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## **MODERN METHODS OF PROJECT MANAGEMENT FOR INCLUSIVE RURAL DEVELOPMENT**

Inclusive rural development is important for creating an equal society, as it provides equal access to resources for all residents, promotes social interaction, rural sustainability, and economic development, improves the quality of life of the rural population, and preserves the cultural heritage and traditions of rural communities [1, 2].

O. Borodina and I. Prokopa consider the issue of inclusive rural development. In their opinion, inclusive rural development “should ensure that all rural residents have the opportunity to use land and other rural resources, the results of economic growth in agriculture and other sectors of the rural economy, participate in socio-political processes and unite social communities on the path of human rights, lead to poverty reduction and overcome the economic and social exclusion of people” [3].

J. Gupta and other scholars [4] believe that inclusive development will be achieved only through genuine interactive governance that provides tools and creates conditions for adaptive learning and empowerment of marginalized people.

The inclusive development of territorial communities in rural areas in the context of decentralization depends on the availability of natural resources, the location of villages, the effective functioning of territorial communities, and the correctness of decisions made by the heads and mayors of these communities. Under current reforms, local governments play a key role in managing the inclusive sphere of territorial communities

in rural areas. They coordinate the activities of all economic structures, and participate in the development and implementation of strategies, programs, and projects [5].

It is worth noting that there are many different project management methodologies. One of the most common approaches is the Waterfall methodology. This is a traditional and logical approach to project management. In the waterfall model, the project process is broken down into stages or phases. This approach is suitable for projects that can be broken down into sequential logical parts, where each stage builds on the previous one. This makes it easy to understand and describe the project logic [6].

The advantages of using Waterfall for inclusive rural development projects are that

- It fits projects with precise requirements and defined success criteria.
- It is suitable for projects with stable and minimal changes in requirements.
- It provides detailed planning and certainty about project timing and cost.

However, this approach is not suitable for projects with unclear or changing requirements, which is typical for social projects. An additional problem with the waterfall methodology is that it is not suitable for projects with a high degree of uncertainty and change. If each stage is complete, it is difficult to make changes after the project has moved to the next stage. This can lead to significant delays and inefficient use of resources [6]. There is also a lack of active interaction with clients or stakeholders during the project. This can lead to incomplete satisfaction of client needs or misperception of requirements.

Today, the Agile approach is very popular in project management. It is characterized by flexibility and a special approach to management, including the provision of a final product at each stage of work, as well as elements of uncertainty at the end of the project [6].

This approach provides flexibility and the ability to change project requirements and priorities in line with changing needs, promotes active interaction between the client and stakeholders throughout the process, and allows for quick responses to changes and adjustments to the project during

its implementation. However, it requires active participation and involvement of everyone throughout the process. It can also be a challenge for a team that does not have sufficient experience or resources to iterate and adjust regularly [7, 8].

Taking into account the specifics of inclusive rural development projects, Agile may be the most appropriate approach, as these projects often require flexibility in terms of constant change and interaction with stakeholders. This approach allows for rapid adaptation to changes and facilitates the inclusion of rural residents and stakeholders in the decision-making process for the implementation of a community development project [9, 10].

Design Thinking is an innovative approach to project management that focuses on understanding the needs and concerns of local residents. The approach involves iterative work, development, and testing of prototypes, which contributes to the development of new solutions that meet the needs of local communities. This approach allows us to identify the needs and problems of local residents and develop innovative solutions to meet these needs.

Design Thinking actively involves villagers and other stakeholders in the decision-making process, which provides greater legitimacy and support for the project. This approach also allows for rapid prototyping and testing of solutions, making changes based on feedback and findings.

Lean is a project management approach aimed at the efficient use of resources and minimizing costs. It focuses on identifying value for rural people and eliminating unnecessary steps and processes. The advantage of Lean for inclusive rural development projects is the efficient use of resources. Lean aims to reduce costs and optimize processes, which can be useful for projects with limited resources. It also allows you to focus on the real needs of local residents and make useful decisions [11, 12].

Depending on the specific conditions and needs of the project, a combination of different approaches can be used, i.e., a Hybrid Approach. For example, it is possible to combine elements of Waterfall and Agile, using Waterfall for the stable stages of the project (e.g. planning and

analysis) and Agile for the more flexible and iterative stages (e.g. implementation and delivery).

It is important to note that the choice of approach to managing inclusive rural development projects should be based on the results of the analysis of the need and content of the project, consultations with stakeholders, and consideration of available resources. It is best to develop an individual approach that meets the specific needs and characteristics of the project and ensures the successful achievement of the set goals.

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