

Yaskova N.Y. New tools for developing the living environment (based on materials of Gaidar Forum – 2021)

Abstract: The pandemic has become the reason for structural reforms as well as for discussing many issues by the expert community. In this regard, the Gaidar Forum – 2021 became the very platform where experts in various fields of knowledge could meet. Specialists discussed such issues as sustainable development problems, the innovative focus of development, the introduction of IT technologies, restructuring of national economies, new business models, etc. Most of the questions, one way or another, concern the problem of the evolution of the living environment. These are the questions that were presented by the experts of the “Building together” discussion platform. Analyzing the results of the construction complex, which ensures the implementation of the national project “Housing and the Urban Environment”, made it possible to identify the nature of further measures taken by the Government of the Russian Federation in order to create a competitive living environment. Experts systematized the prospects for business models of investment and construction activities involved in the development of territories, identified new tools for enhancing investment activity, and focused the attention of the authorities on information and communication technologies used in modeling the living environment.

Keywords: expert discussion, development problems, support measures, legislative initiative, living environmen

Emelin I.A. Digital currencies and digital transformation strategy

Abstract: The paper examines the events of the Gaidar Forum – 2021 dedicated to the features of digital transformation. By analyzing the speakers’ presentations, the author notes the need to minimize the negative consequences of the coronavirus pandemic for the world economy, to unleash the creative potential and sustainable development of countries. At the same time, the question of creating an image of the future, a semantic paradigm, a strategy for the development of an integral system remains relevant. This requires strengthening business partnerships, well-coordinated interaction of government agencies (departmental and interdepartmental), and improvement of the digital economy during its transformation. The digitalization of economy enhances economic growth, creates opportunities for structural transformations, and necessary conditions for the “post-covid” development of the healthcare system. Digitalization should bring about a proactive, standardized online public service delivery. Digital transformation brings many significant structural changes affecting many areas of our lives. Since

digitalization is a long-term and complicated process, particular attention should be paid to maintaining the stability of the labor market, the efficiency of the education system, and the security of big data. Digital transformation should improve the quality of public services, the overall number of digital service users, and the growth of citizens' well-being.

Keywords: Gaidar Forum, digital transformation of economy, digital currencies, digital economy, cryptocurrencies

Dobrolyubova E.I. Assessing the quality of public administration in Russia and other large economies of the world

Abstract: The article presents a comparative analysis of governance quality in Russia and other countries in the top ten leaders in terms of GDP level (based on purchasing power parity). Based on the synthesis of international approaches, the author suggests three critical dimensions to measuring governance quality: justified and impartial state interference, effectiveness, and efficiency. The analysis is based on the data of international organizations. The article suggests that, among other countries, Russia is not leading in any of governance quality indicators. Noteworthy, while Russia's positions are comparable with those of other large countries in human development index, adjusted net savings, and the ease of doing business, the country is lagging behind most of the top ten world economies both in terms of citizen satisfaction with education and primary health services and in terms of the level of citizen protection from government-controlled risks. In the area of corruption, the gap is even more significant. Overall, the results of the comparative analysis suggest the need to undertake a system of measures aiming at improving justice, effectiveness, and efficiency of public administration in Russia based on developing and implementing a comprehensive governance quality enhancement strategy. This would allow transforming public administration into a factor supporting rather than constraining social and economic development and improving quality of life in Russia.

Keywords: quality of public administration, validity, indicator, effectiveness, efficiency

Demidov A.Yu., Lukashov A.I. Selected approaches to digital transformation of public administration

Abstract: The article describes the features of digital transformation for public administration and civil service. Public administration should become the basis of changed public relations; ensure the solution of the most significant issues affecting citizens through the use of data in a single information (digital) space. Coordinated work and ensuring horizontal and vertical cooperation between public authorities and local self-governments are an integral part of this process. Digital transformation is understood

as the process of creating a single national digital space. The provision of public services and the execution of powers take place through the interaction of digital twins of government bodies and government civil servants. At the same time, other business entities, non-profit organizations, residents of the country, and their associations will be able to connect to this information space. The implementation of this concept will contribute to improving the efficiency and quality of public administration.

Keywords: public administration, state civil service, digital transformation, digital twins, single digital space for public administration

Lovetsky G.I., Samylov P.V., Timofeeva K.V. Digital unit of society and public administration

Annotation: Digital transformation of society and Russian economy has become a significant task for governing authorities and dictates the need for further changes at the level of the final consumer of these transformations – a person included in the system of network relationships, where family is the primary unit. Although family personifies traditional parental relations, it has its own dynamic processes taking place within it; they are associated with age, gender, status, and other differences that are intensified during the digitalization of society. Using the example of a model family, with its traditions and values, consisting of retirees (grandparents), parents (adults), and children from pre-school age to adolescents starting an independent life, the author proposes to consider changes that the state policy in the field of digital economy and digital society will bring in the life of such model unit of society. The modern family is an interested and active subject of the digital space. Taking into account the above, the authors are sure that it is necessary to conduct more active state policy in this direction. The lack of research on this topic also emphasizes the relevance of this article.

Keywords: digitalization of economy and society, traditional values of the people, family, public administration, social networks, digital needs of citizens

Pankratov I.Yu., Givargizova L.S. Digitalization features of integration associations (on the example of the EU and the EAEU)

Abstract: The article provides and analyzes the theoretical foundations and practices of digitalization of integration associations on the example of the European Union and the Eurasian Economic Union. Studying the program documents on digitalization (digital agendas), the authors identified the features and risks of the digital transformation of various integration associations. The article describes the digitalization of integration associations as a concept and logic of interaction between citizens, business entities, industry structures, government bodies of countries participating in an integration association in a common information space. These ideas are expressed in the form of explicit algorithms, specifications, and standards unified for each participating country

and implemented in the form of integrated information systems of B2B, B2G, G2G formats with a single coordination and monitoring center.

Keywords: digitalization, digital government, European Union, Eurasian Economic Union, digital space of integration associations

Engels D. “Preamble” to a Constitution for New Confederation of European nations: text and context

Abstract: The idea of protecting the European essence from collapse due to modern challenges (migration, terrorism, tensions between the EU and Asia, threats from the Middle East, discord in relations with Russia) is not new and has been discussed many times by many researchers. The author offers his solution for these and many other challenges. His vision of united Europe is offered in the preamble to the Constitution of a new confederation of European nations. This text is not an official position for political action or propaganda. This message is necessary to broaden the horizons for those Europeans who are accustomed to living for the sake of modern realities, without looking back at the great past of Europe. The author sees the solution to the impending challenges of our time in the history of European states, their economic and social development. The author proposes to Europe – if it wants to survive in the 21st century as a civilization, it needs to return to historical values and traditions that shaped it since the Middle Ages, and moreover, sharply reduce Brussels’ tendency towards centralism. Wherein a close partnership should be maintained between European countries in key policy areas. The proposed preamble appears to be a unifying political program that can act as gathering point for politicians and citizens with different views.

Keywords: Constitution, unity, protection, history, modern challenges

Chekulaev S.S. Some problems of applying conciliation procedures in the resolution of corporate disputes complicated by a foreign element

Abstract: The article describes the perspectives for using mediation to resolve corporate disputes complicated by a foreign element, when it is necessary to resolve possible conflicts by reaching consensus between the parties. When using conciliation procedures, one should consider different states of the relevant national legislation and regional international agreements, and also take into account not only the interests and interpretation of the problem situation from the position of the participant – the party to the dispute, but also the legislative regulation based on the current legal framework. One problematic issue in this area is the existence of several legal approaches. Cooperation is often complicated by the likelihood of a negative outcome. Conflicts of interest can lead to unwanted consequences. One of the most effective ways for settling conflicts is the use of conciliation procedures: negotiations, mediation, mediation and judicial conciliation, as well as other procedures that do not contradict the current legislation. In general,

mediation is seen as a flexible process that supports the autonomy of the parties, legal and nonlegal approaches to problem solving and creative individual solutions. In addition, the issue of choosing conciliation procedure for resolving a dispute can be resolved by participants in corporate relations even before the conflict arises by fixing a mediation clause in the local documents of the organization.

Keywords: conciliation procedures, conflict, parties, negotiations, conversation, mediation, dispute, corporate relations

Savelyeva M.V. Talent management

Abstract: Developing the talents of the organization's employees is becoming an increasingly important component for the formation of the organization's competitive advantages since it is aimed at attracting and retaining high-quality specialists. The concept of talent can be described as a multifaceted phenomenon, including person's abilities acquired from birth, skills obtained throughout life, and involvement in a favorite type of occupation. The article describes the main ways to identify employees' talents, such as: "Tricky questions", "Matrix for determining talent", and analysis of employee's personal life. The author recommends paying special attention to the context and examples of difficult situations from the employee's work activities, the made-up decisions in these conditions, as well as to analyze the most successfully mastered areas. The author also identifies key positions regarding the motivation of talent development and emphasizes that the main driving force in creative activity is not monetary remuneration or evaluation of human efforts but opportunities for employees to show an aptitude to research, learn and develop. As a result of analyzing the experience of talent management in the public service of the city of Singapore, the article highlights such methods of working with talented employees as allocating working time for training, staff rotation, participation in interstructural project teams, and mentoring. Also, the author considers the trend of introduction and use of artificial intelligence in the organization's activities and its impact on the work of talented employees. It allows automating routine work and creating conditions for shifting the focus of employees to work creatively.

Keywords: talent management, competitive advantages of the organization, artificial intelligence, staff motivation

Letunovsky V.V. The Future: synthesis of analysis

Abstract: The article was prepared based on the materials of the meetings of the Sretensky club. The author uses the spherical approach as a theoretical and methodological basis for the article. The author offers his views on the prospects for human development, the evolution of the economy, and social relations. It is noted that at present, in the digital era, the development of society represents the transition of

humanity to a qualitatively new formation, which, in turn, requires an active transformation of the goal-setting, taking into account the majority of opinions. The possibilities of digitalization confront humanity with a moral choice: the emergence of a “digital concentration camp” or digital social justice and the harmonious development of social relations when the idea of a fair society in its many forms will become decisive. The author believes that the goals for the development of all humanity should be of higher priority to any regional, state, group, or personal ambitions. It is required to ensure the social well-being and prosperity of all people, regardless of their race, nationality, confession, gender, age, and social status; also, the formation of a planetary civilization should take place when everyone is valuable and in demand for the creation of a long and happy life in harmony with nature and the universe. According to the author, a major anthropological transition should cause cardinal changes in all spheres of life, and the measure of these changes will be a person and his wellness. The economy should become “smart”, and the necessary governance will emerge over time; health care will be able to guarantee people decent health protection and strengthening of immunity; humanitarian and moral education will serve to foster dedication and responsibility, and science will become a powerful way of creative self-expression; the cultural preferences of people will also change. The author notes the special place for Russian people in the formation of a new stage for all humanity: the wisdom of Russian people historically and genetically embodies individual passionarity and patriotism not contradicting with the all-human principle.

Keywords: future, humanity, world order, planetarism, communications, culture, education, human development, fair society

Soloviev K.A. Count Minich on “emptiness” in Russian state administration in the XVIII century

Abstract: The article examines the views of Count B.Ch. Minich on the nature and mechanism of state government. The article examines the thoughts of this statesman about the goals and nature of governance, correlates his theoretical views with management practice, analyzes proposals to change the system of public administration and civil service. The author uses historical and textual analysis (semantic, terminological, and discursive) in combination with the method of historical and situational analysis. Particular attention is paid to the concept of “emptiness” in public administration, which is fundamental for the theoretical studies of Count Minich. As a result of the analysis, it is concluded that “emptiness” means the absence of a system for making government decisions and their implementation. According to Minich, the main consequence of this problem was the strengthening of the influence of the Empress’s favorites, and as for the country, there was nothing good in this at all. To remedy the situation, Minich suggested implementing “rational bureaucracy”, which was

expressed in his proposals to institutionalize the governance system, introduce stable procedures, rely on laws, and not use personal relationships to conduct the country's affairs. Minich adhered to functional, rational, and bureaucratic (procedural) principles of governing. He believed that the imperfection of the monarchical way of government ("emptiness" in governance) could be corrected through the above-mentioned transformations and relying on those persons who have such qualities as honesty, diligence, etc.

Keywords: civil service, history of public administration, history of governance thought, XVIII century, Minich, Anna Ioannovna, Elizaveta Petrovna, Catherine II

Abil Ye.K., Kosherbayeva A.B., Abisheva M.A., Aldiyarova A.E., Burlakov L.N., Yessengeldina A.S., Zharov Ye.K., Kadyrova M.B., Karamalayeva Z.T., Marmontova T.V., Medeuov Zh.K. Evolution of public administration in the post-Soviet countries. The Republic of Kazakhstan

Abstract: The article examines and analyzes the process of the formation and development of the public administration system in the Republic of Kazakhstan. Attention is paid to the period after Kazakhstan declared its independence and the Republic's secession from the USSR in 1991. The article provides a detailed analysis of the three stages of administrative reform aimed at the formation of a modern system of public administration in Kazakhstan; the work also contains a detailed description of the regulatory documents adopted at each stage. The system of training and education of civil servants in the Republic of Kazakhstan is described in detail; the main element is universities, which are the foundation in the system of training civil servants. The system of civil service and civil service personnel training is shown in the context of the socio-economic and political transformations of the Republic, its fundamental legislative acts and regulations, decisions of the country's authorities, strategies, and state programs. The authors emphasize the close interconnection between the civil service and civil service personnel training system with the state policy of the Republic of Kazakhstan as an integral and most important part of the state. At the beginning of the article, there is a comparative analysis of the socio-economic development of Kazakhstan, based on information from the official international indices of economic and social development.

Keywords: Kazakhstan, Republic of Kazakhstan, public administration, civil service, human development index, electronic government

Abstract: In 2020, the concept, status, and list of legally protected values were legislatively enshrined (the values that are directly significant for all people: the life and health of people, their property in all its manifestations, personal data, animals and plants, the environment, etc.). State bodies were tasked to minimize the risk of harm to these values; therefore, state (municipal) control and supervision measures should be aimed directly at protecting these values from state-controlled risks. Undoubtedly, Russian citizens are interested both in maintaining the already existing level of protection of values that are significant to them as well as in improving this protection. Sociological surveys conducted by the Russian Presidential Academy of National Economy and Public Administration among citizens and business representatives show that the protection of values also depends on the activities of state control and supervisory bodies. In the article, the author gives the dynamics of citizens' assessment of the protection of these values and considers what exactly affects their security. Also, the article assesses the role of the control and supervisory activities of the state within the framework of ensuring the security of these values, shows the prospects for enhancing security, and proposes a program for increasing protection. The author believes that if we continue to conduct these surveys, then we will be able to assess the effectiveness of the current reform of control and supervisory activities from the citizens' point of view, including the "regulatory guillotine" and its impact on the protection of the values protected by law that are significant for citizens.

Keywords: legally protected values, security, state control, regulatory and supervisory activities, efficiency, mandatory requirements

Degtyarev M.V. Experimental legislation: some conceptual approaches to explanation

Abstract: In connection with the adoption of the Federal Law of July 31, 2020 No. 258-FZ "On Experimental Legal Regimes in the Field of Digital Innovations in the Russian Federation" and of the Federal Law of July 31, 2020 No. 247-FZ "On Mandatory Requirements in the Russian Federation" (Article 13 "Experimental legal regime") the topic of experimental legislation was updated. The article is devoted to the application of the experimental approach in legal regulation. The author reveals the essence of the concept of experimental legislation, explains the goals and objectives of using the appropriate technologies. The author notes that although in a broad sense it can be said that the adoption of any new law is in itself an experiment, there are still significant differences within the experimental law. The author sets out the essential features of a legislative experiment. The article examines the reasons for the need and prerequisites for the rationality of the use of experimental legislation. The author shows the nature of legislative experimentation and the merits of this toolkit. The author shows the areas of relevant application of the method of experimental legislation. The species diversity of methods of experimental regulatory regulation is indicated. The article compares the

method of practical experimental legislation and the method of thought experiment in norm-writing and law-making activities. The article compares the method of practical experimental legislation and the method of digital duplicate-models of legislative acts. The author substantiates the existence of limits of applicability of the method of experimental legislation and demonstrates selected technologies of experimental legislation. In conclusion, the author turns to the complex and controversial problems of using the method of experimental legislation.

