SUSTAINABLE PROJECT MANAGEMENT: PRINCIPLES AND STANDARDS

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Abstract. The article examines sustainable project management within the framework of international sustainability standards. In the article the project is considered within the concept of sustainable development based on the integration of economic, environmental, and social aspects in relation with obtaining long-term benefits. The adoption of sustainable project management standards entails shifting from traditional methods to a more comprehensive and adaptable management approach. Projects are carried out across diverse sectors by companies and organizations, making it crucial to engage all stakeholders in applying sustainability principles. Modernizing management processes throughout the project lifecycle provides competitive advantages by aligning with these principles. Incorporating sustainability standards and principles into Kazakhstan's national projects at every phase of the product lifecycle fosters the creation of long-term value, minimizes environmental impact, enhances social accountability and economic outcomes, and increases the country's appeal to foreign investors. These aspects are particularly relevant for the successful execution of national projects in the Republic of Kazakhstan.
Accordingly, the article contributes by analyzing open-source materials, addressing the challenges of adopting sustainable project management, outlining sustainability principles, and elucidating the essence and scope of international standards. The objective of this article is to analyze the principles and standards of sustainable project management through the prism of international sustainability standards and their application in practice.
Keywords: sustainable project management, processes, principles, traditional, flexible, approach, standards.

Аңдатпа. Мақала халықаралық тұрақтылық стандарттары контекстінде жобаларды тұрақты басқаруды зерттеуге арналған. Мақалада жоба ұзақ мерзімді пайда алу тұрғысынан экономикалық, экологиялық, әлеуметтік аспектілерді интеграциялау негізінде тұрақты даму Тұжырымдамасы аясында қарастырылады. Тұрақты жобаларды басқару стандарттарын енгізу фокусты дәстүрлі тәсілден неғұрлым интеграцияланған, икемді басқару әдісіне өзгертуді қамтиды. Жобалар өмірдің әртүрлі салаларында жүзеге асырылады, сондықтан тұрақты басқару қағидаттарын қолдануға барлық мүдделі тараптардың қатысуы жобаны іске асырудың барлық кезеңдерінде тұрақтылық қағидаттарын ескеруді көздейді. Өнімнің өмірлік циклінің барлық кезеңдерінде Қазақстанның ұлттық жобаларында орнықты басқару қағидаттарын, стандарттарын есепке алу ұзақ мерзімді құндылықты құруды, қоршаған ортаға әсерді барынша азайтуды, әлеуметтік жауапкершілікті арттыруды, экономикалық пайданы, елдің шетелдік инвестициялар үшін тартымдылығын қамтамасыз етеді. Бұл мақаланың мақсаты – халықаралық тұрақты даму стандарттары призмасы арқылы тұрақты жобаларды басқару қағидаттары мен стандарттарын талдау және оларды жобаны басқару процесіне біріктіру.
Түйінді сөздер: жобаны тұрақты басқару, процестер, қағидаттар, дәстүрлі, икемді, тәсіл, стандарттар.

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Аннотация. Статья посвящена исследованию устойчивого управления проектами в контексте международных стандартов устойчивости. В статье проект рассматривается в рамках концепции устойчивого развития на основе интеграции экономических, экологических, социальных аспектов с точки зрения получения долгосрочной выгоды. Внедрение стандартов устойчивого управления проектами предполагает изменение фокуса с традиционного подхода на более интегрированный, гибкий метод управления. Проекты реализуются в различных сферах жизнедеятельности, поэтому вовлеченность всех заинтересованных сторон в применении принципов устойчивого управления, предполагает учет принципов устойчивости на всех этапах реализации проекта. Учет принципов, стандартов устойчивого управления в национальных проектах Казахстана на всех стадиях жизненного цикла продукта, обеспечит создание долгосрочной ценности, минимизацию воздействия на окружающую среду, повышение социальной ответственности, экономическую выгоду, привлекательность страны для иностранных инвестиций. Целью данной статьи является анализ принципов и стандартов устойчивого управления проектами через призму международных стандартов устойчивого развития и их интеграция в процесс управления проектом.
Ключевые слова: устойчивое управление проектами, процессы, принципы, традиционный, гибкий, подход, стандарты.

