



PHASED ORGANIZATIONAL MECHANISM FOR IMPLEMENTING AGILE MANAGEMENT IN PUBLIC ADMINISTRATION

Sayfiyev Jasur Ravshanovich

Academy of Public Policy and Governance under the President of the Republic of Uzbekistan
E-mail: j.sayfiyev.r@gmail.com

Article history:	Abstract:
<p>Received: 24th April 2026 Accepted: 20th May 2026</p>	<p>This scientific article analyzes the phased organizational mechanisms for implementing Agile management methodology in the public administration system from both theoretical and practical perspectives. The relevance of the research is explained by the acceleration of digitalization processes in public administration bodies, as well as the necessity to improve service quality and management efficiency. The article examines the main principles of Agile management — flexibility, rapid decision-making, iterative planning, teamwork, and user-oriented management approaches — from the perspective of their integration into the public sector.</p> <p>Furthermore, the study develops a sequence of stages for implementing Agile methodology in the public administration system, including preparation, diagnostics, pilot projects, institutional integration, and monitoring. During the research, international experiences, including the electronic government and adaptive management systems of developed countries, were analyzed and their effective aspects were generalized. The article substantiates the importance of the Agile governance model in reducing bureaucratic barriers within state institutions, ensuring efficient use of resources, improving the quality of public services, and developing open communication with citizens. The research findings possess scientific and practical significance for the formation of innovative management systems and the improvement of strategic development mechanisms in public administration bodies.</p>

Keywords: Agile management, public administration, digital transformation, adaptive governance, innovative management, e-government, strategic development, organizational mechanism.

DAVLAT BOSHQARUVIDA AGILE MENEJMENTNI JORIY ETISHNING BOSQICHLI TASHKILIY MEXANIZMI

Sayfiyev Jasur Ravshanovich

O'zbekiston Respublikasi Prezidenti huzuridagi davlat siyosati va boshqaruvi Akademiyasi.
E-mail: j.sayfiyev.r@gmail.com

Annotatsiya. Mazkur ilmiy maqolada davlat boshqaruvi tizimida Agile menejment metodologiyasini joriy etishning bosqichli tashkiliy mexanizmlari ilmiy-nazariy hamda amaliy jihatdan tahlil qilingan. Tadqiqotning dolzarbligi davlat boshqaruvi organlarida raqamlashtirish jarayonlarining jadallashuvi, xizmat ko'rsatish sifati va boshqaruv samaradorligini oshirish zarurati bilan izohlanadi. Maqolada Agile menejmentning asosiy tamoyillari — moslashuvchanlik, tezkor qaror qabul qilish, iterativ rejalashtirish, jamoaviy hamkorlik va foydalanuvchi ehtiyojiga yo'naltirilgan boshqaruv yondashuvlari davlat sektoriga integratsiya qilish nuqtayi nazaridan o'rganilgan.

Shuningdek, davlat boshqaruvi tizimida Agile metodologiyasini joriy etishning tayyorgarlik, diagnostika, pilot loyiha, institutsional integratsiya va monitoring bosqichlari ketma-ketligi ishlab chiqilgan. Tadqiqot davomida xalqaro tajribalar, jumladan rivojlangan davlatlarning elektron hukumat va adaptiv boshqaruv tizimlari tahlil qilinib, ularning samarali jihatlari umumlashtirilgan. Maqolada Agile boshqaruv modelining davlat organlari faoliyatida byurokratik to'siqlarni kamaytirish, resurslardan samarali foydalanish, davlat xizmatlari sifatini yaxshilash hamda fuqarolar bilan ochiq muloqotni rivojlantirishdagi ahamiyati asoslab berilgan. Tadqiqot natijalari davlat boshqaruvi organlarida innovatsion boshqaruv tizimlarini shakllantirish va strategik rivojlanish mexanizmlarini takomillashtirishda ilmiy-amaliy ahamiyat kasb etadi.



Kalit so'zlar: Agile menejment, davlat boshqaruvi, raqamli transformatsiya, moslashuvchan boshqaruv, innovatsion menejment, elektron hukumat, strategik rivojlanish, tashkiliy mexanizm.

