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RESEARCH ARTICLE

PUBLIC MANAGEMENT AND PROJECT MANAGEMENT: TEST OF AN ANALYTICAL FRAMEWORK THEORY.

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Abstract

Public projects are in abundance in Morocco, demands investment in infrastructure and the contracts of public-public and public-private partnership, but also the concession forms of public service management brought a field of application tools project management. In this sense, it is in this paper together two fields or device management organizations are a major challenge for our research namely public management and project management. We're trying to understand it and building a framework of theoretical and conceptual analysis to further search for explanatory factors of recourse accelerated technical and project approach in public practice in Morocco, especially the era of mega-projects and complexity.

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Introduction:-

Modern technologies perceived as a threat to certain public services, opens up a vast horizon of development and growth that is not fully exploited. The public sector can fully benefit from these changes in its current status as very limited when you do not capitalize fully on the role of technology in the development of public management, where the public sector should not continue unilaterally finance certain public service competitive nature without the contribution of private enterprises in the public effort. Based on these considerations, the need for the practice of management and its regulatory mechanisms in the functioning of public services has become imperative, to control the effects of globalization and correct the imperfections of public management and its shortcomings. The purpose of this article is to design and build a conceptual and theoretical framework for analyzing the link between project management and governance. Noting that public management is a break in practice and the results achieved. Public logical lean towards virtues and configurations and functions from valoriales standardized practices of project management domain. In light of this reality, bringing public practice and private ones,

This research (contribution) theory can illuminate certain angles of perception of integration projects logic in public organizations and explain why public managers are now using the technical and project approach. The basic assumption of this article is that project management is a major issue, a set of practices, a series of techniques which managers are nowadays call to reduce the ills of public actions and investments (see projects). It is a crucial source of abuse of public performance and durabilisation of the latter in the actions and public choice (budget, accounting, controlling ...).

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Research Context

It should be noted first that the effects of economic globalization, internationalization, competition and training of new economic blocs on private companies were the subject of many studies. But these movements have also had profound impacts on the structures and forms of management of the public sector. Moreover, there are many publications that have focused on the reforms undertaken by modern states, including those of the OECD extensively reflect this enthusiasm for new project management methods. De facto, if states have started restructuring their overall organizational mode, they are just beginning to reform the way to handle that is to say, the internal mode of management of the public sector. Often,

The traditional bureaucratic model in force, has resisted the development of an approach "project and project", more horizontal and focused on coordination, but we have witnessed in recent years the integration of private practices in organizations practices regulated. In this matter, the organizational nature of the public service, and the services provided, see the operations performed in public environment, have undergone major changes.

As such, it is to deploy a series of theoretical objectives and public management design including:

1. Analyze the emergence of New Public Management, as a symptom of the crisis of legitimacy of public organizations.
2. Identifying the origins of the New Public Management of the crisis of the welfare state
3. Understanding the historical characteristics and reasons for the advent of the welfare state with particular attention to the French case
4. Identify the causes of the crisis of the state model.

We are seeing a resurgence of public projects in the discourse of public managers and an attempt to justify the delays in business and public investment. This position involves heavy utility and functionality, see rationalization in public projects. So the quest continues results, possible costs, quality in state projects and companies and public institutions that managers are under pressure to publicly available information on their projects and media data breaches . This is an assessment by the citizen who has not been served or observed risks made yet supposed to be avoided by utilities. In some institutions bound by conventions and international contracts,

Problematic

Questioning public management on its effectiveness and results systematically refers to the project management forms that are applied to it. Also, the implementation of public projects by industrial and commercial structures in this case, ONCF ONHYM, ONDA, ONEE, OCP, Is today an opportunity to rethink the approach to projects in the public environment and test its usefulness and its inputs. As such, questions emerge:

1. What contributions of project management in public organizations?
2. What are the contributions of public management to project management practices?
3. How the use of Project Management in the actions of the state and its institutions enabled organizational learning?

In order to answer these questions, we use a comparative approach between the development of theories of public management and those of public management.

Methodology:-

An exploratory study is needed to define the most significant aspects of public administration and the public that public management in particular context. Also, the use of an analytical and critical approach allows us to bring the needs of public management and the contributions of new public management. Also, use a historical approach will allow us to understand the evolution of project management in this complex framework of rules and tracassantes also a culture of public service organizations and individuals contours and brought in terms of accountability, economic policy and social.