Introduction

The exploration of sustainable project management is a key component in achieving the Sustainable Development Goals (SDGs) of the Republic of Kazakhstan, as outlined in the 2015 Paris Agreement under the auspices of the United Nations [1]. Since 2016, Kazakhstan, alongside 196 UN member states, has embarked on implementing the 2030 Agenda for Sustainable Development, which encompasses 17 SDGs. By signing the Paris Agreement on Climate Change, Kazakhstan committed to reducing greenhouse gas emissions by 15% compared to 1990 levels by 2030, as part of its Nationally Determined Contributions (NDC). Furthermore, the country has initiated the development of new approaches to risk management, moving beyond traditional risk assessments [2].

Kazakhstan has pledged to provide periodic updates on its progress at the global level through Voluntary National Reviews (VNRs) on the achievement of the SDGs. The first such review was presented on July 16, 2019, during a policy forum in New York. Kazakhstan identified six priority SDGs for its development and integrated global SDG indicators into a unified platform, adapting them to national priorities. This integration has been accompanied by the establishment of a comprehensive monitoring system. According to the Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, which serves as the central coordinator for SDG reporting, monitoring is conducted using 280 indicators, including 205 global and 75 national metrics [3].

Kazakhstan presented its second VNR at the UN High-Level Political Forum on July 15, 2022. The review emphasized a rapid and thorough assessment of the country's budgetary programs and highlighted key focus areas for achieving the UN SDGs. These areas include embedding SDG-related indicators into state planning documents and enhancing the effectiveness of institutional mechanisms for implementing SDGs at both local and regional levels [3]. At the regulatory level, the banking sector in Kazakhstan currently provides reporting on specific components of sustainable development [4]. However, experts examining sustainability issues in the country highlight a lack of transparent government policies accompanying the adoption of sustainability reporting practices. There is a notable absence of effective tools, strategic frameworks, and systems for environmental risk assessment and sustainable management of national projects being implemented within the country [5]. Progress on certain indicators outlined in the Voluntary National Review (VNR) has been achieved through the integration of ESG strategies into business operations. This approach has enhanced the appeal and market presence of major national companies seeking to attract institutional investors. For instance, the official website of KazMunayGas (KMG) reports that in 2023, the company's ESG risk management received a rating of 32.3 points from the Sustainalytics agency. This rating classifies KMG as facing high risks due to ESG factors such as greenhouse gas emissions, environmental pollution, and compliance with environmental regulations [6]. Despite these challenges, between 2019 and 2021, the company achieved a reduction of over 30% in CO2 emissions, a 55% improvement in energy savings (2021 compared to 2019), and a 49% decrease in oil spills during the same period (as calculated based on KMG data) [7].The international ESG standard evaluates risks related to a company's environmental performance and its commitment to fostering

the social well-being of employees through corporate policies. The GPM P5™ Sustainable Project Management Standard (SME) focuses on integrating SME principles across all stages of the project lifecycle. However, the adoption of this standard has yet to gain significant traction in major national companies and industries of strategic importance in Kazakhstan.

Global experience demonstrates that the implementation of SME standards allows for comprehensive management beyond traditional project constraints such as timelines, budgets, and maintenance. These standards incorporate environmental, social, and economic dimensions, enabling the assessment of long-term risks and benefits for all stakeholders. Additionally, SME standards align seamlessly with ESG principles, further enhancing their applicability and effectiveness.