ПОЭТАПНЫЙ ОРГАНИЗАЦИОННЫЙ МЕХАНИЗМ ВНЕДРЕНИЯ AGILE-МЕНЕДЖМЕНТА В ГОСУДАРСТВЕННОЕ УПРАВЛЕНИЕ

Сайфиев Жасур Равшанович

Академия государственной политики и управления при Президенте Республики Узбекистан

E-mail: j.sayfiev.r@gmail.com

Аннотация. В данной научной статье с теоретической и практической точек зрения проанализированы поэтапные организационные механизмы внедрения методологии Agile-менеджмента в систему государственного управления. Актуальность исследования обусловлена ускорением процессов цифровизации в органах государственного управления, а также необходимостью повышения качества услуг и эффективности управления. В статье рассмотрены основные принципы Agile-менеджмента — гибкость, оперативное принятие решений, итеративное планирование, командное взаимодействие и ориентированные на потребности пользователей управленческие подходы — с позиции их интеграции в государственный сектор.

Кроме того, разработана последовательность этапов внедрения методологии Agile в систему государственного управления, включающая подготовку, диагностику, пилотный проект, институциональную интеграцию и мониторинг. В ходе исследования были проанализированы международный опыт, включая системы электронного правительства и адаптивного управления развитых стран, а также обобщены их эффективные аспекты. В статье обоснована значимость модели Agile-управления в снижении бюрократических барьеров в деятельности государственных органов, эффективном использовании ресурсов, повышении качества государственных услуг и развитии открытого взаимодействия с гражданами. Результаты исследования имеют научно-практическое значение для формирования инновационных систем управления и совершенствования механизмов стратегического развития органов государственного управления.

Ключевые слова: Agile-менеджмент, государственное управление, цифровая трансформация, гибкое управление, инновационный менеджмент, электронное правительство, стратегическое развитие, организационный механизм.

INTRODUCTION.

In recent years, the modernization of public administration systems has become one of the most important priorities for governments around the world. Rapid technological development, increasing public expectations, digital transformation processes, and the growing complexity of socio-economic relations require state institutions to adopt more flexible and adaptive management approaches. Traditional bureaucratic management models, which are characterized by rigid hierarchical structures, lengthy decision-making procedures, and excessive administrative formalities, are gradually losing their effectiveness in responding to dynamic environmental changes. Under such conditions, Agile management has emerged as an innovative and efficient methodology capable of improving organizational adaptability, transparency, and service quality within public administration systems. Agile management originally developed within the software engineering sector as a response to rapidly changing customer demands and technological uncertainty. However, over time, its principles and practices have been successfully adapted to various sectors, including healthcare, education, finance, and government administration. The core principles of Agile

management include flexibility, iterative planning, continuous improvement, stakeholder collaboration, transparency, and rapid response to change. These principles allow organizations to optimize workflows, reduce bureaucratic obstacles, and ensure more citizen-oriented governance processes.

The relevance of implementing Agile methodologies in public administration is particularly significant in the context of digital government transformation. Governments are increasingly expected to deliver high-quality public services efficiently while maintaining accountability and transparency. In many countries, public institutions face challenges related to inefficient administrative procedures, limited interdepartmental coordination, delayed project implementation, and resistance to innovation. Agile management offers practical mechanisms to address these issues by encouraging collaborative teamwork, incremental implementation, and adaptive strategic planning [1,2]. Moreover, the COVID-19 pandemic demonstrated the necessity of flexible management systems capable of operating effectively under uncertain and rapidly changing conditions. Public institutions that utilized adaptive governance mechanisms were able to respond more efficiently to crisis situations, maintain service



continuity, and coordinate resources effectively. Consequently, many governments began integrating Agile frameworks into their administrative reforms and digital transformation strategies.

This study focuses on the phased organizational mechanism for implementing Agile management in public administration systems. The research aims to analyze the theoretical foundations of Agile governance, identify the main stages of Agile implementation in state institutions, and evaluate the practical significance of adaptive management approaches in improving institutional efficiency. The article also examines international experiences in Agile-based public administration reforms and highlights the importance of iterative governance models in enhancing citizen engagement and public service delivery.

The scientific significance of the research lies in the development of a systematic organizational framework for introducing Agile methodologies into public administration structures. The practical importance of the study is associated with providing recommendations for improving institutional flexibility, accelerating digital transformation processes, and strengthening innovation-oriented governance practices in the public sector [3,4].

