіздігін қамтамасыз ету және ауыл шаруашылығын тұрақты жаңғырту қажеттілігімен байланысты қазіргі заманғы сын-қатерлер қазіргі заманғы басқару құралдары мен тәсілдерін енгізуді талап етеді. Бұл тұрғыда жобалық қызметті ұйымдастыру АӨК-дегі процестердің ашықтығын, үйлестірілуін және басқарылуын арттырудың, сондай-ақ қатысушылардың нысаналы көрсеткіштерге қол жеткізгені үшін жауапкершілігін арттырудың маңызды тетігі ретінде қарастырылады. *Мақсаты* – негізгі шектеулерді анықтау және жобалық тәсілдің перспективаларын анықтау. *Әдістері* - аграрлық саланың қалыптасқан жай-күйін кешенді бағалау және мәселелік аспектілерді диагностикалау үшін агроөнеркәсіптік өндірісті жаңғыртудың ұлттық стратегияларын, талдамалық есептер мен ғылыми жарияланымдарды жүйелі зерттеу, салыстыру, зерделеу. *Нәтижелер* – әкімшілік деңгейі мен жобаларды іске асыру практикасы арасындағы институционалдық алшақтықтың болуы көрсетілген, бұл қатысушылардың әлсіз серіктестік өзара іс-қимылынан, жобалық кеңселердің жетілмегендігінен, білікті кадрлардың жетіспеушілігінен және цифрлық технологияларды шектеулі қолданудан көрінеді. Нормативтік-құқықтық сүйемелдеу, халықаралық тәжірибенің жеткіліксіз бейімделуі, жүзеге асырылатын бастамалардан қайтарымды мониторингілеу механизмдерінің шектелуі мәселелері қосымша белгіленді. *Қорытындылар* жобалық инфрақұрылымды оңтайландыру, ведомствоаралық реттеуді тереңдету, цифрландыруды кеңінен тарту және кәсіби құзыреттерді қалыптастыру қажеттілігін көрсетеді, бұл болашақта елдің агроөнеркәсіптік кешенінің жұмыс істеу тиімділігін арттыруға мүмкіндік береді. Ауыл шаруашылығы өнімдерінің бағасын жоспарлау, есепке алу, салық төлемдерін бақылау, салаға инвестициялар тарту процесі маңызды болып табылады.

Аннотация. Институционализация проектного управления в агропромышленном комплексе Казахстана приобретает особую актуальность в условиях трансформации системы государственного менеджмента и перехода к проектно-ориентированной модели развития отрасли. Современные вызовы, связанные с необходимостью повышения эффективности использования ресурсов, усиления результативности государственных программ, обеспечения продовольственной безопасности и устойчивой модернизации сельского хозяйства, требуют внедрения современных управленческих инструментов и подходов. В данном контексте организация проектной деятельности рассматривается как важный механизм увеличения прозрачности, координации и управляемости процессов в АПК, а также возрастания ответственности участников за достижение целевых показателей. *Цель* – выявление основных ограничений и определение перспектив проектного подхода. *Методы* - системного исследования, сравнения, изучение национальных стратегий модернизации агропромышленного производства, аналитических отчетов и научных публикаций для комплексной оценки сложившегося состояния аграрной сферы и диагностики проблемных аспектов. *Результаты* – показано наличие институционального разрыва между уровнем администрирования и практикой реализации проектов, что проявляется в слабом партнерском взаимодействии участников, недостаточной зрелости проектных офисов, дефиците квалифицированных кадров и ограниченном применении цифровых технологий. Дополнительно обозначены проблемы нормативно-правового сопровождения, недостаточной адаптации международного опыта, ограниченности механизмов мониторинга отдачи от осуществляемых инициатив. *Выводы* подчеркивают необходимость оптимизации проектной инфраструктуры, углубления межведомственного регулирования, широкого распространения цифровизации и формирования профессиональных компетенций, что в перспективе позволит повысить эффект функционирования агропромышленного комплекса страны. Важным является процесс планирования, учета цен на сельскохозяйственную продукцию, контроля налоговых платежей, привлечение инвестиций в отрасль.