Materials and Methods

In this article, the authors studied the standards and principles of sustainable project management in terms of using the international standard for sustainable project management GPM P5™, which is a key tool in the methodology of sustainable project management (Global Project Management (GPM). The methodology of sustainable project management is a balanced approach to the implementation of the project life cycle, taking into account the measurement of changes that cover the economic, environmental, and social areas of activity of organizations and society. The use of this approach is aimed at achieving the country's sustainable development goals, timely fulfillment of the country's commitments under the Paris Agreement. The study focused on the fact that projects have a direct and/or indirect impact on environmental changes. In these conditions, the introduction of principles and standards of sustainability into project management is considered as one of the methods capable of leading to a responsible attitude of organizations towards the environment, quality of life, and the ecosystem as a whole.It has been revealed that using only the traditional methodological approach to project management, which is currently widespread, is not able to solve the tasks of achieving national sustainable development goals in the horizon up to 2030. The application of the tools of the sustainable project management methodology is aimed at creating sustainable long-term value for all stakeholders: the state and society, and not just for individual project participants. It has been established that the integration of traditional project management and sustainable management methodology tools at all stages of project implementation can lead to a reduction in risks, minimization of negative impacts on the environment, and an increase in the economic and social efficiency of the project as a whole. The work uses methods of analysis and generalization of information, scientific publications including those presented in the Scopus database. The analysis allowed the authors to identify the main features and current challenges facing project managers, develop their own vision and present the results, which are illustrated in the form of figures and tables. An algorithm for assessing the overall benefit from implementing sustainable practices in the full life cycle model of a project is presented. Based on the conducted research, it is recommended to integrate sustainable management methods into the management process of national projects. The proposed approach is focused not only on short-term financial and product benefits, but also on creating long-term value for the entire society.

The highlights

Kazakhstan has initiated the development of a new ecosystem model in which project management principles align seamlessly with global sustainability policies. This initiative was driven by ongoing adverse environmental changes, depletion of energy resources, widening social inequality, and heightened competition in attracting investments.

An investment pool of projects has been established in Kazakhstan, including initiatives in environmental, social, and economic development [8]. Despite the country's budgetary constraints and a decline in foreign investments in fixed assets, President Kassym-Jomart Tokayev emphasized in February 2024 that major foreign investors remain interested in contributing to the development of Kazakhstan's industrial and infrastructure sectors [9]. These investors increasingly scrutinize project management practices to ensure compliance with sustainability

principles and standards. Global leaders and major corporations are adopting sustainable development tools in their operations, utilizing standards such as GPM P5™ and GPM Global [10]. Thus, embedding the principles of sustainable management within corporate culture has become a decisive factor in attracting foreign investments. Kazakhstan has formally declared its commitment to the Sustainable Development Goals (SDGs) on two occasions. The first declaration was included in the National Development Plan until 2025, which prioritized the transition to a sustainable and green economy, increased adoption of green technologies, and the expansion of renewable energy sources. The second declaration was reiterated in the National Development Plan until 2029 (hereinafter referred to as the Plan) [11]. These commitments underscore the country's strategic emphasis on aligning national development with global sustainability objectives. Kazakhstan's inclusion of sustainable and green development goals in the National Plan through 2029 reflects the growing emphasis on transitioning to sustainable project management as a shared value and objective for the country, its major corporations, and organizations in the years ahead. However, the primary challenges in implementing sustainable project management are the absence of clear strategies and actionable plans for integrating sustainability into project workflows. Achieving balance among environmental, social, and economic aspects during project execution is essential. Project managers often face difficulties in assessing and measuring sustainability due to their typically specialized expertise, which is often confined to the project's subject area. The increasing interest in sustainable project management is closely linked to the transformative impact of projects on the environment. Sustainable project management involves the use of more adaptable methodologies that evaluate risks and potential benefits from the perspectives of all stakeholders. These methodologies integrate economic factors, social considerations, and the mitigation of environmental harm. In their study, Silvius and Schipper define sustainability in project management as follows:

"Sustainable Project Management (SPM) is the planning, monitoring, and control of the implementation and support of project processes, taking into account the environmental, economic, and social aspects of the resource cycle, processes, results, and consequences of the project, aimed at achieving benefits for stakeholders while ensuring clear, fair, and ethical methods that include the active participation of stakeholders (international)" [12].

In 2021, Kazakhstan approved ten national projects encompassing the construction of social, industrial, and environmental facilities. The shift to a National Project framework was driven by the need for enhanced interagency collaboration and prioritization of budgetary resources. Over time, the government refined this approach, increasing the number of national projects to 15 by transitioning to more concise concepts focused on addressing specific challenges. These revised concepts now serve as strategic plans for the development of key industries through 2029 [13].