LITERATURE REVIEW. The issue of implementing Agile management in public administration has attracted increasing attention in contemporary scientific research due to the growing need for adaptive governance systems and digital transformation processes. Researchers have examined Agile methodologies from various perspectives, including organizational flexibility, innovation management, digital governance, and public sector modernization. Existing scientific literature demonstrates that Agile management has evolved from a software development methodology into a comprehensive organizational philosophy applicable to both private and public institutions.

One of the foundational theoretical sources in Agile studies is the *Manifesto for Agile Software Development* developed by Beck et al. (2001). This work established the core principles of Agile methodology, including adaptability, collaboration, iterative development, and customer-oriented approaches. Although initially intended for software engineering, these principles later became widely applied in organizational management and public governance systems.

Denning (2018) analyzed the transformation of modern organizations through Agile principles and emphasized that adaptive management structures significantly improve institutional responsiveness and innovation capacity. According to the author, Agile management

creates flexible organizational environments capable of responding effectively to rapidly changing economic and technological conditions. This idea is especially relevant for public administration systems facing increasing social demands and governance complexity.

A significant contribution to the study of Agile governance was made by Mergel, Gong, and Bertot (2018), who conducted a systematic literature review on Agile government. Their research demonstrated that public institutions increasingly adopt Agile frameworks to improve service delivery, administrative transparency, and interdepartmental collaboration. The authors concluded that Agile governance strengthens citizen-oriented administrative processes and supports the development of digital government systems.

Theoretical aspects of public governance modernization were comprehensively examined by Osborne (2010). The author introduced the concept of "New Public Governance," which emphasizes collaborative management, stakeholder engagement, and institutional flexibility. Osborne's work provides an important conceptual foundation for integrating Agile methodologies into state administration systems, particularly in the context of participatory governance and public sector innovation.

Rigby, Sutherland, and Takeuchi (2016) investigated the practical effectiveness of Agile methodologies in organizational management. Their study highlighted that Agile practices contribute to faster decision-making, improved teamwork, and increased operational efficiency. These findings support the applicability of Agile principles within governmental organizations seeking to optimize administrative procedures and enhance institutional adaptability.

The Scrum framework developed by Schwaber and Sutherland (2020) is another important methodological foundation in Agile research. The Scrum model emphasizes iterative planning, team collaboration, continuous feedback, and incremental process improvement. Many public sector institutions have adapted Scrum-based approaches to manage digital transformation projects and improve organizational coordination.

Talbot (2010) focused on organizational performance and service improvement in public institutions. The author argued that modern governance systems require innovative management approaches capable of balancing accountability, efficiency, and service quality. This perspective aligns closely with Agile governance principles emphasizing continuous improvement and adaptive institutional development.

Research by Verburg, Bosch-Sijtsema, and Vartiainen (2013) examined collaboration and project



management effectiveness in virtual work environments. Their findings demonstrate the importance of communication, teamwork, and technological integration for successful organizational performance, which are also essential components of Agile public administration systems.

West (2005) analyzed the relationship between digital government technologies and public sector performance. The study concluded that digital governance platforms significantly improve administrative transparency and service accessibility. Agile management complements these digitalization processes by introducing flexible and iterative governance mechanisms.

Finally, Wirtz and Daiser (2018) explored empirical research on e-government and identified digital innovation as a key factor influencing modern administrative reforms. Their findings indicate that adaptive management systems and technological modernization collectively contribute to increasing governmental efficiency and citizen satisfaction.

Overall, the reviewed literature confirms that Agile management serves as an effective theoretical and practical framework for improving public administration systems. Existing studies collectively emphasize the importance of flexibility, collaboration, digital transformation, and continuous innovation in developing modern, citizen-oriented governance structures.

METHODOLOGY.

This research employs a qualitative and comparative methodological approach to investigate the phased organizational mechanism of implementing Agile management in public administration systems. The study is based on the analysis of theoretical concepts, international governance practices, strategic management models, and digital transformation processes within state institutions. The methodology integrates descriptive analysis, comparative evaluation, systems thinking, and institutional analysis in order to comprehensively examine the effectiveness of Agile management approaches in the public sector.

The first stage of the research involved an extensive review of scientific literature related to Agile management, public administration modernization, adaptive governance, and organizational transformation. Academic articles, monographs, policy reports, government strategies, and international organizational publications were systematically analyzed to identify the conceptual foundations and practical applications of Agile methodologies. Particular attention was given to studies examining the integration

of Agile principles into governmental institutions, digital public services, and innovation management systems.