Conceptual Framework project management applied in public environment

Building a project management analysis framework in connection with a major environment specifics what the public management is a goal of this first section. Indeed, the management of projects in general, and in that particular way of public environment has gained momentum in discussions, analyzes and public programs. Also, project management has become a major argument in the recent analyzes in terms of management, proposed by the administration as a suitable solution to the ills from which she suffers.

Do not forget that project management can have practical foundations and economic and strategic calculation (time, space, cost, quality). Thus, it refers to the realities of operational orders, technical, but also the strategic dimensions. Try to bring a resolution to this concept before revisiting the process thereon and to evade the steps of project management standards (1). Immediately, we try to remember the foundations of the literature of public management, which provides context for research and also analysis of this environment project management we seek to approach and demystify (2).

Project management as the new public management solution definition, life cycle and process

Defining Project Management

Project management¹ or project management² is the set of activities to organize the smooth running of a project and to achieve goals. It is to apply the methods, techniques, and specific management tools to the different stages of the project, evaluating the opportunity to complete the project. Thus, project management similar to management in general, but includes temporary and unique projects.

We distinguish:

1. Governance Project, which provides strategic management of the project and defines the framework within which the project falls, including the responsibilities, mechanisms of decision making, and budget;
2. project management process, designed to manage the project and its activities and does not depend on the trade area to which project management is applied;
3. product realization processes that define the "project lifecycle" and who depend on the trade area to which project management is applied (eg the life cycle of a construction project will not be the same as the life cycle of an IT project).

Standards and methods of project management

The general project management methods are independent of the product realization process. Thus, there are standards and project management repositories general as PMBOK (Project Management Body Of Knowledge) PRINCE2 (PRojects IN Controlled Environments), the ICB (International Project Management Association Competence Baseline) and the international standard ISO 21500. They provide guidelines and best practice guidelines, and advocate an adaptation of methods to the specifics of each project. Sectoral project management methods can integrate all three components also including best practice "business".

When project management involves a set of projects that contribute to the same goal, we talk about program management, Project schedule, project management or project portfolio management following industries and the scale of the project. A program is a group of related or related projects whose management is coordinated in order to obtain benefits, profits and control monitoring, which would not be possible by processing individual projects. Program management is used to coordinate, align, combine and monitor so that grouped and projects to maintain their strategic contribution.

In practice, "the project turned to the ultimate goal, it must be adaptable to frequent changes, but controlled and planned. So any changes planned to remain. And especially, the project must remain dynamic and continually balance the technical, cost and delay. ". This is the operational and tactical that make a project ends in a triangle representing the balance quality-cost-time limit (QCD).

Theories of public management in the search for performance: a literature review

The concept and design of the new public management

From the viewpoint of the conceptualization of the new public management (NPM), considering that Britain, under the Thatcher government in the mid-80s, was a key agent in the development, strictly empirical, basic postulates of NPM.

Pollitt identified what characterized the successive reforms in Britain: Following privatization, there has been a broader and more widespread use of market mechanisms in public areas that could not be transferred to the private sector, is observed intensive spatial and organizational decentralization of management and production services. From the government perspective, constant consideration is given to the need to improve quality. Also, we

1 www.granddictionnaire.com (Accessed 25 May 2019)

2 *NF ISO 21500: Guidelines for Project Management*, see www.norminfo.afnor.org (Accessed 25 May 2019)

continuously insist on the fact that greater attention must be paid to the user's wishes and consumers of individual services.

Pollitt concludes: "In the academic literature, this package HAS Become Known as the 'new public management' or NPM"³. The keywords that accurately describes Pollitt⁴ are: market mechanisms or quasi-market, decentralization, improving the quality and finally the response to the user's needs - consumer. The basic principle is literally the government's conduct as a business⁵ based on concepts and approaches such as: the search for performance, evaluation of results, standardization of operations, accountability, assessment of the operators and the implementation of sanction mechanisms with an increase of control (because you can not buy, like in the private sector, loyalty to the company)⁶.

The questioning of the classic public management

The origins of the challenge initially necessary to build on the position of Hufty⁷ to complete, subsequently, by more personal considerations. The state has become progressively interventionist, including the generalization of social measures in most industrialized countries under the leadership of social democratic parties in the period after the war. These measures have focused on access to health care and the democratization of education, protection and supervision of youth and access to justice. This intervention was justified because the private sector was unable to ensure that this democratization and accessibility. This is called market failures (market failures). We can identify three sources questioning.