Keywords: agro-industrial complex, institutionalization, project management, project infrastructure, digitalization, investment, public administration, efficiency, food security.

Түйінді сөздер: агроөнеркәсіптік кешен, институционализация, жобаларды басқару, жобалық инфрақұрылым, цифрландыру, инвестициялар, мемлекеттік басқару, тиімділік, азық-түлік қауіпсіздігі.

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However, despite the recognized importance of project management, its institutionalization in the agro-industrial complex of Kazakhstan remains underdeveloped. Kerzner emphasizes that the maturity of project management is a key factor in the effectiveness of industry transformations (Kerzner H.) [6]. Ay-murzinov M.S. et al. It is noted that many processes in the agricultural sector of Kazakhstan are inherently project-oriented, but not institu-

tionalized (Aimurzinov M.S., Baikadamov N.T., Luchaninova A.A. et al.) [7].

According to DiMaggio & Powell, the institutionalization of management practices is associated with the processes of normative and cognitive consolidation, and Scott considers it the introduction of sustainable organizational norms and standards (Jacobsson M., Söderholm A.; Carlsen A., Pitsis T.S.) [8, 9]. Turner & Müller confirm that countries that have integrated project management into the public system demonstrate a higher level of innovation and efficiency (Turner J.R., Müller R.) [10].

At the same time, there remains a gap in Kazakhstan between the educational system, the institutional environment, and the practice of project management in agriculture. UNESCO emphasizes the need to align educational systems with the needs of the labor market, especially in the context of digital transformation (UNESCO. Global Education...) [11].

Thus, an analysis of the literature shows that the key barriers are the insufficient maturity of project structures, the shortage of qualified personnel, and the weak integration of education with industry needs. The elimination of these limitations is an important condition for the institutionalization of project management and improving the efficiency of the development of the agro-industrial complex of Kazakhstan.

Materials and methods

This study uses a comprehensive interdisciplinary approach based on a combination of methods of comparative, institutional, content-analytical, and structural-functional analysis due to the complexity of the processes of institutionalization of project management in the agro-industrial complex of Kazakhstan as a multi-level socio-economic system.

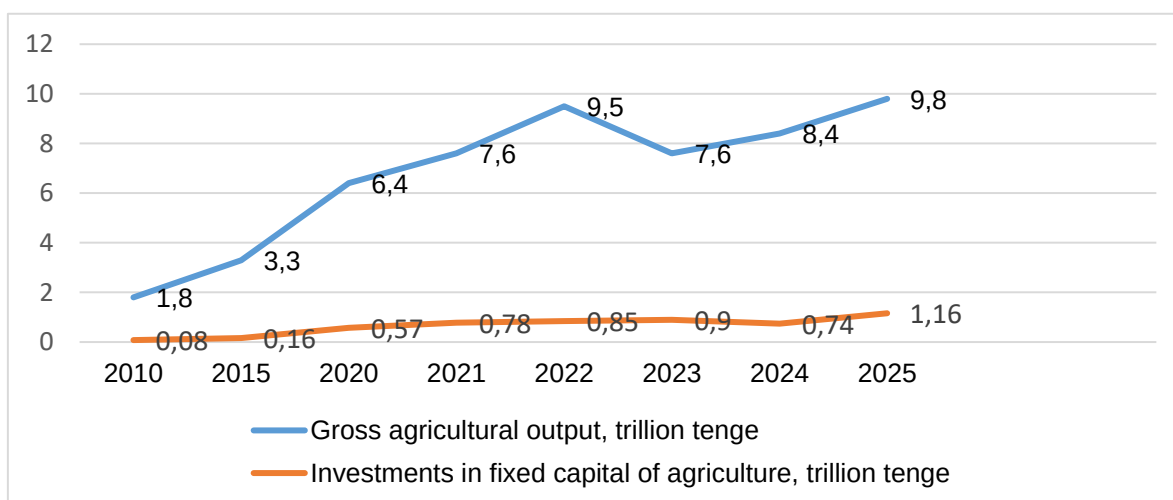
The research uses an analysis of the scientific literature of domestic and foreign au-

thors, which made it possible to identify key theoretical approaches to the institutionalization of project management and the development of project economics.