In the conclusion of the Supreme Audit Chamber of the Republic of Kazakhstan's report on the implementation of the republican budget for 2022, it was stated that "a full-fledged reformatting of state programs into national projects has not actually occurred. The tasks set by the Head of State to transition to concise national projects (with a limited number of clear and measurable indicators) understandable to all citizens have not been achieved. The developed national projects remain overly complex, with many duplicative activities and investment projects, as well as inherent shortcomings" [14].

Moreover, sustainability issues and sustainable project management have not been given adequate attention. Global practice demonstrates that integrating sustainability into national project management significantly enhances the potential to attract foreign investments. These investments, often referred to as "long money," provide greater long-term benefits. As Stefano Armenia and other researchers emphasize, "every project consumes energy and generates social, economic, and environmental impacts that collectively define the project's overall sustainability" [15]. They argue that a project's scope should go beyond merely preparing a feasibility study, involving a broader range of stakeholders, including environmental organizations, groups addressing social

issues, and other community actors.The true value of implementing sustainable project management lies in fostering a conducive environment for future generations, rather than focusing solely on narrow, short-term interests. Sustainable project management aligns with a holistic vision that balances immediate outcomes with long-term benefits.

This article aims to deepen the understanding of sustainable project management principles and their application in enhancing project outcomes. It is worth noting that research on this topic in Kazakhstan remains relatively underdeveloped, leaving significant potential for further exploration and dissemination.

Literature review

The topic of sustainable project management continues to garner significant attention from the global community and experts. This is evidenced by the work of researchers such as Armenia S., Dangelico R.M., Nonino F., and Pompeii A. [15], whose comprehensive analysis of 63 published papers on sustainable project management serves as a key reference for this article. Their findings highlight that sustainable project management has gained prominence over the past decade, driven by an increasing focus on developing and adopting innovative management practices. These practices integrate traditional project management with the more adaptive methods of sustainable project management, aligning with the UN Sustainable Development Goals (SDGs).

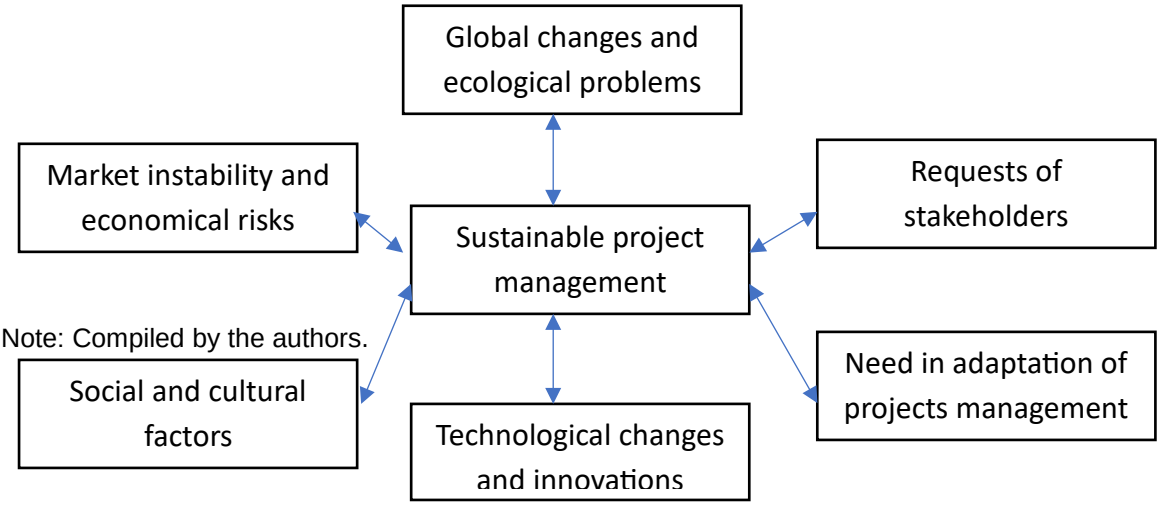
The literature review underscores that sustainable project management is far from being a theoretical construct; it is firmly grounded in empirical evidence. In 2024, Hajime Estanislao published a guide to sustainable development, emphasizing that applying sustainability principles in project management has become a necessity rather than a discretionary choice for project owners. This shift is driven by global challenges, including escalating environmental concerns, heightened social responsibility, and mounting economic pressures. Estanislao argues that integrating sustainable methods into project management fosters long-term success and contributes positively to the environment [16]. While the connection between projects and sustainability may not yet be thoroughly explored, it is undeniably evident. A systematic literature review on sustainable construction project management (SCPM) was published in 2024 by Gery Prasetyo and collaborators, offering an in-depth analysis of 94 articles using the PRiSMA methodology. This review highlights flexible project management approaches and underscores the growing relevance of sustainability in the construction sector [17].