First, the conservative revolution or application of neoliberal ideas, based on three observations. In ideological terms, several economists advocate a return to let, thus opposing Keynes who advocated intervention of the state as an economic driver. Then, academia found himself short of ideas to explain the changes that occurred after the first oil crisis (1973) and at the end of the Vietnam War. Finally, the conservative revolution operated in the early 80s symbiosis with the "new political economy" based among others on public choice theory.

The second source for questioning is a paradigm shift in public administration studies. There is then the passage of the classic bureaucratic paradigm, based on improving the reflection of a government seen as the center of the nation, to a post-bureaucratic paradigm, based on the new political economy advocating the rule of subsidiarity with the market-oriented management rather than administration. The bureaucracy is cumbersome and inefficient, with a capacity for innovation and limited adaptation. Neoclassical theory then considers the relations of power and bureaucratic dysfunction. Then we witness the failure of the public sector (public failures) which, in the long term, has been unable to replace the private sector.

Sources of New Public Management (NPM)

The sources of the new public management The pressure on the governments since the early 70s, especially because of the first oil shock of 1973 has unbalanced the economy and showed weaknesses in industrialized countries. The movement of NPM develops empirically in Britain, New Zealand, the United States and, with varying degrees of similarities in most OECD countries⁸. In the second period, these experiences of administrative reforms have been analyzed in a systematic effort to theorize.

It should be noted that the name of New Public Management is attributed to Christopher Hood in 1991. Osborne and Gaebler (1992) consider that NPM is a reinvention of the government and an introduction of the entrepreneurial opportunity in his breast. Moreover, the NGP is the result of several vectors present simultaneously in a relatively small space. It is the result of a conjecture dominated by four major debates, for Hufty, 1998

1. first on the respective roles of the state and the market;
2. a second on the general crisis of the companies facing globalization and initially to open borders;
3. a third on the inability of the administrative structures of the state to adapt to these new realities;
4. a fourth on the ability of companies to support the welfare state.

3 Pollitt 1993, p. 180

4 Pollitt, 1993, p. 180-187

5 Osborne and Gaebler (1992)

6 https://www.acelf.ca/c/revue/pdf/XXIX_2_010.pdf

7 Hufty (1998, p. 20 ff)

8 Hufty, 1998, p. 28

In fact, globalization and the deficit of the accounts associated with the welfare state, are arguments over by Urio⁹ which called for a transformation of the public sector and its practices. Urio, still, however, estimated the costs associated with various forms of pollution, nuisance and infrastructure for which the State was the donor. At this level, the revival of liberal thought is the source of new public management.

In the years after the war, the state had a phenomenal expansion, which did grow the bureaucracy and its management rules, the number of structures and state agencies under the pretext of debudgetization. Some agencies have had a monopoly and still keep it on behalf of a state reform and a search for effective solutions. They make and break the economy and the markets in strategic sectors. The changes that are otherwise progressive and rarely mark a break. A dose of predictability is observed at this stage of management.

In the same line of thinking, the five-year plans were very fashion forward gradually disappearing with the implementation of liberal policies, market oriented and covert competition dominated by a few structures and state agencies. Also, the acceleration of change has meant that the structures were unable to cope with the changes. There was once a bankruptcy bureaucracy¹⁰. The first to react to this disarticulation were the areas of management structures (local governments).

Beyond a new form of management is a political ideology, the revival of liberal thinking, which results in technical terms. The real issues are not a management technique change or greater insistence itself on results; they are to see the world as a place where there are no unnecessary actions, actions which are related in one way or another, the book thought. Everything has and must have economic value and therefore accounting. New public management has been established based on two concepts: balance government accounts and streamline public administration. It is the reign of the three Es: economy, efficiency and effectiveness¹¹. Such a position can only lead to conflicts of values. The company's organizing principles then become the recovery of finance and the need to compete: the state becomes the subject of economics. As expressed Ramonet (1997), financial and decide governments manage.

Public management: a literature review

The literature shows a series of major elements observed at the end of the transformations suffered by the state and its structures, and we develop in the following:

1. Government mutations which is moving towards an entrepreneurial approach;
2. A strong decentralization and competition from state agencies and structures;
3. Forced emergence of the function of 'manager' in public environment
4. reforms of strong public-sector heralding a managerial renewal of the state and within its bureaucracies (departments and agencies).