Keywords: legislative activity, regulatory technologies, experimental legal regime, experimental legislation, theory of law, administrative law

Troshina N.V. Features of Prosecutor's supervision over observing the citizens' labor rights in the context of the spread of new coronavirus infection (COVID-19)

Abstract: The author analyzes the problematic aspects of the prosecutor's supervision over the observance of the labor rights of citizens involved in remote work and the temporary transfer of employees to remote work at the initiative of the employer in exceptional cases. During the spread of coronavirus infection (COVID-19), the legal regulation of teleworking is one of the most important aspects requiring special attention. In practice, remote work is connected with such difficulties as the discipline of workers. In the article, the author gives considerations regarding the workplace of a remote worker, highlights the rules for bringing an employee to disciplinary responsibility, and shows the means of regulating the labor discipline for teleworking employees. The author emphasizes that it is through the efforts of the employer that it is possible to increase the discipline of employees in remote work. The article describes the position of the Supreme Court of the Russian Federation regarding civil claims for reinstatement at work during the period of working remotely. Also, the author analyzes the state of legality in the field of labor relations. The article provides the author's point of view concerning the application of labor legislation and the implementation of prosecutorial supervision in this field.

Keywords: prosecutor, remote work, prosecutor's supervision, employee, supervisory measures, employer, employment contract, local regulatory act, strengthening of law and order

Trukhanovich D.S. Adaptation of civil service personnel: organizational and legal analysis

Abstract: In this article, the author carries out the organizational and legal analysis of the adaptation of personnel in the state civil service. The results of the study suggest that the existing legislation does not contain provisions directly regulating the process of adaptation for civil servants. The article presents a comparative analysis of the personnel adaptations and probation period, identifies the main differences of these technologies.

The organizational analysis of civil service personnel adaptation is carried out on the experience of using this personnel technology in the Ministry of Culture of Zabaikalsky Krai, the Ministry of Labor and Social Development of Omsk region, Executive authorities of Penza and Yaroslavl regions, Khabarovsk Krai and St. Petersburg, in the Ministry of Industry and Trade of the Russian Federation, and in the Pension Fund of the Russian Federation. The analysis of adaptation practices implemented in the different bodies of public authorities of the Russian Federation allows to conclude that, currently, there is no single approach to civil service personnel adaptation. There are often formal practices that fail to achieve their goals. Government bodies today increasingly pay attention to the need to regulate the adaptation process of employees, however, they implement their programs with varying degrees of success. Not all government bodies effectively use the adaptation mechanisms for civil servants, which means that measures must be taken to correct the situation. The author sees the solution of the problems in changing the legal and organizational basis for the personnel adaptation in the civil service.

Keywords: adaptation of personnel, development of personnel, civil servants, young professionals, socialization of young professionals, mentoring, organizational and legal changes

Alekhina O.E., Gaponenko A.L., Ushakova T.V. Effective method for team interactions
Abstract: The article discusses the method for team interactions aimed at improving the efficiency of communication and developing a common balanced position. The basis of the method is employee interactions which reveals the potential of all team members through specific mental practices. The team result of this method exceeds the result that can be achieved through consensus-building techniques. Among the possible areas where this method can be applied are teams in commercial organizations and the public service. Teams, using creative functions in their work, engaged in the development of projects related to the development and promotion of a new product or the development of a new business model, the formation of a comprehensive development plan for the region, face different opinions, sometimes even conflicting points of view and ideas. As a result, when discussing a project, these points of view often clash. How can we organize interactions in such a way as to quickly come to the most effective solution to the problem, with the full consent of each team member? In this article, the authors tried to answer this question and proposed a method for forming effective interaction between team members in solving creative problems.

Keywords: group potential, teamwork, interaction, development of business models, effectiveness of team interactions

Osokin N.A., Popov N.A. Improving state policy in the field of safety and road maintenance in the constituent entities of the Russian Federation

Abstract: The level of transport infrastructure development directly affects the rate of economic growth. In 2018, in Russia, 67.1 % of the total volume of transported goods were delivered by road transport. However, we cannot talk about the full realization of the road transportation system since 57.6 % of public roads do not meet regulatory requirements. The available statistics indicate that, first of all, attention should be paid to the condition of the roads. The article analyzes the system for road maintenance in the constituent entities of the Russian Federation, considers the main regulatory documents governing the activities of road work suppliers and executive authorities in the field of road maintenance. The article examines and analyzes the advanced foreign experience in the field of technologies for servicing roads in the winter. As the result of analysis, the authors propose introducing performance-based contracts into the field of the road sector. The creation of an economically feasible form of performance-based contracts can lead to a decrease in the cost of road maintenance by 10-40 %.

Keywords: road maintenance, performance-based contracts, state policy, anti-icing materials

Andreechev I.S. Anti-corruption training of public officials: practice-oriented view of the problem

Abstract: The article describes the features of the formation of an anti-corruption system aimed at training public officials. This system takes into account the international obligations of Russia, as well as the needs of the authorities in the professional training of officials, the creation of an efficient apparatus, and increased efficiency in the fight against corruption. The author presents an approach to developing the training for anti-corruption officials, engaged in countering corruption and other offenses, as well as other employees or persons filling state (municipal) posts through the use of interactive technologies. Special attention is paid to the use of interactive teaching methods, such as brainstorming, case work, group work, analysis and working with documents, modeling, demonstration, guided discussion, debate, creative assignments, business games, expert meeting, Socrates method, use of video recordings and visual guidances. Government bodies, working to prevent corruption and other offenses, together with educational organizations are actively developing curricula and training materials for anti-corruption classes. All materials of the article can be used for organizing anti-corruption education for civil servants and public officials.

Keywords: countering corruption, training for public officials, anti-corruption behavior, anti-corruption thinking, interactive training

Gorb V.G. Professional and educational goals of training civil servants

Abstract: The article presents a system-activity approach to implementing the new federal state educational standard of higher education in the training direction 03.38.04 “State and Municipal Administration”. The article substantiates the methodology for designing a model of activities for public servants as the basis for determining professional goals of the educational process at a university. The author defines and differentiates the types of their activities according to the functional characteristics of various categories of civil servants. Professional goals are achieved through the development of professional competence of students, which implies the setting of the following educational goals: developing the student’s leadership potential; developing the citizenship as the ability to realize the rights and responsibilities of a citizen of the country; forming and developing meta subject skills, which are the signs of a civil servant’s professional qualities; mastering management technologies in a certain area of activity. The work presents the experience of approbation of the system-activity approach in the process of teaching. A special role is assigned by the author of information and communication activities of civil servants in the process of exercising their powers.

Keywords: federal state educational standard of higher education, model of professional activity of a civil servant, educational process, professional training of civil servants, development of meta subject skills, system-activity approach

Pilshchikov A.K. Strengthening local communities through development of local self-government institutions

Abstract: Solving problems at the local level requires the unified activity of both the municipal authorities and representatives of civil society. In this regard, the author attempts to comprehend the concepts of ‘local self-government’ and ‘local community’ in the context of the formation of a cooperative environment in the relationship between them, and also gives his own definition of the term based on existing approaches and views. The essence of this understanding of the local community is to emphasize the uniqueness of the role of local governments and public organizations, as well as individual citizens. The author focuses on the participation of non-profit organizations in this process, which is illustrated by the example of the all-Russian Council of local self-government and projects implemented by this organization, as well as by considering the work of the Association for the promotion of twinning relations of Cologne and Volgograd. The paper concludes that the role of the non-profit sector in the development of local communities needs to be strengthened in Russia. At the same time, it is necessary to change approaches to the definition of the term ‘local community’ in such a way that it reflects the desire to form associations that meet the criteria for involvement in the process of solving local problems that arise for public organizations and local residents (of different focus and different significance for the municipal territory). It is important that local communities have their own opportunities for self-identification against the

background of existing associations and have a fruitful influence on the communication process between different communities and allow the exchange of experience in various fields.

Keywords: local government, local community, non-profit organizations, public organizations, cooperation, efficiency of the municipal authorities activity, civil society

Khisamova Z.I., Komova E.Yu. Manipulating the digital asset market: challenges in establishing a criminal legal defense regime

Abstract: The growth of the digital asset ecosystem has led to the emergence of hundreds of crypto exchanges that facilitate the trade of digital assets. This phenomenon did not remain without the attention of malefactors. Today, we can talk about an independent type of “cryptocurrency exchange crime”. The article analyzes the key criminal trends and formulates the main recommendations for the prevention of criminal encroachments in the cryptocurrency market. At the moment, one of the most common manipulative schemes is “pump and dump”, which became notorious at the turn of the 90s and 2000s. To date, no jurisdiction has created an effective protection regime against such fraud. The authors highlight the main reasons for the low efficiency of the measures taken: the presence of digital assets on the Internet led to the online nature of all stages of manipulations coordinated by anonymous groups in social networks; wide availability and lack of restrictions on the placement of tokens predetermined their regular and widespread placement (as opposed to an IPO); selfish interest of crypto-exchange sites that receive a commission from a transaction. It is emphasized that regulators’ search for a balance between innovation and investor protection is driving the reluctance of many jurisdictions to introduce proper criminal law protection regimes.

Keywords: criminal schemes, digital assets, “pump and dump”, regulation

Latour X. Independence – an element of legitimacy for a French administrative judge

Abstract: The article describes issues related to the independence of administrative judges in France. The merits of French administrative judges are constantly being discussed. Since the establishment of the Council of State, administrative jurisdiction has not only received the respect it deserves but has also been subject to criticism for its legitimacy. Consideration of the position of a French administrative judge refers to the jurisdictional dualism that is characteristic of France. The Administrative Court regularly makes strong arguments in its favor; it has the legally enshrined right to exist and objective grounds for this. It serves the idea of justice and equality, carries out tasks that no one else can fulfill through addressing three different audiences: the administration and the outside political power, of which it is a branch, the applicant, and the court of general jurisdiction. At the same time, it is necessary to pay attention to the problems of a European judge who can change the legal identity of a state. Some foreign judges dare to

question the legitimacy of European case law and thus defend their own legitimacy, but in France, this approach is unlikely to be observed. The author believes that administrative judges should accept the classic challenge of a relationship with the national authorities and rethink its legitimacy concerning the supranational judiciary.

Keywords: administrative judge, court of general jurisdiction, national law, European law, supranational judicial power

Kvashin A.D. Financial support for universities in the top of Project 5–100 and its impact on the quality of education

Abstract: Analysis of the main trends in the development of the market for higher education services, affecting the transformation of university financing models, shows that improving the quality of educational services in Russian universities directly depends on an increase in the share of revenues received from research and development, as well as the ability of universities to present the results of their research and development in the form of a complete product from a marketing point of view and build a competent strategy for promoting innovations in the market. In the context of creating a long-term strategy for increasing the competitive advantages of leading universities, the author pays special attention to Project 5–100 of the Ministry of Education and Science of the Russian Federation, the purpose of which is to maximize the competitive position of a group of leading Russian universities in the global market of educational services and research programs. It is noted that university funding comes from various sources, while budgetary revenues dominate the structure of income, and the reduction in budgetary provision significantly affects the financial condition of Russian universities. The author comes to the conclusion that the forms and mechanisms of financial management of universities and research organizations are not strictly regulated, they independently choose the sources of funding.

Keywords: education, universities, Project 5–100, financing, financing of higher education, source of finance, budget

Pankratova M.I. Russian film education: problems and prospects

Abstract: The subject of the study is education in the field of culture and art, its purpose is to assess public policy in the field of art education. The article analyzes the reasons for the appearance in the film industry of specialists with a low level of training. The study was based on the regulatory legal acts of the Ministry of Education and Science of Russia, data from Federal State Statistics Service, portals of the Ministry of Education and Science of Russia: ‘Monitoring the employment of graduates’ and ‘How to enter the UNIVERSITY correctly’. During the study, a hypothesis was formulated on the trend of an increase in the training of specialists in creative specialties in non-core educational organizations. The hypothesis was tested on the basis of a regressive analysis of the

distribution of admission quotas to higher education organizations, regardless of their departmental affiliation, and the construction of a linear regression. The article applies methods based on the establishment of an internal relationship of phenomena, their mathematical description. According to the analysis, the assessment of the quality of education in the field of culture and art should be determined not only by conducting online exams and testing graduates, and by questioning employers about the quality of their professional training. The author suggests measures aimed at changing the existing methodology for distributing admission quotas for creative specialties to educational organizations of higher education of the Ministry of Culture of Russia and other universities for which creative specialties are not specialized, and tightening requirements for material, technical and personnel support of a full-fledged educational process.

Keywords: cinematography, film education, admission quotas, film cluster

Alakbarov U.K., Mammadov N.M., Gabibova Z.Z., Rahimli R.Z. Evolution of public administration in the post-Soviet countries. The Republic of Azerbaijan

Abstract: In the article, the formation and development of public administration in the Azerbaijan Republic is considered, firstly, in the context of the country's history and culture, its natural, geographical, social, economic features; secondly, through the prism of the principles of sustainable development and the emerging trend in the formation of e-government. It is shown that over the years since independence, the Republic has managed to resolve a number of internal and external political problems, to overcome the consequences of a severe systemic crisis of the 1990s. Invariably the focus of attention of state bodies over the years has been economic issues, the problems of its diversification and the social and humanitarian sphere, its state, prerequisites and conditions for development. A comparative analysis based on official reports of international organizations shows that a number of important economic and social indicators of Azerbaijan are now at the same level as those of the G7 countries. The achieved level of economic development and implemented successful social policy became possible due to the formation of an adequate system of state and municipal government in the Republic. The article reveals the connection between the formation of an effective public administration system and the spiritual, moral, and cultural condition of society. The support by citizens of public administration structures on the basis of trust creates a positive situation of synergy of management and social self-organization. It is emphasized that maintaining a sustainable development of society, its inclusive nature is possible with an advanced personnel policy in the field of public administration and the use of innovative technologies.

Keywords: Azerbaijan, Azerbaijan Republic, public administration, trust in public service, sustainable development, indicators of sustainable development, standard of living, quality of life, inclusive society, e-government

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Gurinovich A.G. On the criteria for defining the concept and the state of legal regulation for the civil service of other types in the Russian Federation

Abstract: This article analyzes the relevant legislation, identifies the basic criteria for defining the concept of the civil service of other types in the Russian Federation, and describes the current state of its legal regulation. The service of other types is carried out in the federal-state bodies and organizations subordinate to them; such organizations perform special functions to ensure security, law and order, combat crime and protect citizens' rights and freedoms. The author identifies the reasons for the abolition of such a concept as "law enforcement service" in the civil service systems and considers the process of its transformation into a new segment within this system. Based on the conducted comparative analysis of legislative and subordinate legal acts containing relevant regulatory provisions, the analysis shows that today the civil service of other types is carried out in state bodies defined as law enforcement agencies. To reflect the current state of legal regulation for the civil service of other types, the author notes an increase in the corresponding legislative framework in recent years. The issues of legal regulation of work in the field of civil service of other types are worked out in special laws regarding employees of customs authorities, internal affairs bodies, the federal fire service, the criminal justice system, and enforcement bodies. In addition, the article outlines the key priorities for further improvement of legal regulation.