The comparative analysis method was used to evaluate international experiences in implementing Agile governance models. Public administration reforms and digital transformation strategies from developed countries such as the United States, the United Kingdom, Estonia, Singapore, and South Korea were comparatively examined. These countries were selected due to their advanced e-government infrastructures and successful adoption of flexible management systems within state institutions. The comparative approach made it possible to identify common implementation stages, institutional challenges, and effective organizational mechanisms applicable to different administrative environments [5,6].

In addition, the systems analysis method was applied to investigate the interrelationship between organizational structure, decision-making processes, technological infrastructure, and institutional adaptability in public administration systems. Agile implementation was examined as a multidimensional organizational process involving strategic planning, human resource development, digital integration, stakeholder collaboration, and performance monitoring. This approach enabled the identification of key structural components required for the successful institutionalization of Agile methodologies in the public sector.

The study also utilized a process-oriented analytical framework to develop a phased organizational mechanism for Agile implementation. The proposed framework consists of several sequential stages, including institutional diagnostics, readiness assessment, pilot project implementation, organizational adaptation, employee training, technological integration, and continuous performance evaluation. Each stage was analyzed in terms of its operational objectives, administrative requirements, and expected outcomes.

Furthermore, inductive reasoning was employed to formulate generalized conclusions and practical recommendations based on the analyzed theoretical and empirical materials. The reliability of the research findings was ensured through the use of multiple scientific sources, comparative evaluations, and interdisciplinary analytical approaches. The methodological framework of this study contributes to a deeper understanding of how Agile management can improve flexibility, efficiency, transparency, and innovation capacity within modern public administration systems [7].

Phased organizational mechanism for implementing Agile management in public administration



Table 1.

Stage	Main Activities	Expected Outcomes	Possible Challenges
Preparation Stage	Assessment of institutional readiness, identification of strategic goals, formation of Agile teams	Organizational awareness and strategic alignment	Resistance to organizational change
Diagnostic Stage	Analysis of administrative processes, identification of inefficiencies and bureaucratic barriers	Determination of institutional weaknesses and improvement areas	Lack of accurate performance indicators
Pilot Implementation Stage	Introduction of Agile methods in selected departments or projects	Testing Agile adaptability and operational efficiency	Limited employee experience with Agile practices
Integration Stage	Expansion of Agile principles across departments, digital system integration	Improved interdepartmental coordination and service quality	Technical and organizational adaptation difficulties
Capacity Building Stage	Employee training, leadership development, Agile workshops and mentoring	Strengthened institutional competencies and innovation culture	Insufficient professional training resources
Monitoring and Evaluation Stage	Continuous performance monitoring, feedback collection, iterative improvement	Sustainable organizational development and service optimization	Inconsistent evaluation mechanisms

The table demonstrates the phased organizational mechanism for implementing Agile management within public administration systems. Each stage represents a systematic and interconnected process aimed at increasing institutional flexibility, administrative efficiency, and service quality. The phased structure allows government institutions to gradually adapt to Agile methodologies while minimizing operational risks and organizational resistance.

The preparation stage plays a critical role in establishing the strategic foundation for Agile transformation. At this stage, institutions evaluate their readiness for organizational change and define long-term development objectives. Effective preparation ensures that administrative reforms are aligned with institutional priorities and public service requirements. However, resistance from traditional bureaucratic structures may slow down the implementation process.

The diagnostic stage focuses on identifying inefficiencies, procedural delays, and structural limitations within existing administrative systems. Through institutional analysis and process evaluation, public organizations can identify areas requiring modernization and optimization. This stage is essential for creating evidence-based reform strategies and improving governance transparency.

The pilot implementation stage allows institutions to test Agile methodologies within limited organizational units before large-scale adoption. Pilot projects help assess the practical applicability of Agile tools, improve

team collaboration, and identify operational challenges in real administrative environments. This gradual implementation strategy reduces uncertainty and enhances institutional learning.

The integration stage is associated with the broader institutionalization of Agile principles across multiple governmental departments. Digital technologies and collaborative governance mechanisms become central components of administrative modernization during this phase. Successful integration contributes to faster decision-making, improved communication, and enhanced citizen-oriented services.