From the reviewed literature and additional sources, it is apparent that research into sustainable project management in Kazakhstan requires further exploration to ensure its practical implementation. Such efforts would not only support the achievement of national development objectives but also align Kazakhstan with global sustainability trends.

Results and discussion

Sustainable project management includes more flexible methodologies that allow assessing risks and potential benefits from the perspective of all stakeholders, including economic aspects, social issues, and environmental impacts. Based on the analysis carried out and the generalization of various sources, Figure 1 presents current challenges that should be taken into account when integrating sustainability into national projects being developed.

Figure 1. Contemporary challenges facing project managers



Note: Compiled by the authors.

As a result of open sources analysis that discuss the problems of implementing sustainability in project management, the following research objectives are formulated in this paper: to study the main problems that organizations may face when implementing the principles of sustainable project management; to reveal the content of the sustainable project management standard GPM P5, PRiSMA; principles of sustainable project management; assessment of the overall benefits of implementation sustainable practices.

1. The main challenges faced by organizations in implementing sustainable project management.

The introduction of the principles of sustainable project management into organizational processes is not just the introduction of new tools or methods, changes in the corporate management culture, approaches to project planning and execution, but the ability to introduce criteria such as creating long-term value and responsibility into the corporate culture. The problems and difficulties faced by organizations are that the implementation of sustainable practices requires additional investments. It is important to create prerequisites for Kazakhstan companies and organizations to take into account the long-term consequences and contribute to the creation of long-term value for the ecosystem and society of Kazakhstan. The harmonization of the GPM P5 standard in the companies' strategy using ESG strategies can be the key to high-quality project management and, ultimately, the implementation of selected indicators from among 205 global and 75 national indicators, which are reflected in the VNR of Kazakhstan.

2. The lack of a clear sustainability management plan for the project. Application of the GPM P5™ standard.

One of the key challenges faced by organizations is the lack of a sustainable project management plan. Sustainability issues are perceived as additional tasks, rather than as an integral part of the project process. In this regard, it is necessary to develop effective mechanisms for taking into account environmental, social and economic consequences, and to pay due attention to long-term consequences. For the purpose of introducing sustainability into project management, several frameworks have been developed in global practice, including the GPM P5™ standard for sustainable project management. GPM® It is a registered trademark of GPM Global. The GPM P5™ Sustainability in Project Management standard is an innovative framework that seamlessly integrates with the UN SDGs, offering organizations a comprehensive roadmap to align their project management practices with global sustainable Development goals. The GPM P5™ standard is designed to implement sustainability principles in project management and is an important tool for organizations seeking to integrate

sustainability into their project processes. In particular, the company has developed a template that can be used to develop a project sustainability management plan [10].

The sustainable development management plan defines: the purpose, approach, roles and responsibilities, budget, key performance indicators for ensuring sustainable development, the impact of changes in the project content on ensuring sustainable development, analysis and reporting, analysis of the impact of P5 on the sustainability of the project. The GPM P5 sustainable project management standard, presented on the official website of Green project management, is based on five key principles: the principle of Sustainable Value, the principle of Integration, the principle of Responsibility, the principle of Flexibility, and the principle of Transparency. The standard has its advantages and challenges. The advantage of using the GPM P5™ standard is the following characteristics: a comprehensive approach, a global standard, and increased investment opportunities. To implement this standard in most companies in Kazakhstan, it is necessary to train qualified specialists, certified GPM green project managers; free financial and/or other additional resources; synchronization of sustainable management standards into national standards of project management. The figure shows an example of the distribution of GPM P5™ impact factors, taking into account the priorities of the development of Kazakhstan.