Keywords: state civil service, civil service of other types, legal regulation, federal legislation, state bodies, law enforcement agencies, employees

Anikin V.N. Categories and criteria for differentiation in the legal regulation of the status and social protection of civil servants

Abstract: The article examines several categories to determine the objective criteria of differentiation in the legal regulation of civil servants' status and social protection. Looking into the category of justice, the author concludes that it is necessary to take into account the criteria for the conformity of the level, nature, and scope of powers and responsibilities for each position in the civil service, the adequacy of the corresponding prohibitions and restrictions during the period of service to the nature and scope of the powers of an official, the equivalence of similar positions when considering the content and nature of the service. While considering the category of balance between private and public interests, the author speaks of the need to take into account the criterion of the

consistency of private and public interests when determining the performance indicators of civil servants, with respect to the functions they perform; in addition, the author defines a set of criteria for further research of this category. Speaking on the category of authority, the author proposes to create a hierarchical system of positions in the civil service, which links the level of social protection of civil servants for exercising their powers with prohibitions and restrictions imposed on them by anti-corruption legislation. Keywords: justice, balance of interests, authority, status, social protection, civil servants, legal regulation, differentiation

Bogatyrev E.D. Coaching as management style and technology for professional development of civil service personnel

Abstract: The article discusses the methodology of coaching as management style and technology for professional development of civil service personnel in executive bodies. The author mentions the problem of developing the employee's potential, self-realization in the process of training as well as improving personal and professional efficiency. In this study, special attention is paid to improving the effectiveness of human potential. Currently, personnel management and its professional development should be considered as an inseparable process, since it has largely exhausted its resources and does not give the necessary effect. Traditional training does not ensure that personnel receive appropriate competencies that are in demand at the increasing pace of economic development and other spheres of modern life. Today, personnel management is still carried out through the distribution of powers and responsibilities, setting tasks and passing instructions, stimulating and motivating, encouraging and punishing, but at the head of this process should be a concern for creating conditions and atmosphere for realizing person's natural ability to learn and think independently, that is, a strategy for managing professional development.

Keywords: civil service, personnel, coaching, management style, professional development technologies

Goncharova E.A., Rukin K.N. Using the assessment center methodology while evaluating the civil servants of the Lipetsk region

Abstract: Building an integrated system for personnel selection, training and development is one of the most important tasks of the civil service. HR agencies are interested in finding specialists with a "portfolio of competencies", showing flexibility and quickly adapting to any activity. To find the right candidate, you need to choose the right strategy for selecting specialists. More and more companies use the assessment center methodology despite a large number of other evaluation methods. The assessment center allows you to conduct tests in situations close to reality and comprehensively evaluate the knowledge, skills, personal, professional, and psychological characteristics

necessary for working in a particular position for a particular candidate or an employee. The article presents the methodology of the assessment center when evaluating state civil servants of the administration of the Lipetsk region. The work describes methods for creating a competency model, formulates recommendations on the use of technologies of the center for evaluating civil servants, and draws conclusions based on the final results. The article presents data on the validity of the assessment center in comparison with other tools for evaluating personnel, shows the advantages and disadvantages of this method. The methodology of assessment centers can be recommended to the authorities for evaluating personnel in the civil service.

Keywords: public administration, civil servants, assessment center, personnel evaluation, methods of performance evaluation, competencies, training and development

Dambueva V.Yu. Methodology for analyzing PR activities of public authorities

Abstract: The article analyses various approaches to assessing the PR activities of commercial organizations and public authorities. The author concludes that there is no comprehensive methodology for analyzing and evaluating the effectiveness of PR activities. This indicates the relevance and the need to develop a special methodology to identify relevant and potential sources for the formation and development of a complex image and reputation characteristics of public authorities with which citizens of the Russian Federation could operate. The basis of the proposed theory is the materials of works on communication by G. Lasswell (model of mass communication, pentad). The method is a system of evaluation parameters, performance indicators, and analytical tools for each structural component of such activities, as well as an algorithm for their analysis and evaluation. When developing this methodology, we try to take into account the maximum number of criteria and performance indicators, but in practice, it is not always possible. To increase the effectiveness of the methodology, the author conducts the structuring of the pentad, which allows to distinguish the main processes of PR activity of a public authority. The assessment of each component of the pentad is a separate study in which we can identify the relevant PR activity processes that require adjustment.

Keywords: public authorities, the effectiveness of PR activities, conducting a PR campaign, estimated parameters and an algorithm for analyzing PR activities, analytical tools for PR activities, quantitative and qualitative indicators

Cannas F. The fictions of corporate taxation and three ideas to make it fit for the challenges of the digital era

Abstract: During the International Conference organized by the Institute of Public Administration and Civil Service of the Russian Presidential Academy of National Economy and Public Administration, the author presented a research project he was carrying out and presenting at several international institutions (among others, the

University of Leiden, in the Netherlands, and the Lomonosov State University, also in the Russian Federation). The work is still in progress and is expected to be completed not earlier than 2022, in the form of one or more publishable articles. The presented article is brief report on the presentation held. Firstly, the author discusses the reasons why the solution to the taxation problems does not lie so much in redesigning the allocation rules and adopting new anti-avoidance measures in corporate income taxes. In a second part, the author argues that solutions may arise from reforming existing indirect taxes, based on the production, sale, use or ownership of goods and services and explores the possibilities to solve the current corporate taxation problems.

Keywords: corporate taxation, challenges, digital age

García E.M.. The new player in international taxation: the automatic exchange of financial information

Abstract: The article highlights the progress of international taxation in the fight against the concealment of income in offshore jurisdictions and exposes the lights and shadows of the current legal framework for the exchange of information on bank accounts. The author examines the major problems of international taxation and how corporations avoid paying taxes in their jurisdictions and how it affects the financial sphere. The article studies bank secrecy with its harmful aspects and develops the solution to resolve the current issues. As a conclusion, the author focuses on cooperation between tax administrations and the positive outcomes from transparency and information exchange measures on the international taxation.

Keywords: taxation, offshore jurisdictions, bank accounts

Travin G.D. Legal issues of the protection system for the unqualified investors in the securities market of the Russian Federation

Abstract: The article considers the dynamics for forming the retail investment segment in the Russian Federation, the regulatory acts in force to regulate it, and the measures taken by the state to provide additional legal protection for individuals on the securities market. There is an acute issue of the low level of financial literacy of Russian citizens. As a result of the analysis of the current system for protecting the rights and legitimate interests of unqualified investors, the author identified existing problems and proposed possible ways to solve them. It is noted that a distinctive feature of the stock market is the extremely high level of risk of financial losses. Due to the fact that only professionals are allowed to trade, regular citizens are forced to use the broker services. The brokerage agreement, despite its significance, is the most undeveloped area of legal regulation of investors' activities in the securities market. The rights and guarantees of the legitimate interests of unqualified investors in the provision of brokerage services are also not clearly established. According to the author, a possible solution would be the introduction

of a special regulation of the brokerage contract at the legislative level and the consolidation of minimum guarantees of compliance with the interests of clients.

Keywords: legal regulation, securities market, categorization of investors, unqualified investor, brokerage, brokerage agreement

Artemova Yu.Yu. Characteristics of the audit services market in the Russian Federation

Abstract: The article examines the state of the audit services market in Russia over the past three years. The author highlights the most important and relevant problems, such as dumping, the unattractive nature of the profession itself, the insufficient level of quality of service provision, and a decrease in income. The work reflects the factors that have the greatest impact on the activities of audit organizations, examines the possibilities for solving existing problems, and proposes measures to improve regulation in this area. In Russia, the market for audit services tends to enlarge its participants. Small companies face a choice when they must either join big enterprises or leave the market. The number of audit organizations and certified auditors is constantly declining. Since organizations limit their audit costs, audit companies reduce the cost of services they provide to retain their clients or acquire new ones. Currently, such price dumping is becoming large-scale. Another problem is the decline in the prestige of the profession. The lack of prospects in this area directly affects the decrease in the number of qualified specialists in the audit services market. Low demand for services has the greatest impact on audit organizations and individual auditors.

Keywords: audit services market, audit organizations, quality of service provision, price dumping, financial analysis of the enterprise

Mamedov N.M., Shishova Zh.A. Corruption and human nature: an ecosystem analysis experience

Abstract: The global problem of corruption needs an integrative understanding from psychology, sociology, jurisprudence, and cultural approaches. Corruption threatens national and global security, leads to the degradation of humanistic, moral values, and significantly reduces the level of social capital and the effectiveness of governance in a wide range of areas. The article considers the origins of corruption and its motivating factors based on ideas concerning the nature of man, the human psyche, based on an analysis of the relationship between the conscious and unconscious levels of consciousness and subconscious, instinctive impulses. The author discusses the possibility of preventing corruption in an ecosystem approach to civil service, which would allow a holistic presentation of internal and external factors that determine the essence of the civil service, the prerequisites, and conditions for its harmonization with the social environment. By understanding civil servants' behavior, internal motives, and external incentives, it is possible to define a public service ecosystem that will ensure a

symbiosis between the civil service, society, and the State. The creation of such an ecosystem can contribute to the qualitative improvement of public administration.

Keywords: public administration, state civil service, corruption, human nature, conscious and unconscious levels of the psyche, an ecosystem of public service

Baranova E.V. Scientific and practical journal as territory of meanings

Abstract: The article examines the communicative capabilities of a scientific and practical journal to describe phenomena and events, as well as explaining their semantic meaning. The author uses methods of content analysis of publications through their semantic context. Initially, the embedded interpretation of reality gives rise to a semantic dialogue between the reader and the creator of text. This form of text interactivity allows to obtain not only quantitative but also qualitative analysis results. The Belarusian scientific and practical journal “Problems of Management” was chosen as the object of analysis. As the analysis has shown, the semantic context of the published articles shows the direction for social development aimed at increasing the activity of the population and its responsibility for the quality of life. The author systematizes the semantic accents found in the interpretations. They are considered as a unity of three aspects. Socialization of economic transformation is understood as the creativity and entrepreneurial spirit among producers. Social policy modifications are considered to stimulate human capital and direct everyone towards personal effectiveness. Social dialogue is regarded as a format of civic participation in the public administration system. In this context, the scientific knowledge provided by the magazine about the adaptation of Belarusian society to the changes and challenges of time is perceived. This allows the author to qualify the processes taking place in the country as secondary socialization, during which society acquires new features without losing its basic characteristics. In turn, the activities of the journal can be defined as having inclusive nature: the journal is integrated into the management process by explaining to the reader the meanings of the guidelines set by the state.

Keywords: scientific and practical journal, semantic context, communication, socially-oriented policy, innovative development

Ternovaya L.O. Geopolitical chessboard

Abstract: Sport has long been the means of solving the problems in world politics. One of the first games that showed the possibility of combining different spheres of human activity was chess. The article examines the history of the development of chess, patterns and features of this intellectual game through the prism of geopolitical interests. The author draws an analogy between the mental efforts of the players and the activities of diplomats, finds common features in the strategy of the game and in international politics in defending state interests. It is proposed to consider the field of the chess game as a

battlefield or geopolitical map of influence, the rules of the game on which are established by the strongest countries. Opponents demonstrate strength, endurance, and character that are necessary for any sport. The importance of anticipating a variety of options in this rivalry is easily extrapolated to socio-political realities. Chess reflects the images of spatial and social organization that are important to a person, and the rules of the game have much in common with the strategy of behavior of the main actors. Chess was highly valued during times of social transformations; this was manifested in the desire not to ban the game as a legacy of the past, but on the contrary, to make it a symbol of the ongoing changes. This policy was followed by the French revolutionaries of the 18th century and the Russian Bolsheviks at the beginning of the 20th century. Despite the open appearance of confrontation, chess games are well reminiscent of diplomacy, which consists of closeness and seclusion. According to some political scientists, we can easily compare the chess game can with the strategic management of geopolitical interests.

Keywords: international relations, geopolitics, diplomacy, art, chess, history, society

Ivanova L.A. Regional political elite in public opinion (on the example of Astrakhan region)

Abstract: The article analyses the characteristics of the regional political elite from the point of view of the region's public opinion. The purpose of the study is to examine public opinion concerning the elite political group of the Astrakhan region. The paper presents the main theoretical approaches to the definition of the political elite and identifies its structural characteristics in modern Russian society. The author conducted a questionnaire sociological survey of the population of the Astrakhan region, according to the results of which there is a formulated idea of the state of the regional elite. Additionally, the article describes the advantages and disadvantages of this group, considers the key qualities of its representatives, and possible ways to further development. The author concludes that the population of the Astrakhan region characterizes the political elite extremely contradictory: with a negative characterization of its main representatives in terms of qualitative indicators and parameters of its effectiveness, we can see the positive dynamics of public opinion. Also, the public opinion poll confirmed the expert point of view regarding the low level of conflict of the Astrakhan political elite and its ability to find solutions to difficult political situations. The study of regional political elites promotes dialogue among all actors in the political process.

Keywords: regional political elite, qualities of elites, the efficiency of elites, problems of elite functioning, stability of the socio-political sphere, expert analytics, public opinion poll

Fiofanova O.A. Big Data-driven management in education

Abstract: The article discusses a new technology in the field of administration – a method of data-based management. In the field of education, analytics is the necessary manager's competence to fulfill his work duties. The author identified the problem of transforming legal norms when working with open data, which did not affect the change in institutional and cultural norms of “data-based management” in managerial decision-making practice. The article provides a comparative analysis of the professional standards' requirements and educational programs for the managerial personnel's professional development in the field of education. The author analyzed two aspects of the development of a data-based management system: personnel – the development of educational programs for training managerial specialists who can use such technology, and infrastructure – the development of digital open data services and digital data processing services for making managerial decisions. The tasks of developing education through the analysis of data for assessing its quality are reflected in the Decree of the President of the Russian Federation “On national goals and strategic objectives for the development of the Russian Federation for the period up to 2024” and can be implemented based on the professional capital of managers using tools for analyzing such data. It is necessary to improve the interaction of electronic information exchange services for more effective information interaction and the construction of analytical reporting. This will allow for the efficient integration of data from different information systems and electronic resources and obtain the necessary data of the information of interest.

Keywords: open data, Big Data, management personnel in education, data-driven management, management decision-making, digital open data services, educational programs for professional development

Luppi Ph. Taxation judge and social interaction: is participation possible and what does it involve?

Abstract: The article focuses on the role and place of a taxation judge in the French legal system. The author notes that the activity of a judge in tax disputes is not regulated by any special act; it is self-independent and, at the same time, ensures compliance with the general principles of private or public law. The taxation judge seeks a balance in the delicate relationship between the tax administration and the taxpayer, where the latter perceives the tax as a burden rather than civic duty, and sometimes tries to violate the rules and the law, forgetting that, as Oliver Holmes said, “Taxes are the price we pay for the opportunity to live in a civilized society”. Many taxation mechanisms are balancing on the verge of legality and get out of the control of a judge who does not always have sufficient information and resources. Despite the progress made in this area, taxation judges have not been able to determine the intangible boundary between taxation engineering (legal taxation optimization opportunities) and tax planning (morally

reprehensible tax evasion). Through case law, the taxation judge takes part in restoring tax justice, the confidence in the tax administration, the preservation of rights and guarantees for the taxpayer, and the desire to promote and encourage tax residency as the basis of a social contract.

Keywords: taxation judge, tax administration, tax fairness

Chachina S.V. Developing economic cooperation between Russia and China

Abstract: The article presents the results of the analysis of Russian-Chinese economic cooperation over the past 70 years in light of the shift happening in both countries' political paradigms and economic interests. The evolution of trade, economic and political relations, along with a detailed study of its stages, is described. The author examines the current state of economic relations between the Russian Federation and the People's Republic of China and pays attention to both positive and negative development trends as well as their further prospects. Despite the fact that economic relations at the state level do not have a very long history from the point of view of a historical perspective and are less than 100 years old, they had a serious impact on the development of China: the participation of the Soviet Union was marked not only by the modernization of production field, but also by extensive investments and training of specialists. The development of Russian-Chinese cooperation was significantly influenced by the well-known political events of 2014 and the subsequent sanctions against the Russian Federation by Western countries, which gave rise to retaliatory sanctions from Russia. At the same time, despite the obvious successes of international economic cooperation between Russia and China, there are still many factors that have or may potentially harm their development. Most economists, along with public administration experts, understand the importance of eliminating the "commodity roll" of Russian exports since the benefits for both countries are relevant only for short time periods, but in the long term, both countries benefit from diversifying production and increasing exports from Russia to China of mechanical engineering products, chemical production, as well as other high-tech products.