These events are explanations advanced by Osborne interpretations, Pollitt and Boston

The entrepreneurial government at Osborne and Gaebler (1992)

In an often cited work as the standard on the new public management, Osborne and Gaebler link the renewal of government activity in the creation of an entrepreneurial spirit in the public sector. It is the notion of "entrepreneurial government." What do these governments? Osborne and Gaebler list 10 principles¹² each of which is the subject of a chapter. These governments are ahead of competition between service providers. The benefits are greater efficiency and this forces the monopolies to take the needs of their customers. It's a way to reward innovation and increase pride and morale of public employees. These governments empower (empowerment) citizens by putting the control mechanisms traditionally within the bureaucracy.

These governments measure the performance of their agencies emphasizing results rather than on resources¹³. What is measurable is realized. If you can not measure results, you can not tell success from failure. If you can not see success, you can not reward it. If we can not reward success, you probably reward failure. If you can not see success, you can not learn anything from it. If you can not recognize failure, you can not make patches. If we can

9 Urio 1998, p. 94

10 Osborne and Gaebler, 1992, p. 12

11 Urio, 1998, p. 97

12 Osborne and Gaebler, 1992, p. 19-20

13 Osborne and Gaebler, 1992, p. 146-155

demonstrate the achievement of results, we can get the public support. These governments are guided by their mission and their goals and not by the rules and procedures. This results in a more effective, more efficient, more innovative, flexible and characterized by a moral higher.

These governments are redefining their customers as consumers and often offer choice between schools, between training programs, between social programs. Governments focused on consumers meet consumer needs and not those of the bureaucracy. Being close to the customer is forcing providers to be responsible, to depoliticize the decision on the choice of provider (that is based on expected results that should change), drive innovation and enable the choice of services.

In addition, there is less waste because there is a better balance between services and applications, and allows greater equity. Also, Osborne noted that these governments be proactive (anticipatory) face the problems rather than reactive attitude after the problem occurred. These governments seek actively and aggressively gain savings and new resources rather than simply to spend. These governments are decentralizing authority and advocate a participatory management. The benefits of such management are greater flexibility and faster response to changing demands and sudden environmental and customer, a more effective, efficient, innovative, and we find a higher morale and more commitment.

They prefer market processes bureaucratic process. The programs defined by the structure and not by the customer, as defined by politics and not by political, bureaucratic processes are impeding government action, as, otherwise, the creation of kingdoms or spheres of influence we defend at all costs. Other devices can also slow government efficiency. So fragmented services, unable to generate the necessary corrective enabling them to become more efficient, using authority rather than incentives like mode, rarely reach the scale necessary to make a significant impact.

Decentralization and competition agencies face in private Pollitt (1995)

In the terminology of Pollitt, three forms of decentralization is observed. Namely, the vertical decentralization is a hierarchical decentralization involves a devolution of decision making to lower levels, delegation is a transfer of power from one organism to another autonomous or quasi-autonomous. Finally horizontal decentralization is a control of decision-making by non-managers. For the author, the main features of the new public management come down to the decentralization of administrative units and the implementation of the principle of competition between private companies and state agencies to make them more effective in giving the choice to citizens.

Note that the ideas of Pollitt are edifying and were taken later in 1997 by Evans, who also observed major principles of this governance summarized below as follows:

1. Cost reduction, spending limits and financing according to formulas based on numbers;
2. The devolution of responsibilities to new quasi-governmental agencies and the use of contracts or quasi-contracts;
3. Decentralized authority in public agencies, hierarchies are flatter, teams are self;
4. The introduction of the concept "providers - clients";
5. The introduction of competition in public agencies for the delivery of public services by using market mechanisms or quasi-market
6. The establishment of performance indicators and asked staff to achieve these indicators;
7. The movement of the employment relationship: a permanent employment contract employment;
8. The increased importance of services to customers from service and quality standards.

The function of 'manager' in Urrio (1998)

Indeed, economic efficiency based on the assumption of economic rationality to explain the behavior of social actors in all spheres of activity, the market is then the best way to optimize the production and distribution of wealth. In this light, explains the principles Urrio able to highlight the impact and importance occupied the function of 'manager' in the new public management. What we observe as a reconciliation of the business manager / manager and project manager or contractor. These principles can be listed as follows:

1. The separation between strategic decisions and operational decisions strengthens the trend toward privatization and service contracts;
2. Decentralization increases the motivation and self-esteem tasks executives because in a decentralized unit, individuals have greater autonomy.