The comparative analysis was used to compare the level of development of domestic project management with foreign ones, as well as to identify differences in educational models and institutional mechanisms. Content analysis was used to study government programs for the development of agriculture, strategic documents, reports of the Ministry of Agriculture of the Republic of Kazakhstan, and educational standards of universities, which revealed recurring institutional problems. Additionally, a structural and functional analysis of the educational system was used to assess the role of universities in the formation of project competencies and the degree of integration of project management disciplines in agricultural universities in Kazakhstan. The analysis of statistical data on the agroindustrial complex and the labor market was used to assess the scale of the industry, investment dynamics, and the level of need for project management specialists.

Results

Kazakhstan's agro-industrial complex plays a key role in ensuring food security and building the country's export potential. According to national statistics, agriculture generates about 4-5% of Gross Domestic Product (GDP), while providing employment for more than 12-13% of the economically active population. In recent years, the sector has demonstrated steady investment growth: the volume of gross agricultural output exceeds 9-10 trillion tenge, and investments in fixed assets of the industry have increased more than 14 times over the past 15 years (Bureau of National Statistics of the Agency...) [12] (figure 1).



Note: compiled based on data from the (Bureau of National Statistics of the Agency...) [12]

Figure 1- Dynamics of growth of gross output and investments in fixed assets of agriculture of the Republic of Kazakhstan, trillion tenge

At the same time, there is a growing complexity of agricultural projects: the introduction of precision farming technologies, digitalization, and modernization of irrigation infrastructure. These processes objectively require the use of project management tools. However, unlike infrastructure and digital projects, where project management (PM) is already institutionalized, its application in the agricultural sector is fragmented.

This is evidenced by our analysis of the implementation of agricultural programs implemented by the state. The problem of partial or complete non-fulfillment of government programs in the agro-industrial complex of Kazakhstan is systemic and is caused by a combination of institutional, financial, and managerial factors. Despite the expansion of government support and an increase in the number of initiatives being implemented, a significant proportion of programs show deviations in terms

of deadlines, budgets, and targets, which indicates the presence of structural constraints in the management system.

An analysis of the reporting data for 2025 shows that of the total number of indicators and measures (more than 70), only about 60-65% have been fully implemented, while 20-25% have been partially implemented, and 15-20% remain unfulfilled (table 1). Thus, the level of implementation can be described as average, while a significant proportion of projects are at risk or show systemic deviations (Report on the implementation of the development...) [13].

There is a similar trend in the dynamics over 2023-2026: with an increase in the number of programs and funding volumes, the proportion of fully completed projects does not show steady growth, which indicates the limitations of the existing management model.

Table 1 - Summary of the implementation of agribusiness programs for 2023-2025

Period	Completed (%)	Partially (%)	Not completed (%)	Nature of issues
2023	60–65%	20–25%	10–15%	Fragmentation of programs
2024	65–70%	~20%	10–15%	Coordination failures
2025	~70%	~20%	~10%	System overload
2026 (assessment)	65–70%	20–25%	10–15%	Institutional constraints

Note: compiled by the authors based on data from the (Report on the implementation of the development...) [13].

The data obtained indicate an average level of program execution with a significant proportion of deviations. A structural analysis of the outstanding directions shows that the problems cover key segments of the agro-industrial complex (table 2). In the investment sector, targets for investments in fixed assets are not being achieved, which is due to insufficient funding and infrastructure constraints. In the field of seed production, there is an extremely low level of availability of domestic seeds due to the lack of budget support. A similar situation is observed in animal husbandry,

where disruptions in breeding stock and livestock imports are associated with both financial constraints and external factors.