Table 1. Example of the distribution of GPM P5™ exposure factors

Principle	Environmental impact	Social impact	Economic impact
Long-term value	Minimizing carbon emissions, using renewable energy sources	Creating jobs, improving the quality of life	Reduced operating costs, increased market value
Integration	The use of environmentally friendly technologies	Involvement of local communities, improvement of social conditions	Efficient use of resources and cost reduction
Responsibility	Compliance with environmental standards, waste reduction	Fair working conditions, protection of workers' rights	Transparency in financial statements, attracting investments
Flexibility	Adaptation to new environmental standards	Adapting to changing population needs	Adapting to changing market conditions
Innovation	Introduction of innovative environmentally friendly technologies	Development of new methods of social responsibility	Applying new approaches to reduce costs

Note: Compiled by the authors.

The distribution of impact factors between the elements of GPM P5™ includes the integration of sustainable practices at all stages of the project and covers all key aspects: environmental, social and economic. Each GPM P5™ principle plays a role in minimizing negative impacts and maximizing long-term benefits. Consider the impact of GPM P5™ and the consideration of this standard at various stages of the project lifecycle, taking into account the principle of sustainable management.

Table 2. An example of the effects of P5 at different stages the life cycle of the project

Project stage	Environmental impact	Social impact	Economic impact
Planning	Assessment of CO2 emissions, resource requirements	Involvement of stakeholders, consideration of needs	Assessment of long-term economic benefits
Project conception	Introduction of environmentally friendly technologies and materials	Ensuring fair conditions for employees	Assessment of the economic feasibility of sustainable solutions
Realization	Resource consumption control and pollution minimization	Monitoring of working conditions, compliance with environmental standards	Effective budget management, cost control
Exploitation	Monitoring of environmental indicators, reducing the carbon footprint	Creating jobs, improving the quality of life	Reduced operating costs, increased profits

Note: Compiled by the authors

The integration of three aspects of sustainability into projects - economic, social, and environmental - is aimed at restoring the ecosystem, reducing carbon emissions, increasing biodiversity, creating public space, and creating jobs. The standardization of national project management based on GPM P5™ is aimed at increasing the sustainability of projects. By creating an appropriate hierarchical task structure, this becomes the basis for the development of the corporate culture of the organization, ensuring an increase in its value through the use of “green” development tools.

3. Balance between environmental, social and economic aspects.

The process of integrating sustainability into project management is always associated with the need for a balance between the three main components of sustainable development: environmental, social and economic components. In some cases, environmentally friendly technologies may require significant financial costs, which may be difficult to justify from an economic point of view, and moreover lead to a conflict between these components. In global practice, the PRiSM standard is widely used by responsible companies, its application makes it possible to minimize the carbon footprint of the project, focusing on the environmental and economic aspects of sustainable development. The key elements of the standard are stakeholders, the standard is aimed at reducing risks and achieving long-term sustainable development, long-term benefits from the project implementation.

4. Assessment of the overall benefits of implementing sustainable practices. The "Full Life Cycle" model (LCC - Life Cycle Costing). This model allows you to take into account not only the initial investment, but also all operating costs, including maintenance and disposal of the project product. Includes:

1. Calculation of the initial costs for the implementation of sustainable practices and sustainable technologies (initial cost).
2. Annual operating costs (operational cost) for operation.
3. Savings. The difference in operating costs.
4. Increasing the value or improving the company's image, which may lead to greater demand for its services or products (capital gain).
5. Risk reduction.

5. Resistance to changes in corporate culture.

Resistance to change is a natural part of the process, especially in organizations with established cultures and familiar working methods. Employees may perceive sustainable approaches as an additional burden or risk, rather than as an integral part of their professional activities. A key element in the successful integration of sustainability is staff training, education and motivation, and the formation of critical thinking. It requires not only the training of project managers, but also the creation of a

support system that will provide them with the necessary tools and knowledge. In this regard, the recommendations of the PMI Global standard 7th Edition Project Management Institute, which developed the international PMBOK standard, (Identifiers: LCCN 2021011107 (print), which emphasizes the need to accumulate knowledge, skills, and mandatory knowledge transfer to new generations of managers aimed at implementing sustainable management principles in projects, deserve attention.