3. The orientation of state activity based on the results and therefore customer satisfaction, rather than procedural compliance.
4. A systematic political economy must support these principles because we can not rely on new tax revenues.
5. The rule of financial control and generalization of audits and evaluation of the performance, which means standards, standards and performance thresholds.
6. The principle of economy is a market principle, deregulation of the labor market is needed, hence the emergence of the contractual system.
7. The unions become marginal, the dominant players in the economic arena predominate from political bodies.

It shares the causes are standardized even leaving room for maneuver to achieve them. The ultimate goal of all these centralization, whether ideological (from policy statements) or operational (memos and corporate policy) is to increase the efficiency of the system perceived by the users of public services.

Reform behind the change in public practice in Boston (1996)

Boston et al., Have made an exhaustive study of the underlying models for the reform of public administration in New Zealand. Four theoretical currents are the basis of this reform: the public choice theory; the agency theory; the economic principle of the cost of the transaction; and finally the couple managerialism / NGP.

The management theories in the heart of New Public Management

Public choice theory and inefficiency of the state: Boston (1996) and Varone (1998)

Boston¹⁴ accurately described the public choice theory and indicated several sources dealing with this theory is also called the "social choice theory", the "rational choice theory" economics of politics, or the school of Virginia . Indeed, the public choice theory focuses on several themes, the most important, in our case, are:

1. those on the grounds of individual preferences;
2. those pertaining to individual rationality;
3. those related to the analysis of collective actions (or the problem of suboptimal social products caused by the pursuit of individual interests).

Central to the approach of public choice is that all human behavior is dominated by self-interest. Every person is inherently selfish: it operates strategic choices to maximize his gains (regardless of the material, psychological, etc.). This simply means that a bureaucrat working first for his service or his field and a teacher to discipline or to his school but not to the public. In the context of government, opportunistic behavior of bureaucrats led to a steady inflation of the public sector as well as inefficiencies in the internal management of the State¹⁵.

To counter this swelling, the solution lies in granting service contracts to outside agencies who aim to keep a simple and light structure because it helps maximize profits while providing the same performance, rarely greater than that of Specifications. From this assumption, the strong program of NPM is to introduce the concept of market and competitive dynamics and the willingness to empower the user. If such behavior is acceptable in the private sector (and still need to limit the scope), many believe that such behavior, in the political sphere, can cause considerable damage¹⁶.

The agency and contract theory Varone and Mönks in 1998

According to Varone¹⁷, the use of contracts in the public sector can:

1. Set clear, measurable policy objectives and limited in time, which facilitates the evaluation;
2. This will increase transparency and reduce the information asymmetry between politicians and bureaucrats;
3. Which will also see the true costs.

Both parties, the principal, or the one who provides the contract, and the agent, who executes the contract, essentially have a contractual relationship based on the economy and efficiency: the main awards contract provided that finds what he is looking, especially the economy, and it can control the outcome. The agent accepts a contract as long as there is profit. Moving from a traditional bureaucratic structure (governed by compliance processes and

14 Boston et al. 1996

15 Varone, 1998, p. 129

16 Boston et al., 1996, p. 18

17 Varone 1998, p. 129

rules) to a structure governed by results involves a reorganization in which the policy sets outcomes and administrative identify ways to use light settings external and internal¹⁸.

We must therefore set up agencies whose role is essentially enforceable without interference as it can be found in a government structure that politicians can influence, internal, structure and operational decisions. The danger lies in the loss of control and the creation of kingdoms where everyone lives again, more extensively, the public choice theory. New public management faces this by creating regulatory mechanisms and tools for steering¹⁹. Again, the same principle applies: we pass by steering the regulation of flight resources by regulating results

The theory of transaction costs

If the agency theory is primarily concerned with a contract between the principal and the agent for an exchange of services, the economic principle of the cost of the transaction is concerned optimal governance structures for different types of transactions. This is what form will the government structure to provide a particular type of service. The State thus performs a dual transaction. According to the agency theory, he became the principal who has delegated to an agent performing certain tasks that he used to carry. For tasks that can not be delegated, he, under the economic principle of the cost of the transaction, changed its structures taking into account the optimal performance forms.