Keywords: Russian-Chinese economic cooperation, foreign trade, international economic relations, strategic partnership, joint investment projects

Lokyan A.B., Bezirdzhyan Kh.O., Zalinyan A.M., Khachatryan V.V., Ayvazyan A.Yu. Evolution of public administration in the post-Soviet countries. The Republic of Armenia
Abstract: The article examines the history of forming the system of public administration in the Republic of Armenia after gaining independence. It is noted that the development of the fundamental draft laws of the newly formed state was carried out in close cooperation and with the active involvement of authoritative representatives of the Armenian society. The first years of independence for the Republic of Armenia were

characterized by the creation of democratic institutions, the transition to a multi-party system, the development of a market economy, the reformation of the whole state system, as well as the system of state administration. The Constitution laid the legal foundations for transitioning from an authoritarian system to a democratic state and gave a legal framework to the new political system. With the development of state administration and the adoption of amendments to the Constitution of the Republic of Armenia, a transition was made from a semi-presidential republic to a parliamentary form of government. Armenia shows high markers and stable growth of indicators regarding the quality of public administration. The country's authorities apply successful world experience and follow high European standards; in this regard, digitalization is actively developing in the country, including in the field of public administration. In recent years, due to the high rates of digitalization, Armenia entered the number of countries with a high index of e-government development. A special place in the field for the development of the system of state and municipal service is given to professional training and retraining of personnel.

Keywords: the Republic of Armenia, state, state and municipal service, Constitution, e-government, state services

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Gurinovich A.G. On remuneration and retirement benefits for employees of some higher state authorities of the Russian Federation: assessing unresolved problems in legal regulation

Abstract: The article considers some actual problems in legal regulation of remuneration and retirement benefits for some categories of federal civil servants. These problems relate to the assessment of the equal status of the higher legislative, executive, and judicial branches of state power of the Russian Federation. The author has studied in detail the relevant legal acts, scientific articles, and monographs published on similar topics and provide convincing arguments about the need to correct the current imbalance. The author concludes that it is necessary to raise the level of attractiveness of civil service and increase the competitiveness of the state as an employer. It is suggested that this can be achieved through equalizing the level of wages of civil servants with the wages of workers in the corresponding/similar specialty and qualifications of the non-state (commercial) sector. The author identifies priorities for further improvement of legal regulation, formulates proposals to eliminate the selective approach in determining and changing the salaries and other significant parameters of the monetary content of federal civil servants of some higher state authorities.

Keywords: legal regulation, government bodies, federal-state civil servants, wages, salaries, official salaries, retirement benefits

Zanko T.A. Features of constructing systems and structures for executive authorities in the constituent entities of the Russian Federation

Abstract: The article presents a comprehensive analysis of the regulatory framework and features of constructing systems and structures for executive authorities in the constituent entities of the Russian Federation. It also examines the systematization of region-wide trends and approaches, identifying best practices, distortions, and drawbacks in the institutional framework of the regional executive authorities. In the course of the research, the author found an excessive spread of the typology of regional executive authorities in the constituent entities of the Russian Federation, significant variability of regional systems of executive power, a disparate understanding of the essence and role of certain types of executive authorities in the mechanism of public administration. It is noted that the current federal legislation does not provide prerequisites for developing unified systems and structures of regional bodies of executive power, which, in turn, leads to the complication of management processes within the developing unified system of public administration. The author concludes that it is required to establish common approaches to the typology of executive authorities of the constituent entities of the Russian Federation, the standards of their organization, as well as to develop a general list of regional executive powers.

Keywords: executive power, regions, government, administrative reform, public authority, inspection, administration

Godefroy L. Algorithmic models for analyzing judicial decisions (MAAD)

Abstract: The article examines the introduction of digitalization into justice processes and the processing of judicial decisions in administrative and civil personal injury compensation disputes. The purpose of the implementation of the algorithms was an attempt to develop indicative criteria and ways to determine the amount of compensation for bodily injury. It is noted that the new rules were met ambiguously by the professional community. For example, delegations of lawyers from G7 countries expressed concerns about the future of justice. The reason for their discontent was the possibility of excluding adversarial discussion from judicial proceedings if artificial intelligence was used. In this context, the regulation of algorithms used in the justice sector, designated by the term “algorithmic models of judicial decision analysis” (MAAD) seems to be a priority for the preservation of democracy and the rule of law. The author believes that MAAD will promote greater openness of the judge, both to the plaintiffs and to the judicial institution, as well as – “coherence” of the case law, making it available for

judges to examine. It is emphasized that the introduction of such algorithms is a form of digital judicial collegiality, not the standardization of judicial thinking.

Keywords: legtech, law and artificial intelligence, algorithmic models for analyzing judicial decisions (MAAD)

Goncharova E.A. Innovations in legal regulation of the state civil service of the Lipetsk region

Abstract: The legal aspects of implementing personnel policy are an integral part of the successful work for the regional administration. The article examines the legal mechanisms used by the state civil service of the Lipetsk region administration, aimed at forming a model of qualification requirements to fill positions in civil service and developing the system for material and non-material motivation, increasing efficiency in state-service relations. Currently, to reform and improve the effectiveness of the state civil service, we need to create a flexible system of incentives for employees; since the effectiveness of their activities largely depends on their personal interest in the performance of official duties at a high level. The Lipetsk region administration monitors the regulatory legal framework on civil service in real-time. This method of quality control contributes to the improvement of personnel policy, standardization of personnel processes, and their uniform application in all governmental bodies of the region.

Keywords: personnel policy, state civil service, regulatory legal framework, qualification requirements, job regulations, additional education, non-material motivation

Shvydko A.O. Opportunities for project financing in the development of the country's infrastructure

Abstract: The article considers project financing as an investment tool for financing infrastructure projects since recently this approach is quite relevant in Russia. The analysis revealed both the strengths for the development of project financing and the factors constraining its application. In the research, the author identified some problems connected with the participants of project financing as well as with the use of debt instruments. In project financing, the key role is played by the generated cash flow. An important condition for its compliance with forecast parameters is not only the improvement of the corporate management system but also the creation of a satisfactory system for monitoring and operational control over the implementation of projects through the optimization of all processes. It is also important to improve the system of benefits and guarantees for investment projects using project financing. The article formulates measures, the adoption of which can contribute to wider and more effective use of project financing for implementing infrastructure projects.

Keywords: infrastructure, investments, project financing, public-private partnership, corporate governance

Tolganbaeva G.A. Scientific basis for managing the transition to sustainability in the Netherlands

Abstract: The article analyzes the scientific approaches of Dutch scientists to the problems of managing the transition to sustainable development. Based on the analysis of research in the Netherlands, the author concludes on the methodological dominance of the coevolutionary concept and the theory of complex systems. The transition to sustainable development is seen as coevolutionary social change. Coevolution of sustainable development implies the possibility of transforming the processes of coevolution into a more sustainable way of development. The essence of managing the transition to sustainable development is goal-oriented modulation and directed coordination of all actors involved in this process. Transition management is viewed as a particular form of multilevel governance in which state and non-state actors work together to co-produce and coordinate policies in an iterative and coevolutionary way at different levels. The necessary qualities of such management are adaptability, reflexivity, and coherence of actors' positions. Adaptive transition management involves the social learning of management actors based on problem structuring and strategic experimentation. Transition management combines elements of long-term planning, elements of incremental market approach, and social network interaction management techniques. Distinctive characteristics of such management are heterarchy, three-tiered structure, and distributed administration. Since transition management is aimed at long-term change of functional systems in a gradual way, with the use of variations and their selection, its implementation is possible in a society whose interests are well organized, and there is no authoritarian management. The considered scientific foundations for managing the transition to sustainable development are used in the Netherlands to manage the transition to sustainable energy, sustainable mobility, sustainable agriculture, sustainable water use, and the transition to biodiversity and natural resources. In Russia and Kazakhstan, it is possible to use this approach to select, organize and structure management styles and tools for managing the transition to sustainable development.

Keywords: sustainable development, sustainable development management, social transition, the Netherlands, strategic management, management theory

Buchnev A.O. Ecological features of the use of renewable energy in the context of the Sustainable Development Goals

Abstract: The article discusses the environmental features of the active use of renewable energy and its impact on the decarbonization process on the example of the EU countries to achieve sustainable development goals. The materials consider the comparative assessment of environmental impacts of renewable and nuclear energy in the context of

assessing the carbon footprint of these types of energy, comparative analysis of harmful substances over the life cycle of an electric power generator, and the possibility of referring nuclear energy to renewable energy sources. The article discusses the stimulating role of the EU Taxonomy regulatory document, which was specially developed in the European Union. The document is part of the state regulatory policy in the conjugate development of renewable and non-renewable energy; the paper provides active support to subjects of innovation and investment activities, demonstrating the best performance in their segment or industry in terms of greenhouse gas emissions, and does not prevent the development and implementation of new low-carbon alternatives, including based on ESG. Particular attention is paid to the disposal of end-of-life equipment, including such promising areas as solvolysis technology. The author offers a number of recommendations for further improvement in this area of activity. The article shows the role of environmental costs in the tariffs for electricity production from different types of primary energy sources. The author examines the contribution of national economies of countries outside the European Union that have stabilized and reduced carbon dioxide emissions on a global scale.

Keywords: renewable energy sources, the ratio of renewable and non-renewable energy, ecology of renewable energy, ESG, carbon-free development of the economy

Gracheva I.G. Participatory strategizing: engagement that delivers results

Abstract: The article is devoted to the changes in modern public administration associated with the turn of public management towards customer focus. It is noted that the implementation of this approach will inevitably raise the question of the degree of citizen engagement in the creation of the final design service. The author considers the active involvement of all stakeholders, including research scientists, in the development of these programs to be one of the ways to ensure the population's loyalty to the actions of the state. The author refers to the experience of experts of the Higher School of Public Administration of the Russian Presidential Academy of National Economy and Public Administration participating in the development of strategies for various territories and sectors of government as well as individual departments in the period from 2016 until present. Additionally, a new approach for organizing group work of stakeholders, which combines all the successful developments connected during the experimentation phase into a single whole, is proposed. This approach is called "Participatory Strategizing and Design". The approach is based on creating an empathy effect among stakeholders via actions to organize interactions with them. It is emphasized that the change in expectations proposed by this approach can significantly increase the efficiency of projects: considering strategizing as a process, and not as a result, releases significant energy and contributes to the adoption of extraordinary creative decisions.

Keywords: design, strategizing, ownership, customer focus of public administration, strategy development, participatory strategizing, participatory design

Kuzmina N.V. Festival in the big city: the role of festivalization in urban cultural life

Abstract: The article analyzes the theoretical aspects of urban festivals as well as their implementation in practice, aimed at forming the image of the city. Urban festivals are cultural events that consolidate a community that shares both the values and meanings conveyed by the festival, giving them a sense of belonging to each other and to the location in which the cultural event takes place. Urban festivals influence the culture of citizen participation, contribute to the emergence of new cultural practices, have a positive impact on the area, the appearance of the city, etc. The article shows that the festivals leave a “trace” in the symbolic, informational and cultural space of the city; they act as a tool for designing the urbanistic image, as well as a kind of “magnet” for tourists. Due to festivalization, the city becomes a place of touristic cultural consumption, and at the same time, acting as an object of investment in the service sector. The festivals create conditions for regulated and safe human interaction with the city. During the festivities, the urban space is filled with diverse and multi-genre cultural events, while some other aspects of urban life become unseen because of the festival activity. The author concludes that the city festival forms a specific type of urban citizen. Another feature of the city festival is that it helps to “revive” the place where it is held (the city), to activate the creative potential of young artists and cultural workers, to increase the attractiveness of cultural institutions (concert halls and other venues) among the citizens, in particular, the new audience, to educate the artistic and aesthetic taste of young people.

Keywords: festivalization, city festival, city image, cultural event, cultural policy, collective identity

Safonov M.S., Biktimirov M.R. Once again about experts, independent expertise, and expert councils

Abstract: The article examines the recent active public debate concerning the organization of expert activity in Russia. Along with terminological ambiguity in this area, there are significant issues related to the status of the expert, expert's independence, and the general devaluation of expert opinion. The activity of expert councils formed under the executive authorities is subject to particular criticism both from the citizens and the state. At the same time, special attention is paid to the participation of the scientific community in the independent expertise of programs, projects, and decisions. In this connection, according to the results of the meeting of the Council on education and science, the list of instructions of the President of the Russian Federation provides for the introduction of amendments into the legislation concerning the concept “scientific (scientific-technical) expertise”. It is necessary to establish the criteria and mechanisms

for this expertise, as well as the rules for monitoring and evaluating the effectiveness of budgetary allocations for state support of scientific research and development.

Keywords: expertise, expert council, executive power, legislation, science, education, academy, society, association

Savelyeva M.V. Review of the textbook “Russian management”

Abstract: The reviewed textbook “Russian Management” was prepared by a group of authors, a significant part of which consists of representatives of the Plekhanov Russian University of Economics. The book helps the reader to learn how to create organizations that operate and successfully develop in conditions of constant changes, as well as to rethink the accumulated experience of managerial activity. The book covers in detail the issues of human resource management. The theoretical material is perfectly combined with practical assignments that allow you to consolidate the acquired knowledge and skills. Now, such textbooks are in demand, as they reveal current trends in the development of management, modern concepts, models, and technologies for managing socio-economic systems. The author pays special attention to the title of the textbook, an indication of the state affiliation and peculiarities of Russian government: with the invariability and independence of administrative laws from state and nationality, the importance of understanding and taking into account the specifics of a particular country to ensure the effective development of its socio-economic system is emphasized. The author highlights the advantages of the peer-reviewed publication over other similar publications, which are the close attention to human resource management, as well as the combination of theoretical and practical material.

Keywords: review, Russian management, textbook

Loginova N.N., Semina I.A., Peretochenkova O.U. Demographic development of Russian regions with a focus on the Republic of Mordovia against the background of COVID-19 pandemic statistics

Abstract: The article analyzes the conditions that ensure a favorable demographic situation, personal and family development in the regions of Russia. In 2020-2021, against the background of COVID-19 statistics, a decline in reproduction rates, a sharp increase in mortality rate, as well as a reduction in life expectancy and the total population is clearly visible. The author pays special attention to the title of the textbook, an indication of the state affiliation and peculiarities of Russian government: with the invariability and independence of administrative laws from state and nationality, the importance of understanding and taking into account the specifics of a particular country to ensure the effective development of its socio-economic system is emphasized. The author highlights the advantages of the peer-reviewed publication over other similar publications, which are the close attention to human resource management, as well as the

combination of theoretical and practical material. The implementation of regional population policies should reach a new level since they should contribute to improving the level and quality of life of people and strengthening the institution of the family.

Keywords: population, demographic development, population decline, region, statistics, COVID-19, differentiation, compensation, poverty

Golovin M.V. The Russian hospitality industry during a pandemic – crisis or breakthrough?

Abstract: This article examines the most pressing problematic issues of stagnation in the hospitality industry in Russia, associated with the new challenges of the coronavirus pandemic, both at the international and national levels. The author analyzes new trends and structural changes in the industry and assesses the prospects for overcoming the difficult crisis. The article presents specific proposals aimed at the restoration and constructive development of the tourism industry both for the authorities and administration to amend the adopted Strategy for the development of tourism in the Russian Federation for the period up to 2035, and for business structures, as well as travel companies. According to the author, the hospitality industry can still face serious shocks in the near future and the industry will not come out of the crisis without experiencing repeated shocks and border closings. Nevertheless, tourism is known for its ability to withstand economic downturns and can play a key role in reviving both the global and Russian economies as they emerge from the crisis. To consolidate the trend and to strengthen the development of domestic tourism, the industry needs a coordinated position and strategies for the behavior of the main market players, such as business companies operating in the hospitality industry, as well as authorities and authorities at the federal and regional levels. This requires the development and implementation of a modern strategy, taking into account the need to overcome the crisis caused by the coronavirus pandemic, the adaptation of the strategy to new realities and sustainable development of the state at all levels.