Significant deviations were recorded in the development of clusters (in particular, meat), processing of agricultural products, fishing, and organic production, where the implementation of projects has either been suspended or not started. Special attention should be paid to cases of disruption of analytical and information projects, which indicates the presence of operational problems in contract management (Report on the implementation of the development ...; Information on the implementation of budget ...) [13, 14].

Table 2 – Analysis of key unfulfilled projects in the agro-industrial complex of the Republic of Kazakhstan for 2025

Name of the target indicator	Planned	Actual	Status	The main reasons for non-fulfillment
Investments in fixed assets of the agro-industrial complex, billion tenge	1 800.7	1 676.7	not executed	Underfunding, infrastructure
Availability of domestic seeds, %	62.2	0	not executed	Lack of budget funds
The proportion of breeding stock covered by breed conversion, %	36	28.2	not executed	Lack of funding
The number of breeding cattle, thousand heads	1 023.2	994.1	not executed	Lack of financing, prohibition of cattle transit from Europe to Kazakhstan

Creation of a meat cluster for the cultivation of cattle and MRS, units	13	5	not executed	Late financing
Lending to agricultural processing enterprises for replenishment of fixed and working capital through JSC "Agrarian Credit Corporation", million tenge	98 337.4	0	not executed	Budget deficit
Subsidizing the processing of fish products, thousand tons	27	0	not executed	Policy change
The share of certified organic producers, %	0.01	0.004	not executed	Lack of support
Information and analytical, sociological, regulatory and methodological support of the Ministry of Agriculture of the Republic of Kazakhstan, ed.	1	0	not executed	Disruption of contracts

Note: compiled by the authors based on data from (Report on the implementation of the development ...; Information on the implementation of budget ...) [13, 14], Information and analytical, sociological, regulatory and methodological support of the Ministry of Agriculture of the Republic of Kazakhstan

Systematization of the reasons for non-fulfilment allows us to identify several key groups of factors. First of all, financial constraints play a dominant role, including underfunding from the national budget, refusal to allocate funds, redistribution of resources, and a low level of their development. As a result, some projects are either partially implemented or failed to be launched altogether. At the same time, financial problems are not the root cause, but a consequence of deeper managerial dysfunctions.

A significant factor is the weakness of project planning. In many cases, projects are formed without taking into account guaranteed financing, with unrealistic target indicators and without a clear baseline. The lack of a detailed decomposition of programs into manageable projects and stages leads to the inability to monitor execution and timely identify deviations. An equally significant problem is the lack of coordination between the participants in the implementation of programs. Projects are distributed among central government agencies, local executive bodies, and the quasi-public sector, but there is no single management center (Project Management Office) to ensure consistency of actions. This leads to duplication of functions, resource conflicts, and timing mismatches.

Infrastructure constraints also have a significant impact on program implementation. The lack of basic infrastructure, including transport accessibility, water supply, energy supply, and irrigation systems, reduces the investment attractiveness of projects and limits their practical implementation.

An additional factor is institutional and regulatory changes, such as adjustments to subsidy mechanisms, changes in legislation, and the redistribution of powers between govern-

ment agencies. In the absence of flexible adaptation mechanisms, this leads to a loss of project sustainability and their shutdown at various stages of implementation.

External factors also play a significant role, including epizootic risks, transit restrictions, as well as macroeconomic conditions such as rising interest rates. However, their influence increases precisely in the absence of an effective risk management system.

Operational problems, such as deadlines missed by contractors, contract cancellations, and poor quality administration, add to the overall picture and indicate lack of maturity in execution control mechanisms.