The theory of managerialism Boston in 1996

The new life with the concepts of efficiency, effectiveness and economy is certainly a time to reflect on the new work patterns of state managers. Indeed, managerialism lies in the premise for any organization, there is a generic activity, purely instrumental, including a set of principles used both in the public sector than in the private sector²⁰. Moreover, many streams that were heavily criticized at this level of analysis, including one advocating the assimilation of the public to the private sector. However, the meeting point of these intellectual currents led Boston et al., Identified the principles on which the reform was based in New Zealand, in this case.

The managerialism the principles also apply to the new public management through: the development of quasi-autonomous public agencies and awarding contracts to the private sector through outsourcing; obtaining quality results becomes more important as the quality in the process; the pressure for cost reduction, efficiency ..., management control related to the establishment of improved mechanisms for reporting, accountability, monitoring, an emphasis on management rather than on development policies and a new push for the development of generic management skills, a trend towards the use of contracts of shorter duration and more precise in implementing the mandates, finally,²¹.

In this context, the New Public Management is resolutely oriented towards improving the relationship between the state and its citizens in a normative perspective. This leads to two conclusions: the diversity of application of reforms denominated "New Public Management" and the variety of orientations between the Anglo-Saxon world and the European and Asian world, see Africa. Note that this comparability practices in states and continents depends on the degree of anchoring mechanisms and private practices in government. Also imitation, by the public sector, some management practices in the private sector, such as business plans, performance thresholds, shorter working contracts, the development of strategic plans and triennial budgets, is ... a key moment of analysis and investigation.

Link between project management and governance: theoretical and empirical work

Public management is only the ultra-modern version of the state. He is not here to define what the NPM, but to understand what it represents, what it reveals as much as it conceals. To do this, we identify in the following

18 Mönks, 1998, p. 84

19 Mönks, 1998, p. 8

20 Boston et al. 1996, p. 25

21 However, there are differences in the orientation of these principles. The positions of Osborne and Gaebler (1992), Urio (1998) and Boston et al. (1996) focus largely on the performance and the reorganization of structures. By cons, other authors have different positions. Finger (1998) as well as for Abate (2000), New Public Management (NPM) is essentially based on four principles: solving problems at their level, the client-citizen, meeting the needs and improving processes and finally the role of political actors on the directions and the development of implementation framework conditions.

analyzes to "about" public management made by social scientists that put it in a broader context: administrative science, history and anthropology mainly. We note with interest that the action of the State and its components is realized more and more these days, at sub-state level. Thus, the environment and the context and the aims of local action are not isolated developments faced by the State generally centrally.²²

The objective of this section is to reposition the advent of "public management" in its environment and context of the emergence and relative to benchmarks and scientific technical and managerial reasons. The point of convergence between these analyzes is the idea of a crisis of the welfare state whose legitimacy is disputed. In light of the above, three major ideas are defended in this section: From the powerful state welfare state with New Public Management (NPM) (1); Link between project management and public management from the theoretical work (2); empirical evidence on the link between management and project management and public administration (3).

Link between project management and public management from the theoretical work

If there was a craze for project management that is because public management finds its objectives in the methods and project management tools. Indeed, project management proves a consecration of time, management of costs and quality. While public administration suffers from weaknesses in measuring these parameters, ie the complexity of operations and related projects do not permit. Three reasons justify this use of project management practices in public: a philosophy supporting the reform of the state (1.1); tools in the service of performance and optimization and rationalization of expenses (1.2) and projects management culture required by the reforms to the departments and institutions and public companies (1.3):

The project management philosophy rooted in the state reforms

Three essential elements are interdependent and this new management philosophy. They are as follows: a particular culture, the organizing principles, a set of techniques and tools.

The special culture of project management

Both demanding and challenging, based on a set of values and capabilities shared by stakeholders and that guide their attitudes and behaviors. They are: The value of the initiative and the ability to take risks; The responsibility and accountability; The opening on the environment; The focus on the task and results; Priority project needs; The rigor and self-discipline; The ability to charge and accountable; Teamwork and collaboration; Tolerance for ambiguity and stress. The customer approach. Many of these values and requirements already permeate the public management reforms implemented by many governments with the goal of greater efficiency and better service to citizens.

Management by results has become their first feature²³

Few reforms of the public sector companies so far have retained all of these organizing principles that require very different management approach from the traditional bureaucratic formula. However, many public sector reforms were inspired by some of them²⁴.