Keywords: hospitality industry, tourism, crisis, The Tourism Development Strategy of the Russian Federation for the period until 2035, coronavirus, government support measures, business models for managing the tourism industry

Akmataliev A.A., Abdyramanova Ch.Sh. Evolution of public administration in the post-Soviet countries. Kyrgyz Republic

Abstract: The article examines the features of the development of Kyrgyz statehood after gaining independence in 1991. With the collapse of the Soviet Union, not only the economic system but also the system of public administration and civil service underwent a complete reform, since it was also required to respond to the changed realities. The formation of the young Kyrgyz state was accompanied by a catastrophic decline in

production, inflation, an increase in poverty and crime. However, the actions of the authorities minimized negative trends and provided a clear and transparent legislative basis for changes in the country. The political decisions allowed starting the fight against corruption, carrying out the necessary reforms, and providing Kyrgyzstan with the opportunity to become an example of a small open economy that has taken strategic measures to establish new market institutions. In 2017, for the first time in the modern history of the Central Asian states, a peaceful transfer of presidential power was carried out in the Kyrgyz Republic. The current constitution limits presidential powers to one six-year term.

Keywords: the Kyrgyz Republic, president, administrative reform, fight against corruption, strategic changes, economic reform, civil service

2021 № 5

Pchelintsev S.V., Isaeva N.M. Optimizing monetary compensation and social guarantees for civil servants

Abstract: The article analyzes the proposals of the draft law of the Government of the Russian Federation aimed at optimizing the structure of monetary compensation and social guarantees for civil servants. This law should embody the provisions and the main directions for the development of the civil service designated by the Presidential Decree. The authors consider the range of grounds influencing the formation and optimization of the amount of monetary compensation for civil servants, as well as some other circumstances such as, for example, the specifics of civil service. The authors cite an extensive foreign practice of determining the monetary compensation for civil servants and believe that some of them can be applied in Russian practice as well. It is noted that well-organized social support for civil servants increases the number of highly professional managers who can effectively pursue state policy and increase the prestige of the civil service.

Keywords: draft law, state civil servants, monetary compensation, social guarantees, salary

Travin D.G. On some regional policy issues

Abstract: The article analyzes the criteria used to assess the level of socio-economic development in regions for their compliance with the objectives of regional policy. It is concluded that it is necessary to specify the objectives of this policy in the legislation. The author says that the existing systems for evaluating the performance of high officials and executive bodies of the constituent entities are not adapted as development goals for the region. The paper notes that for the policy of the regions, the issue of the demarcation of powers between the center and its territories is of fundamental importance. From this

point of view, current trends in regional politics of the European Union and Russia are analyzed. The author makes a forecast on prospective changes in the policy of regional development and the conclusion about the need to stimulate regional competition, expand regional powers and resource base. The article proposes to make large urban agglomerations the basis for promoting a new regional policy. Also, the author touches on the question of allocating the problems of regional development into a separate block of competencies with priority powers within the Government of the Russian Federation.

Keywords: regional policy, socio-economic development of regions, demarcation of powers between the center and regions, regional competition, urban agglomerations, Ministry of Regional Development of the Russian Federation

Razumov A.N., Safonov M.S. Public policy and resort industry

Abstract: For the past three centuries, sanatorium treatment has been an integral part of the Russian health care system. Wise use of natural resources can significantly reduce the morbidity rate, prevent many diseases, and effectively treat chronic illness. In Russia, after the reforms of the 1990s, the health resort complex was not able to immediately enter the market of services, which led to a reduction of personnel, obsolescence of material and technical base. However, nowadays, the situation is changing radically. At the moment, the state has already solved the problems of the transition period but has faced other challenges in the field of health protection of the nation. The author concludes that special attention should be paid to the further development of the industry aimed at recovering the most valuable resource – a person.

Keywords: medicine, health care, sanatoriums, resorts, health resort organizations, health resort corporation

Margolin A.M., Spitsyna T.A. Effective investment policy as a key to sustainable development of the Russian economy

Abstract: The external and internal conditions of the domestic economy are changing dynamically. These changes should be considered when adjusting the existing and developing new mechanisms to ensure the investment attractiveness of the economy. These also include the Federal Law “On Protecting and Encouraging Capital Investments in the Russian Federation”, implementation of special investment contracts, and further development of the “Project Finance Factory” program. The problem of improving the quality of investment policy should be addressed not only through the development of a system of measures aimed at the development of investment legislation and increasing state support for investment activities. The “evolution of values” is of fundamental importance here and contributes to the formation of an investment mentality. Strategic goals will dominate over short-term ones, and the strengthening of trust between the state, business, and civil society will be transformed into a real improvement of the

investment climate, reduction of risk premiums and interest rates, as well as an increase in the volume of investments in public-private partnership projects. A necessary condition for the “evolution of values” is the creation of a specific system of education.

Keywords: investment policy, investment climate, government guarantees, investment tax deduction, investment mentality, sustainable development

Ponkin I.V. The concept of the digital state: definition, nature, structure, and ontology

Abstract: The article studies the phenomenon and concept of the digital state. The author reveals the general concept and importance of digitalization in public administration. The article explains the problems of relevant interpretation and the limits of applicability of the concept to the system of public administration. The author considers methods, approaches, and prospects for improving the efficiency of public administration in the context of the digitalization of society and puts forward his concept for the term “digital government”. Using methods of analysis and synthesis, induction, deduction and abduction, classification, and formalization, the work reveals the essential descriptive characteristics of the phenomenon and concept of the digital state. After the data analysis, it is proposed to consider the concept of digital state in four interpretative definitions: as an ecosystem of multiservice and proactive state digital services; as an integrated computer and software meta-platform; as an organizational and technological approach and corresponding paradigm; and as a digital ontology of state-building and functioning, public administration and public policy. According to the author’s interpretation, the concept of the “digital state” includes: “digital government”, “digital democracy”, “digital justice”, “digital electoral technologies”, “digital public control of public administration”.

Keywords: digital state, digitization in public administration, general theory of public administration, digital government, digital law

Levin L.L. Current issues of regulating the cryptocurrency turnover in the Russian Federation

Abstract: The article studies the issues of regulating the cryptocurrency circulation, the relationship between the space of fiat money (money, not secured by gold and other precious metals, when the nominal value is set and guaranteed by the state, regardless of the value of the material used for their manufacture) and a large number of new digital payment instruments, as well as examines the control over their circulation and conversion. The purpose of the article is to identify actual legal gaps in the regulation of cryptocurrencies, the uncertainties of their legal status and to find the promising conditions for its effective integration with the financial and economic space of the Russian Federation. The study is carried out considering the importance of preserving the financial, economic, and social security of the state. The relevance of the study is

determined by the need for rapid development of the digital economy and accelerated formation of information society relations. The imperfection of the current regulatory framework remains due to the conceptual differences between centralized and decentralized approaches to determining the monetary component of currency policy of the state.

Keywords: cryptocurrency, digital currency, digital money, digital economy, legal regulation, fiat money, crowdfunding

Vinokurov I.V. Digital economy in the Russian Federation. Problems and development prospects

Abstract: The main advantages of the digital economy include the widespread use of the Internet and growth of digital skills, increased innovation and investment activity, expansion of markets for knowledge-intensive services and technologies, diversification of labor and service markets, inclusive development in regions, etc. The digital economy benefits productivity and competition between companies, reduces production costs, increases the number of high-performance jobs, enhances public welfare, and ensures national security. The purpose of the study is to identify the main problems of the digitalization process in Russia, which the Russian society may meet or have already faced during the introduction and use of new technologies and knowledge obtained as a result of the fourth scientific and technological revolution. Active business development in the field of computer information technology and telecommunications, as well as the creation of the necessary economic environment, contributes to an increase in the supply of information, technical and technological products that are associated with the use of computers and computer networks, strengthening the state scientific and technological potential, increase in demand for domestic information products, which are created and used for the production of information and computer technology, increase investment in information and computer sphere, as well as areas of implementation of such technologies in various economic sectors. Digitalization of economy will raise the quality of life for citizens, introduce new jobs, reduce regional disparities, increase labor productivity and corporate profitability, as well as ensure economic growth.

Keywords: digitalization, digital economy, digital technologies, development prospects

Komleva V.V., Sheveleva Yu.R. The Dutch school of thought on social management for transitioning towards sustainable development: theoretical and methodological views

Abstract: The authors identify the theoretical and methodological foundations of the Dutch approach to sustainable development based on the analysis of the Dutch research centers for sustainable development and the publications of Dutch scientists. Theories of complex social systems, the coevolutionary paradigm, social change theories, and management theories, the development of which began in the 1960s, form the basis of

this approach. The article discusses such features of the Dutch approach as recognition of the non-linearity of development and the need for adaptive and reflexive management of transition; recognition of heterarchy, panarchy during the transition, the impossibility of transition to sustainable development under severe authoritarian management and rigid hierarchy, as well as the need for coordination of social interactions at the functional, hierarchical, geographical levels; the coevolutionary influence of the state, private, and public groups and institutions on the transition to sustainable development and the need for governmental control of the context and conditions for mutual decisions and actions. Keywords: sustainable development, social management, social transition, co-evolution, Netherlands

Molchanova O.I. Managing social interaction in the media space

Abstract: The article presents an attempt to operationalize the concept of «managing social interaction in the media space», which is relevant today, but does not yet have a generally accepted interpretation in the scientific world. The specifics of social interaction are primarily represented by the communication component, but are not limited to this factor alone. The procedural nature of social interaction makes it possible to talk about the possibility of managing it, and, therefore, a meaningful approach to regulating communication models in the modern media space. To determine the goals and objectives of the social interaction management system in the media space, it is advisable to use a tiered approach, where the state in the process of managing social interaction in the media space acts as a determining entity, this is a mega-level; at the macro level, this role is performed by the professional community of the mass media; at the micro level, the determining entity is the management of a single editorial office. The individual acts as a defining subject at the micro and macro levels. In this regard, the purpose and objectives of the management system of social interaction processes in the media space can be presented to the relevant determining level. Tasks of the management system of social interaction processes in the media space at the mega-level: development of terminology; introduction of overdue proposals to the Law of the Russian Federation «On Mass Media», official regulation of both innovative processes in the field of media, and relevant changes in secondary and higher professional education for the training of specialists of convergent type editorial offices. It should be borne in mind such a specific characteristic of social interaction as professional convergence, which is an actual trend of the modern media space. The merging of journalism, advertising and PR into a single activity leads to the emergence of many new forms of interaction with the audience, in which the communication aspect comes first. The consumer, having the ability to instantly respond to any information message, becomes a significant actor in the communication process. «Citizen (people's) journalists», caring people who own communication technologies, expressing their point of view in the public space,

contribute to the emergence of a new type of communication activity: attracting famous people as opinion leaders, which actualizes the activity of the audience. The analysis of various points of view made it possible to formulate the term «Management of social interaction in the media space» and identify the key features of the functional of this activity and conclude that further research of this phenomenon is necessary due to the multi-vector nature of its manifestation and the need for a significant update of the foundations of the existing managerial nature. Keywords: management, social interaction, media space

Sladkova N.M., Voskresenskaya O.A. Standardization and digitalization of personnel processes in public authorities considering the principle of customer-centricity

Abstract: The article presents the process of automation of personnel processes in public authorities based on one of the essential principles of customer-centricity. This approach involves the implementation of any services (external and internal) considering the needs of customers. The article studies the needs of HR departments' employees, top-level managers of public authorities in the field of standardization of personnel processes, and use of personnel information systems, including obtaining HR analytics. The analysis allowed to make some suggestions for improving the Unified Information System for Personnel Management of the State Civil Service of the Russian Federation (EISUKS). The authors believe that modeling the EISUKS architecture is necessary to support and provide essential personnel standardized processes as well as services for different target groups.

Keywords: state civil service, personnel processes, personnel process standards, HR-analytics, performance monitoring, information system, EISUKS, customer-centricity

Kaplunovich I.Ya., Kaplunovich S.M. Implementation of rational transactions in HR management (ready answer or correct question?)

Annotation: The founder of humanistic psychology A. Maslow claimed: those who have only a hammer as a tool are inclined to consider the problem as a nail. Is it possible to learn to see in subordinates not nails, but individuals of joint labor activity? What effective management methods are able to identify the true cause and hidden motives of the employee, influence them and get him to voluntarily accept the actions expected and necessary for the manager? The answer to these questions is the purpose of the described study. In management, the Japanese "Five Why" method is widespread, which, according to the authors, is not productive enough. Having abandoned the formal-logical and relying on the causal-genetic method of research, the technology of adaptive learning in the zone of proximal development, the authors propose another, domestic approach, which has proven its greater efficiency. The article describes the technology of working

with it in practice and its advantages. When using the «keyword» technology, the movement towards the result is purposeful. Within the framework of the individual logical trajectory it affects the reasoning of the employee, not the manager. With these questions, the manager constantly assesses and leads the subordinate into an individual zone of proximal development, and the discussion is held within it (that is, the developing effect of the employee's reflections is ensured). Reliance on the keywords of the respondent ensures that there are no obstacles in the construction of inferences. If in the end there are obstacles, they are quickly leveled by relying on the next keyword of the respondent.

Keywords: personnel Management, transactional analysis, method of "key word", method "of five why", causal genetic approach, adaptive learning in the zone of the nearest development

Sennikova I., Dubinska E. Evolution of public administration in post-Soviet countries. The Republic of Latvia

Abstract: The article studies the issues of state formation of the Republic of Latvia after gaining independence. The authors note that Latvia has retained the features of the normative legal regulation of the period of its independence as it was in 1918 and until the country became a part of the USSR. Today, as a member of the European Union, Latvia is oriented towards modern European standards of state-building. The ongoing administrative reforms are aimed at observing the rights and freedoms of citizens, achieving openness and sustainable development, and introducing digital technologies into state and municipal administration. The authors also note the low involvement of citizens in the processes of state and municipal administration, while municipal authorities maintain a fairly high level of trust among citizens. Analysis and optimization of processes, elimination of duplication of actions among state institutions, as well as reduction of the administrative burden have become an important part of the work of public administration. Also, according to the plan for reforming public administration, the quality and availability of public services for the population are constantly improving.

Keywords: The Republic of Latvia, president, cabinet of ministers, Constitution of the Republic of Latvia, state and municipal administration

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Gracheva I.G., Zhuravlev S.E., Shinina T.V. Synchronizing strategic actions in participatory strategizing methodology

Abstract: The article reveals the mechanism of the authors' methodology when strategizing turns from a part of strategic activity into its meaning and format, thereby abolishing the idea of a strategy as a document or a prospective plan. Strategizing is the

cumulative process from the formation of the strategic intent to the achievement of the time limit of goal setting defined in it and the crystallization of the resulting image with the inclusion of the subjective position of stakeholders. To implement this process it is necessary to coordinate the responsibilities of the parties involved and their actions, synchronizing them in time. The main techniques are the philosophy of group work management and the contract of intent. In conclusion, the authors discuss the possibilities of developing the managerial corps in project work through the new educational paradigm of “participatory design”.

Keywords: participatory strategizing, participatory design, involvement, goal setting, synchronization, management

Agafonov K.A., Gorelova N.E., Ivanova E.V., Kazakov A.V., Kakishev Zh.Zh., Pliskina A.V., Podgorny S.A. Prioritizing the reengineering of the public services (on the example of the Leningrad region)

Abstract: The authors summarized the experience and statistics previously obtained by the executive authorities of the Leningrad Region in the areas of reengineering and digitalization of public service delivery processes. A five-factor ranking formula has been developed, which served as the basis for a new model for prioritizing the reengineering of public services. For the first time, a “bureaucracy coefficient” was formulated, based on six criteria directly related to the regulation of processes in the executive authorities. The authors draw attention to the feasibility of using business indicators when implementing the concept of a “client-centered state” in practice.