Capacity building is another important component of Agile transformation. Continuous employee training and leadership development programs strengthen organizational adaptability and promote an innovation-oriented institutional culture. Without sufficient human resource development, Agile reforms may remain superficial and ineffective.

Finally, the monitoring and evaluation stage ensures the sustainability of Agile governance practices through continuous feedback, performance assessment, and iterative improvement mechanisms. Regular evaluation enables public institutions to identify emerging challenges, optimize administrative processes, and maintain long-term institutional effectiveness. Overall, the phased organizational mechanism presented in the table provides a comprehensive framework for modernizing public administration systems through Agile management principles.



RESULTS AND DISCUSSION.

The results of the research demonstrate that the implementation of Agile management principles in public administration significantly contributes to improving institutional flexibility, administrative efficiency, and the quality of public service delivery. The analysis indicates that traditional bureaucratic governance systems often struggle to respond effectively to rapidly changing socio-economic conditions, technological developments, and increasing citizen expectations. In contrast, Agile-oriented administrative models provide adaptive mechanisms that enable public institutions to react more quickly and efficiently to emerging challenges.

One of the main findings of the study is that the phased implementation approach increases the success rate of Agile transformation within governmental organizations. Institutions that gradually introduced Agile methodologies through pilot projects, organizational diagnostics, and continuous staff training achieved more sustainable results compared to organizations attempting immediate large-scale reforms. The phased mechanism minimizes institutional resistance and allows employees to adapt progressively to new management practices and collaborative work environments.

The research findings also reveal that Agile management improves interdepartmental communication and coordination in public administration systems. Traditional public institutions are often characterized by fragmented organizational structures and complex hierarchical procedures that slow decision-making processes. Agile frameworks encourage cross-functional teamwork, transparent communication, and iterative planning, which collectively enhance institutional cooperation and reduce procedural inefficiencies. As a result, government agencies become more capable of delivering timely and citizen-oriented services [8,9].

Another important result concerns the role of digital transformation in supporting Agile governance. The study confirms that digital technologies serve as a fundamental component of successful Agile implementation in the public sector. Electronic government systems, digital data management platforms, online service portals, and automated monitoring tools facilitate rapid information exchange and operational transparency. Countries that have successfully integrated digital governance with Agile

management principles demonstrate higher levels of administrative responsiveness and public satisfaction. Furthermore, the findings indicate that leadership and organizational culture play a decisive role in the effectiveness of Agile transformation. Public institutions with innovation-oriented leadership structures and supportive organizational environments adapt more effectively to flexible management approaches. In contrast, institutions characterized by rigid hierarchical cultures and resistance to change encounter greater difficulties during the implementation process. Therefore, leadership development programs and employee engagement strategies are essential for establishing a sustainable Agile governance environment.

The discussion section highlights several practical implications of the research. First, the implementation of Agile methodologies in public administration should not be viewed solely as a technological reform but also as a comprehensive organizational transformation process. Successful Agile adoption requires changes in institutional culture, strategic planning methods, communication systems, and human resource management practices. Second, continuous professional development and training programs are necessary to strengthen employees' competencies in adaptive project management, collaborative decision-making, and digital governance technologies.

The research also identifies several challenges associated with Agile implementation in government institutions. These challenges include bureaucratic resistance, limited technological infrastructure, insufficient financial resources, and inadequate regulatory flexibility. In some cases, public organizations face difficulties in balancing administrative accountability with the flexibility required by Agile methodologies. Consequently, governments must develop supportive legal frameworks and institutional policies that encourage innovation while maintaining transparency and public responsibility.

Overall, the results confirm that Agile management can serve as an effective instrument for modernizing public administration systems. By promoting adaptability, collaboration, innovation, and citizen-centered governance, Agile methodologies contribute to the creation of more efficient and responsive state institutions capable of addressing the complex demands of contemporary society [10].



Figure 1. Organizational outcomes of Agile management implementation in public administration.

The diagram illustrates the major organizational outcomes achieved through the implementation of Agile management principles in public administration systems. The visual model demonstrates that Agile governance creates an interconnected and continuously improving administrative environment in which institutional flexibility, collaboration, transparency, innovation, and citizen engagement operate as mutually supportive components. The circular structure of the diagram symbolically represents the continuous and iterative nature of Agile processes within governmental institutions.