Finally, project management uses a set of techniques and specialized tools it has developed over the years to manage more effectively the project life cycle. The general model is part wherein this set of tools and techniques comprises:

1. Internal resources;
2. The internal organization;
3. The physical, political, social, regulatory, technological, economic, etc .;
4. Stakeholders: customer (citizen or for the public sector), donors, suppliers, contractors, users, pressure groups, etc.

If the database of a project are the scope, quality, time and cost, the primary functions of project management are the planning, monitoring, control, management, coordination and management interfaces. Finally, regardless of the nature or size of the project, the use of appropriate techniques and tools is not a sufficient condition to ensure the

²² Adapted by us about the consultation on the following link: <https://tel.archives-ouvertes.fr/tel-00473749/document>

²³7 can quickly name here in England, Australia, France, New Zealand and, more recently, the Canadian federal government, Alberta, Ontario and Quebec which, put up in April 1995 the first Autonomous Services Units (RSUs). In this vein, the Quebec government introduced on June 9 a policy statement entitled to better services to citizens A new management framework for the public service. <http://www.tresor.gouv.qc.ca/ministre/enonce.htm>

²⁴ See publications of the Observatory of Public Administration

success of the product. It is also an organizational and an appropriate culture that have their own characteristics as well as their requirements.

Tools at the service of performance, optimization and rationalization of government expenditure and its structures

Why project management was borrowed by public practices? this question there is another one that questions the projects worn instruments that policy makers wear out and tend to require operational and heads of public programs.

We aim for these instruments:

1. Preparation: specifications, price schedules, price database and database vendors ...
2. Planning: timelines, Gantt ...
3. Execution: risk management matrix, attachments and PV ...
4. Rating: technical audit and operational audit, financial and non-financial, reporting, ...

A project-based management culture required by state reforms

The management in public environment has been renovated following the introduction of working practices in modes "projects". Let us remember that this choice was followed by a series of transformation in the management tools, instruments of labor and a kind of engineering moved gradually in a number of public enterprises and structures (agencies, ministries ...) before take a sophisticated form in institutions and structures. It is observed that the reform of the state and the search for alternatives in public practice to sit a logic of results (called the RBM) coincided with the choice of implementation of three-year plans and Quadrennial of sectoral action. This programmatic cultivation demanded to public structures (public enterprises headed) transformations in the flow and behavior. Departments dedicated to projects, project personnel certification programs and heads internally or via certification firms (PMP²⁵ and ITIL, etc.) attest to this choice on long by including among the priorities of public officials. More aware of this need for an upgrade of their organizations and men, they quickly mounted qualification actions, certification, restructuring or implementation of processes and a management culture through internal projects.

Furthermore, it is recognized that the stage subsequent to the implementation of project management mode is that of the management "project" has become the new paradigm of corporate strategy and public institutions industrial, and in a lesser extent ministries and public administrative institutions. According Gareis, management by project is characterized by:

1. **A managerial strategy** oriented project management, not only external but also internal to the organization, including the number, nature and size are generally highly variable;
2. **An organizational structure** flattened promotes, in contrast to the traditional hierarchical functional structures, project management and networks;
3. **An organizational culture** which is based on the recognition of the specificity of the decentralization of responsibility and self-organization of each project, next to the pursuit of its own operational goals and strategic objectives of the parent organization²⁶.

Modeling test the link between Governance and management of public projects

This sequence of reflection has the purpose to revisit the two target research disciplines under the scrutiny of search parameters and theoretical and exploratory investigation.

Indeed, public management and project management (to consider more generally the management of projects for particularly technical considerations) are two sets of techniques and knowledge and practical knowledge of schools developed in structures and private organizations introduced in public environments. This development is not

25 Project Management Professional (PMP) is a project management certification, managed by the Project Management Institute. Certification is based on the guide of project management knowledge corpus Project Management Body of Knowledge (PMBOK, available in French) as well as the ethical code of professional conduct PMI. It covers the five groups following the process of project management: start, planning, execution, monitoring and control, fence. The questions cover the ten areas of expertise, namely the integration management, content (perimeter), the time, cost, quality, human resources, communications, risk, procurement and finally parts actors ("stakeholders") added to the 5th edition of the PMBOK which is contained in

26 Gareis Roland, Handbook of management by projects, edited by Roland Gareis, Vienna, Austria, 1990, 446 p

without constraints contain application specific and considerable public context born of the complex, including cumbersome bureaucracy and regulatory rigidity are finicky in more ways than one (often inflexible).