The considered problems are directly related to the insufficient level of development of project management in the public sector. The lack of systemic risk management leads to the unpreparedness of projects for external and internal shocks. Poor planning is reflected in the development of projects without taking into account resource constraints. Insufficient control of deadlines and results leads to the accumulation of deviations, and blurred responsibility between participants reduces the manageability of processes. The lack of prioritization of projects leads to a dispersion of resources and a decrease in overall efficiency.

$$NF = \alpha (PC - PML) + \varepsilon, \quad (1)$$

NF - Non-fulfilment

α - gap influence coefficient

PC - Project complexity

ε - external factors (risks, uncertainty etc.)

PML - Project Management Level

If $PC > PML$ - high non-fulfilment,

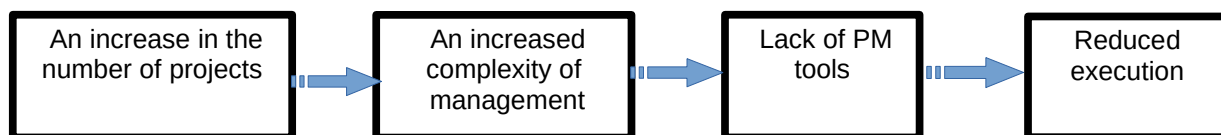
If $PC \approx PML$ - low non-fulfilment,

If $PML > PC$ - controlled execution.

Thus, the problem of non-fulfillment of agricultural programs in Kazakhstan is mainly institutional in nature. Financial constraints and external factors act as concomitant conditions, while the key reason is the lack of maturity of the project management system. This is reflected in the lack of an integrated approach to project portfolio management, poor development of planning and control mechanisms, insufficient risk management, and the gap between strategic planning and operational implementation.

Consequently, improving the effectiveness of the implementation of government programs in the agro-industrial complex requires the institutionalization of project management.

The analysis reveals a stable cause-and-effect relationship: an increase in the number of programs leads to a more complex management system, which, in the absence of adequate project management tools, causes a decrease in the level of execution (figure 2).



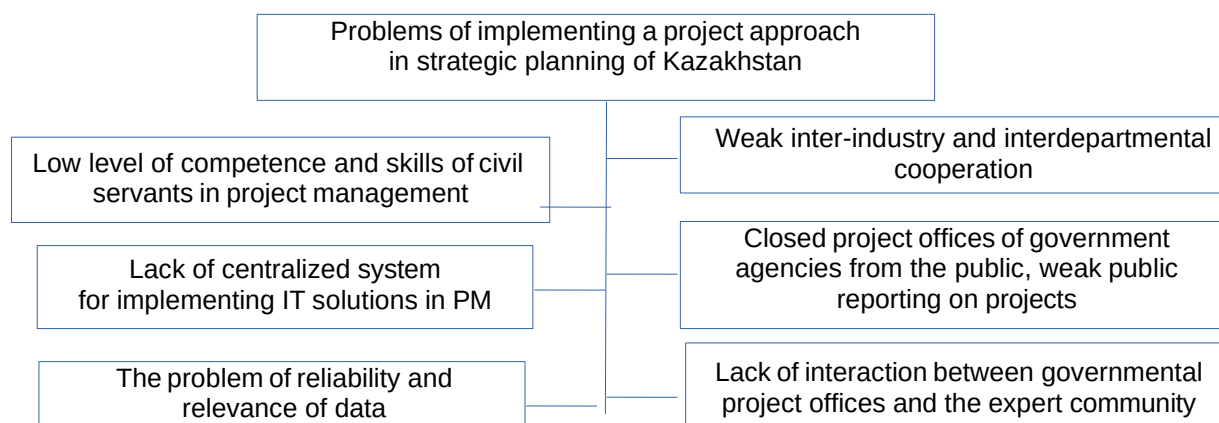
Note: compiled by the authors

Figure 2 - Factors leading to reduced Execution Efficiency

This relationship can be formalized in the form of a functional model, according to which the proportion of unfulfilled projects is determined by the difference between the level of complexity of the project portfolio and the level of development of project management. In conditions when the complexity of programs increases, but management tools remain at the same level, the proportion of unfulfilled projects remains or increases.