Keywords: government services, reengineering, prioritizing, Multifunctional Public Service Centre (MPSC), customer satisfaction index (CSI)

Buchnev A.O. Priorities of state energy regulation in the context of creating carbon-neutral economy and achieving socio-economic goals

Abstract: The article discusses the global institutional processes in the field of energy in countries that determined the priorities of its state regulation, the specifics of the structural shift in favor of renewable and non-renewable sources, as well as non-energy aspects of their application on the example of microgeneration. The absolute majority of modern states are incorporating elements of renewable energy development into their national strategies, and more than half of them, including the Russian Federation, has set the goal of creating a carbon-neutral economy. The concept of a carbon-neutral economy is inextricably linked to the idea of the mass use of renewable energy sources. The main drivers for promoting renewable sources are the largest importers of hydrocarbon resources, such as the European Union, the United States, and China. However, the term carbon neutrality does not mean the absence of traditional energy sources such as oil, gas, and coal. The annual investment in this area is over a quarter of a trillion dollars, which

indicates the demand for this sector of the energy and economy, supported by the renewable energy's reputation as an instrument of positive impact on the three central tenets of sustainable development (economy, social sphere, and environment).

Keywords: carbon neutrality, sustainable development, government regulation, renewable energy sources, competitive advantages, prosumer

Zaitsev V.V., Zaitsev O.V. Ensuring the child's interests in implementing the requirements of the Hague Convention on the Civil Aspects of Child Abduction

Abstract: There has been a revision of the 1980 Hague Convention on the Civil Aspects of Child Abduction to ensure the immediate return of illegally removed or abandoned children to their state of habitual residence to reduce the detrimental effects of unilateral parental action. In recent years, the methods of child abduction and the legal landscape associated with judicial decision-making have changed dramatically. The authors conclude that on the part of the courts, various circumstances may indicate a "grave risk" of causing "physical or psychological harm" or creating "intolerable conditions" for the child. After analyzing the information received, the authors conclude that jurisprudence in this direction is becoming more and more universal. This is also facilitated by the development of the Guide to Good Practice under the HCCH Convention of October 25, 1980.

Keywords: child's interests, child abduction and retention, return of the child, grave risk of harm

Stazhkova M.M. Organizational and methodological basis for preparing reports by internal auditors

Abstract: The article discusses current issues concerning the process of preparing internal audit reports, it covers methodological principles of reflecting the results of internal audits in the reports and gives recommendations on their structure and content depending on the purpose of a particular activity. The author notes that a significant part of methodological recommendations for conducting internal audit is based on practice, which is explained by its applied orientation. The lack of international standards for internal audit documentation and clearly defined recommendations does not excuse auditors from the compilation of a structured report, which would clearly show the relationship between violations, conclusions, and recommendations, as well as provide monitoring and feedback on the audit project. There are many different templates for internal audit reports, differing in format and structure. The author recommends adhering to the classic structure of reports which uses the following elements: introduction, observation, causes, consequences (violations), recommendations, conclusions, and appendices. The proposed methods of internal control will form the basis for a qualitative assessment of the internal audit activities.

Keywords: internal audit, internal auditor, report, planning, inspection, risk, efficiency

Tomyuk O.N., Novgorodtseva A.N., Diachkova A.V. Media activity of TOP Russian universities in the Internet space: global positioning trends

Abstract: The goal of the study is to evaluate global trends in the positioning of modern universities, their media activity in the Internet space. For the study, the top ten Russian universities included in the 2021 QS World University Rankings were selected. The main indicators of effective positioning of a modern university and its media activity in the Internet space are the university's presence in global and national rankings, availability of network programs and international accreditation of educational programs, an increase in the number of international students, MOOCs on Coursera and edX platforms, etc. As a result of the study, it was concluded that there is a direct and/or indirect relationship between the media activity of a modern university and the strengthening of the university's position in global and national rankings.

Keywords: positioning, global positioning trends, internet space, media sphere, media activity, media activity rating, social network, mass media, website

Komleva V.V., Aseykin M.M. Regional communication regime: the actor model of the Republic of Tatarstan

Abstract: Communication aspects of political life in the society raise the interest of scientists both in Russia and in foreign countries. Throughout history, the relationship between government and society has been regulated by certain norms and rules which have been institutionalized into communication regimes. Although little studied, this phenomenon is an essential element of the socio-political system. The communication regime runs through all areas of communication and regulates the interaction between the various institutions of civil society. The main actors of communication regimes are the government, mass media, civil society institutions, and business. At the moment, there are several areas of research in this field, including the development of methods for analyzing regional communication regimes in the constituent entities of the Russian Federation. The Republic of Tatarstan was chosen as one of the pilot regions specifically; there is already a managed communication regime that provides stability in the region and the functioning of the existing principles of communication between the government and the society. The peculiarities of the communication regime in the Republic of Tatarstan include centralized control over the information field and communication tools, creation of mechanisms for monitoring the dynamics of public opinion and public needs, involvement of civil society institutions in systemic relations with the government through financial and other types of support, inclusion in public chambers and councils, socio-cultural context.

Keywords: communication regime, power, civil society, actors, information policy, the Republic of Tatarstan

Kondratyev V.P., Klishch N.N., Larionov A.V. Methodological foundations for sociological monitoring of the state civil service

Abstract: The article presents the main approaches to organizing sociological monitoring of the state civil service in Russia. The paper uses a methodical approach to assess several essential characteristics of the civil service; this includes “basic” variables and explanatory variables. The introduction of sociological monitoring involves the implementation of infrastructure and some specific processes. The infrastructure includes the organizational elements of monitoring, and the processes are disclosed through the order of actions necessary for the implementation of monitoring. Regular sociological monitoring allows us to collect data for analysis of the state of public service in the dynamics by comparing results over time. The results obtained can be used to identify development trends, as well as to compile questions for semi-structured interviews.

Keywords: state civil service, satisfaction, monitoring, trust, indexes, HR technologies

Bannykh G.A., Kostina S.N. Digitalization as a prerequisite for professionalization of civil servants in Russia

Abstract: The article considers the specifics of professional socialization for civil servants in the new conditions of public administration. The authors note that the introduction of the new conditions of professional activity is accompanied by several problems: the duration of this process, the limited influence of vocational education on this process, as well as the uncertainty of the content of the necessary digital competencies, including the prospects for future development. Today, for a modern public servant, the term “transfessionism” refers to the formation of diverse competencies from different professional areas. The materials of the study show the existing contradiction between the competencies that are required for successful professional activity in a digital economy and the established qualification requirements for civil servants, as well as the opinion of civil servants concerning the necessary qualities and capabilities. This dichotomy can be considered a serious obstacle to the successful professionalization of civil servants.

Keywords: public administration, public servant, state civil servant, professionalization, digitalization, professional socialization, digital management technologies, digital competencies

Ponomarenko E.V., Oddo V. Introducing innovation: how to turn administrative barriers into administrative springboards?

Abstract: The article examines the improvements of the modern system of technology transfer for innovations in Russia over the past two decades with the use of French experience in this area. The authors identify the place of skilled intermediary institutions, which play a principal role in “forcing cooperation” between universities, research structures, and the business community to implement innovations at the national and regional levels. The article analyzes the reform of development institutions in Russia whose activities have been found unsatisfactory, as well as new forms of promotion of world-class research and educational centers (RECs) in the regions of Russia, youth laboratories, and other elements of infrastructure to mediate the transfer of knowledge and technology and to promote innovations in Russia.

Keywords: technology transfer infrastructure, qualified intermediaries, development institutes, world-class research and educational centers (REC), youth laboratories, the national project “Science and Universities”

Chuprova O.G., Billier J.-C. Transfer of technologies and knowledge in France: intermediary structures and their role

Abstract: The article considers the development of interactions between European research and industrial structures aimed at creating and promoting innovation in the market, using as an example the French system for advancing the transfer of technology and knowledge between academic structures and business. The authors note that transfer of technology and knowledge is a crucial source of regional and global economic development, as well as a tool for shaping the sustainable development of science in many countries of the world. Technology transfer becomes a complex, iterative action, which leads to the need for creating organizations that have a panoramic vision and can play the role of an intermediary. The article describes the different kinds of intermediary structures created in France; they coexist at different levels and play their role in the search for the most effective mechanism of technology transfer in the modern social and political context. The authors discuss the principles of organization in the French system for transferring technology and knowledge, its distinctive features related to the choice of the number of registered patents, as well as the role of the state in stimulating the establishment of connections between scientists and the industry and the commercialization of academic research.

Keywords: transfer of technology, commercialization of academic research, innovative activity

Mironenko V.I. Evolution of public administration in post-Soviet countries. Ukraine

Abstract: The article describes the formation of the Ukrainian statehood. The Ukrainian state emerged and took its shape and characteristics hard and for a long time, over several centuries. In a sense, this process has not yet been completed here. The economic

situation continues to be one of the problem areas in the country, which can be explained by political factors, the spontaneously formed structure of the national economy, and shortcomings in its management. These components neutralized the relatively favorable starting conditions for Ukraine, which gained independence, the tendency for raw materials orientation and deindustrialization is consolidating in the economy, the share of the agricultural sector in GDP and exports largely replaces products with high added value. With the acquisition of state sovereignty, Ukraine had to fill it with real legal content: to create a new system of public administration and civil service and to establish their interaction with society, which was in the process of deep internal transformation. The third republic dates back to 1991 with the proclamation of Ukraine's independence; the country implements the system of public administration and civil service following international principles and in the interests of the country's citizens. Although the organization of state administration does not differ from the generally accepted ones, and the civil service ensures the implementation of the goals and objectives of the state, the author notes the incompleteness of the state-building process in Ukraine, pointing out that the principles and forms of government are outdated and inconsistently implemented. As a result of the study, the author concludes that it is necessary to search for a sustainable model of statehood development, which is not only responsible for the modernization of the country but also takes into account its peculiarities.

Keywords: Ukraine, state-building, constitution, the institution of the presidency, the Verkhovna Rada of Ukraine, civil service, the third republic

2020 № 1

Grushko A.V. The 'Greater Europe' Project: collaboration aspects of critical importance
Abstract: The article was based on the author's speech on the topic 'Greater Europe: in the process of establishment?' at the Gaidar Forum 2020. The participants of the discussion, moderated by Giles Merritt, the founder and chairman of Friends of Europe, and Igor Jurgens, the board member of the Russian Union of Industrialists and Entrepreneurs, exchanged their opinions on the tools and mechanisms for resolving disagreements on the implementation of the project 'Europe from Lisbon to Vladivostok' and further progress on the agreed issues. The author's view on the fundamental issues of the modern international agenda represents the official position of the Russian side on cooperation on the European continent and contains a systematic assessment of the current stage of relations between Russia and the European Union. It is noted that expert discussion platforms such as the Gaidar Forum allow to identify existing problems and outline possible ways of overcoming them. The author suggests dividing the issue of building the Greater Europe into three components that form a single complex. First of all, it is proposed to assess the current geopolitical situation in order to understand that

the modern world is turbulent. The author insists that postponing cooperation issues until better times cannot help to find optimal ways of interaction between countries. The article contains analysis of economic ties between Russia and the EU that proves fundamental importance of their bilateral relations for the whole world and the necessity to develop Russia-EU cooperation.

Keywords: “Greater Europe”, Russia, cooperation, security, international law, international stability

Baimenov A.M. About some of the factors for public administration effectiveness

Abstract: The article emphasizes that modern governments, working in unique socio-economic, historical and cultural conditions, must take into account global trends, as well as the growth of citizens’ expectations associated with the rapid development of information technologies and other factors. In such circumstances, special attention is paid to the effectiveness of public administration. The article discusses some of the significant factors impacting the effectiveness of public administration, such as the professionalization of the state apparatus, the legibility of the institutional framework, the optimization of information flows and corporate culture. In accordance with this, on the basis of work experience in the public administration system and analysis of civil service reforms in the countries of the region, the main challenges and possible solutions are shown. In the professionalization of the state apparatus, the importance of the merit principles in the selection and promotion stages of personnel through the empowerment of human resource (HR) management services, the integrity of tools and approaches at all stages of selection process, and the responsibility of the selection board are noted. The author focuses on the need to ensure a balance of powers, responsibility and resources, delimitation of powers between political and administrative civil servants, optimization of information flows. Particular importance is paid to corporate culture, which is one of the main factors affecting the efficiency of the state apparatus. It is noted that central values of corporate culture and leadership in state bodies of the countries of our region, along with generally accepted in the modern leadership theory, should be respect for the dignity, work and time of employees.

Keywords: public administration, effectiveness, professional state apparatus, institutional framework, balance of the powers, responsibilities and resources, information flows, corporate culture

Bartsits I.N. Rethinking the relationship between international and national law at the turn of the epoch (on the amendment to article 79 of the Constitution of the Russian Federation)

Abstract: The article is devoted to revealing the specifics of the implementation of such areas of constitutional law as the constitutionalization of international law and the

internationalization of constitutional law by the example of additions to Article 79 of the Constitution of the Russian Federation, as well as the practices of the Italian Constitutional Court, the Federal Constitutional Court of Germany, etc. The author examined in sufficient detail the procedures for extending the effect of international law and international treaties of Russia to the national legal system, analyzed the concept of counter-limits in European and national judicial practice, presented the basic principles of interaction between European and national courts (the principle of subsidiarity, the principle of proportionality, the principle of 'sincere cooperation', method of 'dialogue of judges'). There is a need for an updated understanding of the term 'constitutional sovereignty of the state', which is based on domestic norms on fundamental rights and norms on the foundations of the constitutional system, which presupposes the inadmissibility of any foreign or international influence that violates the requirement of priority of the norms and principles of the national Constitution in the national legal system. The article substantiates the expediency of using the doctrine of counter-limits in the Russian Federation as an instrument of constitutional self-defense, ensuring constitutional sovereignty and preserving constitutional identity.

Keywords: constitutional identity, international law, constitutional sovereignty, communitarian law, constitutional self-defense, constitutional amendments

Fischler F. Two forms of European cooperation: EU integration and Greater Europe

Abstract: Globalization is the greatest factor in international development. It should be noted that globalization brings enormous opportunities, but also great risks. Often one goes with the other. However, expanding international cooperation and leveraging successful partner experiences can lead to unprecedented prosperity in the world. At the same time, the risk is increasing that, as a result of globalization, this prosperity will be distributed more and more unevenly and that a growing proportion of the world's population will be disadvantaged. The same goes for increasing wealth when it is bought at the cost of shifting the main burden on future generations. So we need a shared, responsible globalization that includes all people. Such a thing can be successful only if cooperation between states is strengthened and responsibility is shared. The author analyzes the ambitious agenda proposed by the President of the European Commission, Ms. Ursula von der Leyen, which highlights such tasks as concluding a European "green" deal; developing an economy that works for people; creating a Europe that is equipped for the digital age; protecting what makes Europe Europe; strengthening Europe in the world; giving a new impetus to democracy in Europe. It is emphasized that the Commission wants to play a responsible leadership role throughout the world. The EU has the courage to put forward new initiatives for a strong, open and fair international trade agenda. The EU is still the world's largest exporter of manufactured goods and services, as well as the largest export market for 80 countries.