In light of this challenge as an ideological and methodological modeling attempted link between two disciplines / practices or conceptions of public action will require the researcher studying the convergence and differences between the two concepts, instruments, methodology and expected result. What we do, presenting the following table:

Criteria comparison	New Public Management	Project management
Concept and design	<ul style="list-style-type: none"> – new conception of the State – Set of practices introduced in public circles 	<ul style="list-style-type: none"> – Field of management science – Set of technical, management tools and instruments in project mode
General objectives	<ul style="list-style-type: none"> – Search the effectiveness of public actions 	<ul style="list-style-type: none"> – Search mastery of Deadlines and procedures costs and quality
operational purposes	<ul style="list-style-type: none"> – Rationalization of public expenditure 	<ul style="list-style-type: none"> – Measurement and monitoring of the obligations and rights of stakeholders (state and mastery delegated project, project stakeholders ...)
expected result	<ul style="list-style-type: none"> – Reaching rationalization objectives, state performance 	<ul style="list-style-type: none"> – Success of works and social and state infrastructure projects in accordance with international norms and standards and the profession or sector
instruments and technical	<ul style="list-style-type: none"> – State Finances, local finance, public accounting, procurement code, Collection Code, 	<ul style="list-style-type: none"> – Gantt charts, PERT, cost estimation methods, economic and financial evaluation,
resources implemented	<ul style="list-style-type: none"> – limiting credit and unlimited needs 	<ul style="list-style-type: none"> – oriented budget to the effectiveness and efficiency
dominant logic	<ul style="list-style-type: none"> – Lower cost (lowest bidder) 	<ul style="list-style-type: none"> – actual estimate and best bidder
Methodology deployed by public actors	<ul style="list-style-type: none"> – Methodology dominated by restrictive credit management considerations of the State and fiscal deficits 	<ul style="list-style-type: none"> – entrepreneurial methodology based on who does what, the specifications and optimal resource allocation.

Source: Diagram made by ourselves

Few studies have tried to bring the two concepts of public management or new public management in project management for a myriad of reasons:

1. The many state reforms on the agenda of state structures that very few dare to read the public environment;
2. Ignorance of the specifics of the bureaucracy by public management scholars who frequently have not exercised within state structures;
3. Ignorance of regulations and climate weighing rules in the public sector;
4. The projects in the state sector are often governed under emergency and priority and not as in the private sector;
5. The public projects are set to witness a major failure in state systems that combine accounting bureaucracy, legal, managerial and research to practical projects, which may seem at times, contradictory;
6. The development of a new state approach is not without requiring changes both in human resources and accounting, and financial, in chart of accounts and accountability of public managers;

7. The consecration of achievements on projects only to government initiatives, yet many stakeholders are also major operators behind the success of projects;
8. Promoting public projects is unfortunately under logics rarely a quality public service that prevails or rivals the quality of a private project;
9. The optimization and rationalization can be a source of sub-quality, since in the absence of substantial resources, public projects prove failing and underperforming (see a failure at the reception);
10. Accelerated effectiveness of managers to lead them to break the rules and standards to meet electoral deadlines and political affiliations of their groups (political parties, ruling class);

Conclusion:-

The link between Public Management and Project Management is an unexplored research subject. For economic reasons, technical and cultural view born sociological peculiarities of the public sector itself. Indeed, as shown, the literature of public administration invested operations management and men in public circles whose specificities are not evident. From there, the management rules in the public sector marked a gradual evolution and distinguished over companies. It is recognized that the complexity of the regulations, work processes, human resource management statutes of public culture generally constitute an exercise space of this set of new management practices, including project management.

The application of project management and by extension project management practices within the public sector is to our optical interesting subject to study and observation and research. Moreover, the study of literature produced on project management and also about public management has enabled us to bring the two concepts and to hope for a reading of the intersection of these two fields of analysis covered of engineering science (project management) and management sciences (public management). We believe that an understanding of the components of these two fields, and management and control practices can allow the design of a model of analysis and framework study parameters of the key factors of success of public management,

Finally, the need for an exploratory study (official reports and documents produced by the bodies and financial authorities and control) is needed, it should allow us to observe if the following assumptions are valid or not:

1. Project management increases the speed and compliance with standards and laws
2. Project management promotes performance-based management (effectiveness, efficiency and economy) in public places
3. Project Management develops a culture of accountability within the public sector (accountability or accountability)
4. Project management introduced a culture of performance and achievement of objectives and monitoring for dashboards in public environment

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