The proportion of unfulfilled projects is defined as: This includes the creation of specialized project offices, the development of project management competencies, and the introduction of modern monitoring, assessment, and risk management tools.

The logical continuation of this analysis is to consider the institutional reasons underlying the poor development of project management, among which the educational factor occupies a special place. Attempts to introduce a project-based approach into Kazakhstan's strategic planning system in 2021-2026 have shown limited effectiveness. The main problem was that national projects remained cumbersome and insufficiently specified, actually reproducing the logic of traditional government programs (figure 3). This led to failures in implementation, failure to achieve targets, and a decrease in overall efficiency (Kuntuov N., Sudnikas T.) [15].



Note: (Kuntuov N., Sudnickas T.) [15]

Figure 3 - Challenges in implementing a project-based approach into the strategic planning system in Kazakhstan in 2021-2026

As a result, there is a gap between the practical application of project management tools and their academic and methodological support. Despite the availability of educational

programs, the specialist training system remains limited both in scope and in the degree of integration into industry areas, including the agricultural sector.

Currently, the training of specialists in the field of project management is carried out only in a limited number of universities (about seven), mainly located in the largest cities of the country - Almaty and Astana. Educational programs include master's and doctoral levels, as well as certification courses, often focused on international standards and implemented in English. However, their geographical concentration and limited reach do not allow them to meet the growing demand for specialists across the country.

The analysis of the integration of project management in agricultural universities is of particular importance. As practice shows, full-fledged integration is observed only in some leading universities, whereas in most regional universities project management is either partially included or indirectly represented through related disciplines. As a result, a heterogeneous system of personnel training is being

formed, where the level of competence of graduates varies significantly.

Let's consider the development of the integration of PM (project management) in domestic agricultural universities. As shown in table 3, full integration of project management is observed only at the National Agrarian University.

At the same time, we note that partial integration of project management is more common in universities located in large cities (Astana, Uralsk). An additional feature is the practice-oriented nature of education in regional universities, where elements of project management are integrated into the context of agribusiness, production management and environmental projects. Despite this, the lack of a systematic approach and uniform training standards limits the effectiveness of such integration.

Table 3 - Project management in agricultural universities of Kazakhstan

University	City (region)	Presence of PM	Teaching format	Level	Key features
Kazakh National Agrarian Research University	Almaty	Most developed	Standalone course (PM, PMBOK-based)	Master professional programs	Most advanced PM integration
Seifullin Kazakh Agrotechnical Technical University	Astana	Partial	Within "agrarian management" (PM elements)	Bachelor's, Master's programs	Includes internships and applied projects
Zhangir Khan West Kazakhstan Agrarian Technical University	Uralsk	Partial	Integrated into management and economic courses	Bachelor's program	PM taught through business – related subjects
Baitursynov Kostanai Regional University	Kostanay	Limited	Management and economics courses (some PM elements)	Bachelor's program	Focus on regional agribusiness
Ualikhanov Kokshetau University	Kokshetau	Limited	Entrepreneurship and management courses	Bachelor's program	Indirect PM integration
Kozybayev North Kazakhstan University	Petro-pavlovsk	Limited	Agribusiness and management courses	Bachelor's program	Focus on production management
Shakarim University of Semey	Semey	Limited	Economical and management disciplines	Bachelor's program	Practice – oriented education
Zhansugurov Zhetysay University	Taldykorgan	Limited	Planning and management-related courses	Bachelor's program	Focus on natural resources and ecology
Note: compiled on the database of university websites					

Concurrently, the labor market demonstrates a steady increase in demand for project management specialists. The development of infrastructure projects, the of the economy, and industrial modernization are driving a need for qualified project managers- individuals possessing skills in risk, budget, and team management, as well as knowledge of international

standards (PMBOK, Agile, Scrum). However, employers prioritize practical experience above all else, thereby widening the gap between theoretical training and actual market requirements.