Keywords: globalization, European cooperation, EU integration, Greater Europe, cooperation with Russia

Bruni F. The crisis of multilateralism and EU–Russia cooperation

Abstract: The article is devoted to problems in relations between the EU and Russia. Multiple methods are considered that are aimed at solving the problem of multilateralism in current conditions. The author selected and studied specific documents on essential aspects that are devoted to this topic. Studying the arising problems requires careful consideration since, in the modern world, cooperation between global actors such as the EU and Russia cannot be ignored. Despite all the challenges faced by the parties in their fields, all difficulties are conquerable, and the article provides specific methods for its solving. The article discusses some aspects and problems that require particular attention from specialists in this field. The author concludes that strong US–EU coalition could seem more coherent with history and with the traditional East–West divide. However, the recent evolution of the US attitude towards international relations weakens the probability of such coalition and its perceived payoffs. A more or less defensive Russia–China coalition has been tried with limited results; moreover, if it were possible and probable, the two western players would change their strategy to prevent it or to contain its depth. In fact, we live in a world where many talks of a serious possibility of G2 governance, a peculiar type of coalition where the US and China keep hostile and nationalistic attitudes but join forces to set the global stage in their favor, pursuing a qualitatively limited but quantitatively rich payoff. In such world, as a counterpart of this payoff, both the divided Europe and the economically much smaller Russia would lose power and suffer several kinds of economic disadvantages. Therefore, Greater Europe would be good for Russia and for the EU as well.

Keywords: Europe, Russia, multilateralism, relationships, aspects and problems, actors

Lo Porto G. Cultural diplomacy: building an international cooperation network

Abstract: The article is devoted to problems in the field of communication between the states. It investigates the role of language in modern society, its impact on understanding and the image of the country as a whole. The author analyzes the perception of the language by the recipients and adaptation of the acquired skills through the language. Learning and understanding the language is quite important for the best work in the field of trade, culture, and the exchange of experience. The concept of “cultural diplomacy” and its role between the participating countries in the international arena are considered. The author explains the concept of “soft power”, its specific role in the field of close cooperation and the creation of an international network of collaboration. Cultural diplomacy may seem more indefinite than other traditional diplomatic practices related to

the economic-commercial or political sector, exists clearly and has also been in practice for years, at least bilaterally.

Cultural diplomacy is operated by the European Union, with the promotion of cultural diversity. The underlying logic is to place cultural cooperation at the center of the Union's diplomatic relations with third partner countries. From a broader perspective, this strategy also contributes to the foreign policy priority of making the EU a stronger global player on the world stage.

Keywords: interaction, cultural diplomacy, soft power, cooperation, collaboration

Jones-Bos R. Cooperation between Netherlands and Russia should develop in various fields

Abstract: The interview is a reflection of the famous Dutch diplomat and politician Renee Jones-Bos, who in 2016–2019 worked as Ambassador Extraordinary and Plenipotentiary of the Kingdom of the Netherlands to the Russian Federation. The main topic of the article is the need for cooperation between countries in various fields. In particular, the interview talks about interaction in the field of environmental protection, exchange of experience in the development of 'smart cities', and the features of the Dutch economy based on a pragmatic approach to development due to the geographical location of the country. In particular, it is noted that the achievements of the Netherlands in the field of environmental conservation are caused not only by the understanding of the importance of this topic in the issue of human survival, but, above all, are determined by the country's characteristics: a small territory and a population that is quantitatively comparable to the population of a small Russian region. The importance of academic and university projects and exchanges as part of people- to-people diplomacy is emphasized; the role of the undergraduate educational program in the field of Ecosystem Management 'Eco-Management', implemented by the Faculty of Foreign Regional Studies and Regional Administration of the IPACS of the RANEPa since 2019, is disclosed.

Keywords: cooperation, public diplomacy, ecology, high technology, responsibility, governments

Pirozhenko O.V. Strategic alliances in global competition in the light of the forming the Alliance of Russian and Spanish Universities

Abstract: The article raises topical issues related to the university of the future, which will be based on university consortia and alliances actively created around the world. This trend will ultimately provide an opportunity to build a platform for a single educational space, which will contribute to the development of civil dialogue between societies of different countries. A project related to the expansion of bilateral Russian-Spanish cooperation in the field of education was examined, opening up new

prospects for academic development for universities in both countries: the Alliance of Russian and Spanish Universities. The author emphasizes the need to achieve higher levels of implementation of the processes of internationalization of modern higher education, revision of the criteria for the development of educational systems, the combination of which will offer future generations improved learning formats that meet the needs of young generations of today. It is noted that the formation of professional skills and personal qualities in the learning process at the higher education level poses the task of training international experts who are able to conduct a constructive dialogue based on the acceptance of differences and the ability to find interaction points for cooperation on mutually beneficial parity principles. The ability to think and make effective decisions, promote national interests in the international arena, understand the mentalities of the peoples of other countries are the distinctive qualities of professionals - graduates of the university of the future. The desire for unification, and not for separation, is one of the principles of existence that will allow humanity to successfully develop for the good and in the name of the bright principles of tomorrow.

Keywords: international academic cooperation, educational space, internationalization of higher education, university alliances, criteria for the quality of education, student exchanges, bilateral relations, university of the future

Artyukhin R.E. National projects as a qualitatively new level of state responsibility

Abstract: The article reveals the approaches of the Russian Treasury to solving the problem of operational management of risks arising during the budget cycle, the most important parameters that affect the efficiency of the financial and budgetary system, by introducing information technologies in the activities of Control and Supervisory bodies. We are talking about increasing the degree of automation of control processes and increasing the level of openness of the government in the implementation of national projects, including those related to the creation of capital construction projects. The topic of functioning of the state integrated information system for public finance management 'Electronic budget', through which citizens can track the results of the state's activities on federal and regional projects, is discussed in detail. As an effective tool for tracking control points of national (federal, regional) projects, it is proposed to introduce a unique identifier for the project result. It is important to create risk profiles for each individual project, for which the Russian Treasury, together with Rosfinmonitoring, has developed a mechanism for information interaction that allows identifying unscrupulous performers of state contracts. We are talking about the need for a risk-based approach to control, in which control and supervisory authorities can remotely analyze the object of control and coordinate their control and supervisory activities with other authorized bodies. An important condition for the sustainable development of the state is the solution of the

problem of monitoring the achievement of national goals with minimal costs, without excessive pressure on the controlled environment.

Keywords: national project, sustainable development, risk profile, risk intensity of the object of control, financial and budgetary system of Russia, budget classification, ID of the project result, State Integrated Information System 'Electronic budget'

Danchikov E.A. Conditions and tools for ensuring effective financial control of achieving national goals and implementing national projects

Abstract: The effective implementation of national projects and the achievement of national goals requires both the coherence and synchronization of actions of government bodies and organizations at all levels, as well as ensuring close monitoring of the efficient use of budget funds. In this case, the main emphasis should be placed on risk assessment and preliminary control, i.e. prophylaxis and prevention of possible violations. The article discusses the issues of increasing the effectiveness of financial control while achieving the national development goals of the Russian Federation through the use of modern methods and tools of control, as well as the features of the organization and implementation of this process at the regional level. The author analyzes the conditions created in the city of Moscow for the effective implementation of control and supervision activities. The high importance of digitalization and automation of control processes is noted to ensure constant and comprehensive monitoring of budget expenditures. It is concluded that the main task of control and supervision bodies is to assist the executive in implementing state programs and national goals, and their achievement should become a criterion for evaluating the effectiveness of the control and oversight bodies.

Keywords: financial control, national goals, national projects, audit

Blinova T.V. Audit of the implementation of national goals

Abstract: The article discusses the issues of control over the expenditure of funds in the implementation of national goals. The author refers to the documents that regulate this area of activity, connects their main provisions with public administration, shows how the Accounts Chamber of the Russian Federation participates in the audit of budget expenditures and thereby contributes to the sustainable development of the country, the formation of effective public administration systems. In 2019, the Accounts Chamber of the Russian Federation analyzed the progress of 8 of 13 national projects and identified significant risks that affect the achievement of the planned results. The audit results indicate systemic management weaknesses. Based on the analysis, the Accounts Chamber of the Russian Federation offered the Government of the Russian Federation to transform the internal financial audit of chief administrators of budget funds into an internal audit of the activities of state bodies. Regarding the main goal-setting of the internal audit, it is proposed to determine the tasks of analyzing the achievement of goals

and assessing the effectiveness and efficiency of the use of budget funds. The Accounts Chamber of the Russian Federation has proposed to the Government of the Russian Federation to transform the internal financial audit of chief administrators of budget funds into an internal audit of the activities of state bodies. The author emphasizes that only an effective multi-level audit system will not only raise the implementation of national projects to the proper level, but also make a significant contribution to the achievement of the country's sustainable development goals. Combining the efforts of all interested parties will allow us to adequately meet the challenges of the time and ensure high-quality achievement of national goals set by the President of the Russian Federation. Keywords: national goals, national projects, audit, financial control, Accounts Chamber of the Russian Federation

Beskhmel'nitsyn M.I. Implementation of the Comprehensive plan for the modernization and expansion of the railway infrastructure

Abstract: This article was prepared on the basis of a speech at the Gaidar Forum on January 16, 2020. It discusses the implementation of the Comprehensive plan for the modernization and expansion of the main infrastructure (CPMI). It has become a national project, distributed throughout the country, its results should be felt by the whole society. The author evaluates the successfully implemented projects for the development of the Central transport hub – the creation of the Moscow Central Ring and the Moscow Central Diameters. It is also about the revival of the Northern Sea Route, the development of the Baikal-Amur Mainline and the Trans-Siberian Railway. These tasks were set in the Decree of the President of the Russian Federation of May 7, 2018 № 204 «On national goals and strategic objectives of the development of the Russian Federation for the period until 2024». The infrastructure upgrade will also affect long-distance passenger traffic, rolling stock. The author considers the conclusion of a contract with the Tver Carriage Works as an example of the modernization that has begun, notes that it provides for the renewal of the Tver Carriage Works itself. The author pays special attention to monitoring the implementation of the Comprehensive Plan for the modernization and expansion of the main infrastructure. It is indicated that when spending significant financial resources, it is extremely important to use modern control technologies, including BIM technologies. In addition, it is necessary to conduct work openly so that citizens can see in real time how national projects are being implemented.

Keywords: national projects, modernization, Comprehensive plan for modernization and expansion of the main infrastructure, Russian Railways, BIM technology

Zaitsev O.V., Novak D.V. Directions of improving legal education

Abstract: The article is a continuation of the expert discussion 'Legal education and the labor market. Transformation or stagnation in the digital economy', uniting the leaders of

leading Russian and foreign law schools, the scientific, pedagogical community at the Gaidar Forum 2020. The authors consider a wide range of issues related to the characterization of the current state of legal education, its integration into the Bologna system, noting the importance of the application of traditional methods and means of teaching law, taking into account modern realities. Particular attention is paid to the traditions of teaching law laid down by Roman lawyers, the history of the formation and development of domestic jurisprudence, as well as modern discussions on a given topic, in which representatives of the scientific community and practical lawyers take part. The authors draw attention to issues related to the new content of curricula and new ways of regulating legal education. The topic of state accreditation of educational programs in the field of jurisprudence and the role of the Association of Russian Lawyers in this process also seems important. The analysis of the main features of modern law is carried out, necessitating the comprehensive improvement of modern legal education. As a possible measure of the quality of legal education, the introduction of a single exam for entering the profession is proposed.

Keywords: legal education, lectures, oratory, legal clinics, the formation of skills and competencies, impact on the individual, creative search, teachers, students, Roman law, domestic civil law

Korsik K.A., Parfenchikova A.A. The transformation of the Russian notary in the new economic realities

Abstract: The article is devoted to the review of current changes in the legislation on notaries related to the development of electronic civil circulation, analysis of existing digital risks and assessment of the role of notaries in combating them. In modern economic realities, a significant expansion of the sphere of competence of the notary is carried out by introducing completely new notarial actions into the scope of the notary's terms of reference. At the same time, the notary does not just follow the general 'digital' trend, but independently makes significant efforts to effectively perform the tasks of the social sphere regulator assigned to it by the state. The creation of the Unified Notary Information System as part of the formation of the technological infrastructure to ensure the security and stability of legal relations in the context of electronic civil circulation takes to a new level the quality of notarial services and the security of legally relevant information. The role of notaries significantly increases in conditions when the use of digital technologies in the economy, public administration, social sphere becomes one of the main vectors of world development, and society and the state inevitably face the flip side of this process – digital risks that jeopardize the safety of participants in civil turnover and their property. In 2020, as part of the implementation of the national program 'Digital Economy', it is planned to introduce a number of innovations that will create the basis for a stable and secure 'digital' turnover.

Keywords: notaryship, notary, digital rights, digitalization, digital notary, electronic document management, electronic digital signature, blockchain, information technology, Federal Notary Chamber, Unified Notary Information System, National program

Medvedeva O.O. 'Immeasurable science', the tyranny of indicators and digitalization: is there any reason for scientometric optimism?

Abstract: The review was prepared on the basis of the materials of the expert section 'Scientometry 2.0: Digital Restart', which took place as part of the Gaidar Forum 2020. It is devoted to a discussion of the role of applied scientometrics in assessing the effectiveness of scientists, as well as the prospects and possibilities of digitalization of science. The 'tyranny of indicators' and the crisis of confidence among the academic community in any formal assessment of their activities is one of the most important trends in the field of scientific administration in recent years. The object of public criticism is applied scientometrics as a tool for this assessment. During the discussion, experts made a number of significant comments regarding the widespread use of applied scientometrics. First, scientometric awareness needs to be formed. Scientometrics can be useful for both researchers and organizations. Scientometric literacy needs to be educated. It is such an approach for the future that can be an important step towards overcoming the systemic crisis in assessing scientific activity. Secondly, the scientometric assessment should be supported by expert assessment. If the first formalizes the assessment process and makes the management system more transparent, the second fills it with meaningful meaning. Thirdly, the digital transformation in the management of scientific activity at the moment is not able to remove the contradiction that has arisen. Moreover, as follows from the expert's speech, neither the scientific community, nor the scientific management system itself, is yet ready for digital transformation.

Keywords: scientometrics, performance indicators, digitalization, academic community, bibliometry, databases

Berezovsky D.V., Kolchugina E.V. Prospects for the personnel potential development of the Samara region state authorities and local self-government

Abstract: The article is devoted to the topical issues of human resources development of public and municipal authorities. The authors traced the main stages of legal regulations at different directions of personnel policy concerning the public and municipal service both at the federal and regional levels. It is noted that the normative expansion of forms of professional development of civil servants is supported by the appearance of additional educational events, such as seminars, trainings, master classes, round tables and conferences, along with traditional forms of professional retraining and professional development. The experience of the Samara region in implementing state and municipal

personnel policy in the period from 2018 to 2019 is presented. Examples of implemented project initiatives are given. Standardization, digitalization, and implementation of national projects are the main goals of the Samara region's personnel policy for 2020–2024. The public presentation of Strategy for personnel policy of the Samara region was held at the I Regional personnel practical session 'Personnel 2.0. Human resources technologies for national projects' in December 2019. Keywords: workforce capacity, public authorities, municipal authorities, personnel policy of the Samara region, professional development, public civil servant

Jiang Siyuan, Gan Zhongyang. The current situation and management of idle rural homesteads in China – based on a survey in Jiangxi province

Abstract: Generally, China is still in the middle accelerating stage of urbanization. Rural idle homesteads are the main problems of rural areas in China, according to two elements (the population and land) can be divided into two types: the first is one household with houses, and the second is the population migration. Through the research questionnaire and interview analysis, the authors know that the traditional land concept is still deeply rooted among farmers. The phenomena of building houses only along the roads and the multi-story ostentation are prominent. The needs of traditional agricultural production have become a major obstacle to the management system of idle homesteads. The authors suggest that the management system of idle homesteads should be divided into three steps based on villager autonomy: the first step is to promote the voluntary withdraw system of idle homesteads, the second step is to issue homesteads use right certificates, the third step is the classification of the ways of idle homesteads use. Keywords: Idle rural homesteads; one household with several homesteads; population migration; homesteads use right certificates; management of homesteads

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Safonov M.S. Legal nature of the Russian development institutions

Abstract: In the article, development institution is considered from its legal form and nature, in which it can and should carry out its activities, namely, as a subject of public law. The relevance of this article is expressed by the introduction in the Russian law of a public law company concept, which is a new alternative to state-owned corporations. On July 3, 2016, Federal Law No. 236- FZ "On Public Law Companies in the Russian Federation and on Amending Certain Legislative Acts of the Russian Federation" (with amendments and additions) was adopted. After its adoption, a new wave of discussions began to take place on the active use of such concepts as a legal entity of public law in Russian legislation. At the legislative level, it became necessary to implement general principles regarding legal entities of the same type in the framework of the legal matrix,

into which it is possible to attribute all known subjects of law. The special legal nature of development institutions requires a particular legal form that would meet the goals and objectives set for them. The use of almost all the provisions of the legal entity of public law theory, in modern practice, can be the correct decision to create the necessary legal form for development institutions. This will allow taking into account the features of the property base of their activities, peculiarities of management of the development institution, setting goals when making decisions, the ability to use specific tools of state regulation of economy in the implementation of public functions assigned to the development institutions.