6. Difficulties in reconciling the interests of stakeholders.

Sustainability-oriented projects often involve the interests of many different stakeholders. Without taking into account the interests and opinions of all parties, the project may face legal, social and economic problems.

7. Sustainable project management should include the creation of flexible plans and the search for alternative solutions, as well as the development of a corporate risk management system. Thus, in NC JSC NC KazMunayGas, the corporate risk management system is integrated into the processes of strategic planning, budgeting, and motivation through the Goal Setting process. By setting goals for management at all levels of management, the company strives to achieve approved performance indicators. The corporate risk management system links the goals tree with the risk tree in the project. Such environmentally sustainable project management can also have an economic effect in the form of minimizing and efficient use of resources, which is reflected in the Corporate Risk Management Policy of JSC NC KazMunayGas and its subsidiaries and affiliates.

8. Global challenges require the adaptation of traditional project management methods and the introduction of sustainability principles into project implementation processes.

Table 3. Comparison of traditional and sustainable project management.

Traditional project management	**Sustainable project management**
Model: Waterfall, adapted international ISO standards.	Model: flexible management, integrated approach.
Strategy: linear execution of stages: initiation, planning, execution, monitoring, completion. (PMBOK Guide)	Strategy: integration of processes according to the UN SDGs: environmental, economic, social. (GPM P5™ Sustainable Project Management Standard)
Goals: -meeting deadlines and budget, -implementation of the project with maximum efficiency within these limits, -minimization of risks within the framework of individual stages of the project, -restrictions on rapid response to external changes.	Goals: -creating long-term value for society, economy, ecology, -consideration of all stakeholders, -project management taking into account changes in the external environment, -making decisions that encourage green financing.
Principles: -project execution within a predefined budget, time and quality. -achieving specific short-term goals. Minimizing costs.	Principles: -sustainability integrates attention to environmental impact, social responsibility, and long-term economic benefits
Risks: Short-term risks are taken into account, while long-term risks are overlooked or insufficiently taken into account.	Risks: long-term risks related to: -with environmental instability, loss of biodiversity, -social consequences-deterioration of the quality of life of local communities, -economic risks - excessive dependence on depleted resources, instability of energy prices.

Advantages: short-term -implementation of the project within the budget, -set deadlines, -quality, -the final result according to the set goals. The triple limitation of the project. SMART - project goals.	Advantages: long-term -environmental sustainability, contributes to the preservation of the ecosystem -social sustainability - includes the participation of local communities, reducing poverty, creating new jobs, -economic benefits, energy efficient buildings, reduces the risks associated with dependence on resource constraints

Note: Compiled by the authors

Comparing the goals of traditional and sustainable project management, it should be noted that:Traditional project management focuses on meeting current goals, subject to time, budget, and quality constraints.

Sustainable project management takes into account a wider range of factors, including long-term risks and benefits for all stakeholders.

9. In 2021, the Decree of the Government of the Republic of Kazakhstan dated May 31 approved the “Rules for Project Management” and provided for the widespread use of the Agile management method. However, due to the fact that this resolution has become invalid, flexible management methods have not been implemented in the practice of project management in Kazakhstan.

Conclusion

Currently, according to Kazakh Invest's official data, a nationwide pool of investment projects has been formed in Kazakhstan, including facilities for the construction of an agro-industrial complex, tourism, chemistry and petrochemistry, mechanical engineering, mining and metallurgical complex, etc. Each of these projects has different deadlines for implementation, and it is likely that if we set out today to integrate the principles of sustainable project management into the business processes of these projects, reporting based on structured forms of the GPM P5™ standard, this will help increase the company's value and attract reliable investors. Reducing carbon emissions, reducing the consumption of natural resources, implementing principles of sustainable project management, creating flexible plans, taking into account long-term risks and benefits for all stakeholders, all this will require new knowledge and skills from project managers. National project management processes should be updated to include the principles of sustainable management. Sustainable project management focuses not only on short-term financial and product results, but also on on creating long-term value for the entire society.

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