A comparative analysis of international practices reveals that Kazakhstan lags behind

leading nations in terms of the institutionalization of project management. While the United States, the United Kingdom, and Germany exhibit a high degree of standards adoption and mandatory certification, this process remains in its formative stages in Kazakhstan Project

Management Institute (PMI) (PMI. A Guide to the Project Management...) [16] (table 4). This confirms the existence of a structural mismatch between the growing demand for specific competencies and the level of institutional support available to foster them.

Table 4 - Project Management: A Comparative Review of Standards

Criteria	Countries			
	USA	UK	Germany	Kazakhstan
Basic standard	PMBOK	PRINCE2	IPMA	ISO+PMI/IPMA
Mandatory certification	High	Medium	High	Growing
Institutionalization	High	High	High	Emerging
Note: PMI, 2021; ISO 21500, 2021; Ministry of Labor and Social Protection of Population of the Republic of Kazakhstan				

As shown in table 4, project management standards in Kazakhstan have a lower degree of institutionalization compared to the United States and European countries.

Thus, an additional causal link is revealed: the underdeveloped state of educational infrastructure in the field of project management leads to a shortage of qualified personnel, which, in turn, diminishes the quality of public program management and increases the proportion of unexecuted projects.

Taken together, this leads to the conclusion that the problem of non-execution of agricultural programs in Kazakhstan is of a complex institutional nature, wherein a key role is played not only by the level of development of management mechanisms but also by the state of the personnel training system. The disconnect between strategic planning, implementation practice, and educational support creates a self-perpetuating cycle of inefficiency, the resolution of which requires systemic reforms in both the realm of public administration and the sphere of higher education.

Discussions

The analysis conducted indicates that Kazakhstan is currently in a transitional phase toward a project-oriented model for the development of its agro-industrial complex; however, this process is characterized by a significant institutional gap between the scale of attracted investments and the level of maturity of the project management system. Amidst the expansion of programs and the growth of financial flows, the absence of adequate managerial infrastructure leads to diminished efficiency in the implementation of state initiatives and the accumulation of uncompleted projects.

The prevailing situation suggests that further increases in funding - without the simultaneous development of an educational foundation, the establishment of robust professional standards, and the improvement of inter-agency coordination mechanisms -

could result in a decline in the marginal efficiency of agricultural policy. Constraints on human resource capacity, insufficient institutionalization of the project-based approach, and the disconnect between theoretical training and practical requirements exacerbate managerial dysfunctions and hinder the achievement of strategic objectives.

In this context, project management should be viewed not merely as an auxiliary tool for program implementation, but rather as a fundamental institutional pillar for the development of the agro-industrial complex - one that ensures the effective transformation of financial resources into sustainable economic outcomes. Only through the systemic implementation of project management principles - integrating them into both educational curricula and managerial practices, while simultaneously enhancing the level of institutional maturity - can the sustainable efficiency of state programs and the long-term development of the agricultural sector be successfully achieved.

Conclusion

1. The study has shown that the key challenge in the development of project management in Kazakhstan is the lack of alignment between the education system, public administration, and industry practice. This leads to a gap between the training of specialists and the actual needs of the sector, reducing the effectiveness of implementing project-based approaches.

2. This issue is particularly significant in the agro-industrial complex, which is characterized by a high degree of uncertainty, dependence on external factors, and long investment cycles. These features require more flexible and adaptive management tools.

3. The agricultural sector plays a strategic role in the national economy by ensuring food security and employment. Therefore, improving management efficiency in this area directly contributes to the country's sustainable development.

4. Establishing a comprehensive system for the institutionalization of project management in the agro-industrial complex can significantly enhance the effectiveness of government programs. It will improve coordination among stakeholders, increase transparency, and ensure the achievement of target indicators.

5. The development of project management will also contribute to increasing the investment attractiveness of the sector and supporting the sustainable development of rural areas. In the long term, this will create conditions for modernization and improved competitiveness of the agricultural sector.

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