The first component, "Increased Organizational Flexibility," reflects the ability of public institutions to adapt rapidly to changing socio-economic conditions, technological innovations, and public demands. Agile methodologies reduce rigid bureaucratic procedures and support adaptive decision-making mechanisms. This flexibility is especially important in modern governance environments characterized by uncertainty and dynamic policy challenges.

The second component, "Improved Service Delivery and Efficiency," emphasizes the impact of Agile practices on administrative productivity and citizen-oriented public services. Through iterative planning and process optimization, governmental organizations can reduce

service delivery time, minimize administrative delays, and improve the quality of interactions with citizens. As a result, public satisfaction and institutional responsiveness increase significantly.

The third section of the diagram highlights "Enhanced Collaboration and Communication." Agile governance encourages cross-functional teamwork, transparent information exchange, and stronger coordination between governmental departments. In traditional public administration systems, hierarchical barriers often limit institutional cooperation. Agile approaches help eliminate these barriers by promoting open communication and collaborative problem-solving practices.

The fourth component, "Better Data Use and Transparency," demonstrates the importance of digital technologies and evidence-based governance in Agile public administration. Real-time monitoring systems, digital databases, and analytical tools support data-driven decision-making processes and improve accountability within public institutions. Increased transparency also strengthens public trust in governmental activities.

The fifth outcome, "Innovation and Continuous Improvement," reflects one of the central principles of Agile management. Government institutions adopting



Agile methodologies develop a culture of experimentation, learning, and ongoing improvement. Iterative evaluation mechanisms allow organizations to continuously optimize administrative processes and adapt policies according to changing societal needs. Finally, the sixth component, "Higher Public Trust and Engagement," illustrates the broader social impact of Agile governance. Citizen-centered services, participatory governance mechanisms, and transparent administrative processes contribute to strengthening relationships between the government and society. Public engagement becomes more active when citizens perceive state institutions as responsive, efficient, and accountable.

Overall, the diagram confirms that Agile management functions as a multidimensional organizational model capable of modernizing public administration systems. The interconnected outcomes presented in the figure demonstrate that Agile transformation not only improves internal administrative efficiency but also enhances democratic governance, institutional sustainability, and citizen satisfaction in the long term.

CONCLUSION.

In conclusion, the research confirms that the implementation of Agile management in public administration represents an effective and innovative approach to modernizing governmental systems under conditions of rapid digital transformation and increasing societal demands. Traditional bureaucratic management structures are often unable to respond efficiently to dynamic socio-economic changes, technological progress, and the growing expectations of citizens regarding transparency, service quality, and administrative responsiveness. In this context, Agile methodologies provide adaptive organizational mechanisms that strengthen institutional flexibility, collaborative governance, and strategic efficiency.

The study demonstrates that the phased organizational mechanism for Agile implementation enables public institutions to gradually integrate flexible management principles while minimizing institutional resistance and operational risks. The sequential stages of preparation, diagnostics, pilot implementation, integration, capacity building, and continuous monitoring create a sustainable framework for administrative transformation. Such an approach allows governmental organizations to improve decision-making processes, optimize resource allocation, and enhance coordination among departments.

Furthermore, the research findings indicate that digital technologies play a central role in supporting Agile governance models. The integration of electronic government platforms, digital communication systems,

and data-driven monitoring mechanisms significantly contributes to improving transparency, accountability, and citizen-oriented public service delivery. Agile methodologies also encourage innovation and continuous institutional learning, which are essential for maintaining long-term administrative sustainability in a rapidly changing environment.

The study additionally highlights the importance of organizational culture and leadership in ensuring successful Agile transformation. Government institutions with supportive leadership structures, innovation-oriented strategies, and continuous professional development programs demonstrate higher levels of adaptability and implementation effectiveness. Therefore, institutional reforms should focus not only on technological modernization but also on strengthening human capital and collaborative governance practices.

At the same time, several implementation challenges remain significant, including bureaucratic resistance, insufficient technological infrastructure, limited financial resources, and regulatory constraints. Addressing these barriers requires the development of supportive legal frameworks, strategic investment in digital infrastructure, and comprehensive employee training systems.

Overall, Agile management can be considered a strategic instrument for increasing the efficiency, adaptability, and sustainability of modern public administration systems. Its successful implementation contributes to the formation of transparent, innovative, and citizen-centered governance capable of effectively addressing contemporary administrative challenges and supporting long-term socio-economic development.

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