Keywords: development bank, development institute, public law entity, public law company, state development corporation, non-profit organization, investment activity

Genkin A.S., Mikheev A.A. Does the legal profession have a future?

Abstract: Due to the development of distributed ledger technology and other related innovative technologies, in the coming years we will face the disappearance of many old management functions – and the emergence of new ones. The future of the profession of notary is only one private case within a truly global trend. At the XI Gaidar Forum, in January 2020, the section ‘Legal Education and the Labour Market. Transforming or stagnating in the digital economy?’ was devoted to this topic. The article provides a number of examples of how various digital technologies help to more effectively implement the functions performed by ‘human lawyers’. Chat bot robots are considered, which are increasingly being used in a number of sectors to perform legal tasks. Examples (in particular, the UAE) are given as governments try to simplify the work of their legal services using the latest technologies. The authors conclude that lawyers will have to obtain interdisciplinary competence in the near future. They stand in solidarity with Elon R. Musk’s view on the need for proactive AI regulation. The issue of correlation of legal norms and requirements of a new technological order in the article is illustrated by an example of a confrontation between the California Department of Motor Vehicles and the state attorney general with Uber over the activities of its self-driving cars. In conclusion, the authors urge to combine efforts and assess the consequences that the emergence of digital technologies has for the legal market and for the legal education market.

Keywords: Blockchain, technology, lawyers, contract, chat bot, smart contract, AI, competences

Puchkov V.A. Participation of social movements in the innovative development of the population’s life safety system

Abstract: The article analyzes the promising directions of development of social movements to support the innovative evolution of the population’s life safety system. The

key aspects of the activities of veterans organizations aimed at the transfer of life and professional experience are considered. The assessment of practical experience and prospects of joint actions of volunteers in areas of large-scale disasters with the use of the latest innovative technologies is carried out. The role of social movements in the implementation of modern approaches in the education of younger generations, increasing the involvement of all segments of Russian society in the formation of a culture of life safety and improving the new quality of socio-economic development of the country's regions is studied. Based on his own practical experience, the author comes to the conclusion about the absolute effectiveness of cooperation between the state and public organizations, involving volunteers in ensuring the safety of life. The analysis of the necessary measures on the part of the state to ensure full cooperation with volunteer movements is carried out, and a set of measures to achieve these goals is proposed. Creation of stimulating conditions for public voluntary fire protection associations at the level of the Russian Federation's regions as a unique public-rescue institution is noted.

Keywords: innovative development, social movement, volunteers, ensuring the life safety

Dmitriev M.E., Krapil V.B. Thorny way of strategic planning in modern Russia

Abstract: The article considers strategic planning practices in Russia since the transition to market economy. The authors assess the outcomes of federal strategies and the possible causes of their incomplete implementation. The study reviews the development of legislation on strategic planning and the problems and contradictions associated with the implementation of the laws, including the subfederal level. The course of development of the project format of strategic documents (national projects, etc.) and the reasons that led to the strengthening of its role, despite the lack of legislative registration, are also presented. Based on the results of the review, a characteristic is given of the current state of the strategic planning system, which is assessed as unstable and transitional, and possible directions for its further development are noted. The interest in strategic planning over the past three decades has been generated by objective long-term challenges. They are largely due to the need to take into account long-term trends in demographic, technological, environmental, climatic, spatial, infrastructural, geopolitical and other areas where there are problems and tasks that can only be solved by coordinated planning of actions for many years to come.

Keywords: strategic planning, federal and regional strategies, project management, performance management, national projects

Chepurnova N.M., Muryseva V.O. Free competition in the digital economy: mechanisms of protection

Abstract: The article presents various approaches to the concept of 'digital economy', offers the author's definition, identifies the features of state protection of competition in

the context of digital economy, describes the procedure for conducting economic activities and maintaining competition in the commodity markets in the context of the development of information and communication technologies, reveals the features of the state mechanism for protecting competition in the conditions of digitalization of production of goods and services. It justifies the need to develop a holistic organizational and legal mechanism of public administration, taking into account the processes of globalization of the digital economy, and the need to change legislative approaches to ensure that new entities are taken into account in the field of competition and the coverage of public relations. Analyzing the normative legal acts of the Russian Federation related to the concept of Big Data and the processing of large amounts of data, the authors come to the conclusion about expediency of amending the clauses of the Decree of the President of the Russian Federation ‘On the Strategy of information society development in Russian Federation to 2017 – 2030’ in the part on definition of the digital economy.

Keywords: state, competition, protection mechanism, digital economy, Big Data, network effect, zero price of goods, dominant position, digitalization of production

Tsibikov V.A. About the priority measures taken by the state authorities of Russia in connection with the spread of coronavirus infection

Abstract: The article deals with the work of Russian state authorities during the period when a new coronavirus infection (SARS- CoV-2, previously – 2019-nCoV) threatens to spread and enter the national territory. The algorithm of work and the practical measures taken to combat infection from the point of view of the requirements of the national security Strategy of the Russian Federation, as well as Federal and regional regulatory legal acts in terms of protection are analyzed. The issues of the formation of special temporary governing bodies, the goals and objectives of their activities, as well as the forms of work used: monitoring the situation, rulemaking, interagency cooperation, building up forces and means to combat the pandemic, using the information and technical base, informing the population, supporting certain sectors of the economy and certain categories of citizens are considered. Conclusions are drawn about the organized, complex and interdepartmental nature of the events, the need to improve legislation in terms of establishing legal liability for offenses under the quarantine regime, creating conditions to prevent unjustified price increases for certain types of goods, systematically informing the population and preventing the spread of false rumors, the need to support certain sectors of the economy and certain categories of citizens.

Keywords: state authority, high-alert mode, interagency interaction, pandemic, coronavirus, preventive measures, economic support, social support

Zemtsov S.P., Baburin V.L. Coronavirus in the regions of Russian: features and consequences of the spread

Abstract: Russia and the world are experiencing a pandemic that is unprecedented in modern history in terms of the number of cases and socio-economic consequences. The article discusses the features of the statistical accounting of morbidity and mortality and how much they could affect the available estimates. The authors believe that the fixed incidence of the population obeys the laws of the distribution of innovations and depends on the structure and interaction within regional communities. According to the above calculations, if current conditions remain, the maximum number of infections can exceed 160 thousand people, and the end of the epidemic should be expected no earlier than mid-June. We are now at a stage of exponential growth and diffusion across the country. In general, in Russia, the closure and bankruptcy of 50-60% of firms in 2020, according to the most pessimistic scenario, is fraught with a fall in GDP by 3-10% for the year.

Keywords: COVID-19, mortality, regions of Russian, consequences of a pandemic, small and medium enterprises

Sidorenko E.L. Adaptive capabilities of Russian law

Abstract: The paper analyzes current issues of legal transformation in the context of digitalization. It is noted that, despite the existing and undeniable opinion of experts on the importance of digital transformation of law, this issue is not sufficiently developed, there is no consensus on what exactly this transformation should be expressed and whether the legislation has a sufficient degree of adaptability. Meanwhile, the ability of the law to adapt to the requirements of the digital age has an impact on ensuring the positive development of the digital economy, on clear processes for implementing 'digit' and on minimizing possible risks. The author pays main attention to the directions and stages of adaptation, determination of the legal status of digital technologies, their protection capacity and delinquency. The author identifies four components of adaptability of modern law and suggests evaluating it in two main directions: legal categories and institutions and private issues of technology regulation. Special attention is paid to the issue of copyright in the field of technology, but it is emphasized that first of all, the legal nature of the rights to the products of digital technologies should be determined. Based on expert assessments, key parameters of legal regulation of digital technologies and their products are determined and the need to supplement civil, financial and information law with new categories and institutions is justified. It is emphasized that the digital economy requires the development and adoption of fundamentally new legal structures. In addition, their development requires the efforts of the entire international community to ensure the universality of the law.

Keywords: digitalization, transformation of law, copyright and related rights, object of civil rights, legal liability

Ponkin I.V., Redkina A.I. Digital public administration: method of digital models-doubles (BIM) in law

Abstract: The article is devoted to the study of the principles of the possibilities of applying BIM-technologies in law. The authors explain the concept and meaning of BIM modeling in general, noting that the BIM method, originally developed for information and functional modeling of buildings (in the construction sector), is now actively used (in significantly more complex modalities) in a variety of other areas. The article presents the author's concept explaining the essence of the technology of the digital models-doubles (BIM). The work is based on the use of research methods of analysis and synthesis, induction and deduction, classification and modeling, observation. Using these methods, the distinction characteristics were described and the features of the method of digital models-doubles (BIM) in legal science and practice, its goals and the possibility of its application were predicted. The need for the development of universal platforms and the creation of universal prototypes, templates, formats, matrices and sets of tools, including concepts, methods and tools for processing, archiving, saving and storing data, is noted. The authors set out in detail (in the author's concept) the possibilities, goals, methods and features of applying the method of digital models-doubles (BIM) in law.

Keywords: public administration, method of digital models-doubles (building information modeling) in law, BIM-technologies, digitalization of law, digital ontology of law, digital public administration

Kondratenko O.I. Evaluation of management tools for stimulating the investment climate in Russian regions

Abstract: The influence of management tools on the development of the territorial investment climate is assessed ambiguously by scientists and experts, as evidenced by the literature review conducted in the article. Analysis of thematic works revealed a significant scatter of scientists' opinions regarding the role of management in the development of the investment climate. The lack of methodological unity significantly complicates the possibility of a comprehensive valid assessment of managerial tools of the regional investment economy. Assuming the possibility of the influence of the managerial factor on the development of the business climate of the Russian regions, the article proposed and tested a comprehensive approach, including, in particular, a survey of investors, entrepreneurs and employees of regional project offices regarding the state of the investment climate management system in the regions. The study showed that the importance of the managerial factor in the regional investment policy of Russia is significant, but it manifests itself most explicitly during large-scale crises and turbulence of the economy. A growing degree of satisfaction with the state of the regional investment climate, as well as an increase in user complaints about the efficiency, speed

and quality of functioning of the established management institutions were also revealed. A survey conducted by the author of the staff of the regional project offices made it possible to determine the difficulties of the performers in managing the development of the regional investment climate, namely: insufficiency of material and technical and technological support for the work of design offices; low competence of employees with their functional congestion; lack of involvement in the work of attracting investments of specialized organizations, municipal administrations; different level of regional digitalization.

Keywords: regional investment climate, investment policy, tools to attract investments, management factor, efficiency of public administration

Rakhimova D.N., Nuritdinova D.A. Mechanisms for deepening trade, economic and investment cooperation between the SCO and EEU countries (on the example of Uzbekistan)

Abstract: The article discusses the issues of interaction between Uzbekistan and the states that are members of the Shanghai Cooperation Organization, the Eurasian Economic Union, on trade, economic and investment issues. The authors hope that Uzbekistan's acquisition of the EAEU observer status will allow establishing a dialogue with partners and getting acquainted with the mechanisms of the EAEU functioning, using the developed transport and communication system of the Eurasian economic Union, which provides the shortest routes between Europe and Asia, access to markets and sea routes of the Middle East, China, Russia and Europe. The authors also draw attention to the obstacles that states have to deal with in the process of interaction: inconsistencies between the legal framework and technical standards of different countries.

Keywords: globalization, cooperation, trade, investment interaction, transport communications, freight transportation, geo-economic attractiveness, strategic opportunities, economic corridor, security, commodity circulation, transport and logistics, infrastructure, economic integration

Lehmannová Z. Europe and Russia in the Context of Global Changes: Socio-cultural Approach

Abstract: The article is focused on cultural plurality as one of the essential features of contemporary stage of globalization. It reflects both differences and similarities between European and Russian cultures in the context of global cultural plurality and defines the demands that relate to interdisciplinary research in this area. In the study, the theoretical and methodological principles of research on cultural specificity are considered; the paradigm analysis is applied to study global cultural plurality, the specifics of individual cultures, and their comparison. The article focuses on the cultural determinants of the

relationship between Russia and Europe, comparing the cultures of these multinational actors, their cultural forms, characteristics, and value orientations. In the research, we used the works of famous scientists. The sociocultural approach is necessary to study the intercultural relations, which at a fundamental level lead to the organization and functioning of relationships in modern society. Problems in the sociocultural sphere cause difficulties in various spheres of human activity. The close and complicated relationships that have developed over the years are too valuable for both cultural worlds to neglect them in the modern situation, where globalization took one of the essential places. The information, which was obtained in the course of research, is used to justify specific intercultural problems, and helps to apply a deeper approach to concretize the problems. Nowadays, the cultural sphere is closely connected with globalization; it permeates all aspects of human activity. Those controversial issues or problems that will arise between the societies in the modern world cannot be ignored, because it is precisely the thorough study of the basis of these problems that will help us in the future to counteract their adverse consequences for further development of society.

Keywords: Globalization, Global cultural plurality, European culture, Russian culture, Cultural paradigm analysis, Socio-cultural approach

Isaev D.V. Social entrepreneurship in Russia: problems and prospects

Abstract: The article is devoted to the problems and prospects of the development of social entrepreneurship in Russia. The author notes the need to stimulate this kind of activity and create an appropriate institutional and regulatory legal framework. However, there is no common understanding and definition of 'social entrepreneurship', which gives the existing experience and scientific research a fragmented character. In practice, the concept of social entrepreneurship as an activity aimed at generating commercial profit, rather than creating social value and solving social problems, is widespread. The article gives an attempt to identify the causes of this condition, analyzes existing research approaches and practical experience, as well as draws the appropriate conclusions and offers recommendations. The existing traditional and modern approaches to the interpretation of entrepreneurship as a special type of human activity are analyzed. The analysis showed that entrepreneurial activity is traditionally associated with innovation, risk, uncertainty and entrepreneurial profit. Particular attention is paid to existing research approaches to the study of 'social entrepreneurship' as a modern phenomenon. The characteristic features of 'social entrepreneurship' that distinguish it from other types of entrepreneurial activity are identified, the definitions existing in the Russian scientific environment that are most common when trying to draw up the theoretical and conceptual foundations of social entrepreneurship are highlighted. As a Russian experience, the activities of the non-profit partnership 'The World of the Older Generation', which not only unites social entrepreneurs, but also operates as an

institution for the development of the social sphere, are considered. Conclusions are made about the research prospects in this area and directions for further study of social entrepreneurship are proposed. The author suggests examining the experience of social entrepreneurship accumulated in Russia when formulating recommendations for the further development of the regulatory framework.

Keywords: public-private partnership, investment attractiveness of the regions, social partnership, social entrepreneurship, social innovations

Zanko T.A. Experience of launching the Doctor of Public Administration programs in Russia

Abstract: The article discusses the prerequisites, approaches to the creation as well as the experience of starting the implementation of Doctor of Public Administration programs in Russia. First of all, it is noted that MPA level programs first began to be implemented in Russia at the Institute of Public Administration and Civil Service of the RANEPA more than ten years ago. Currently, among professional officials a request for Doctor of Public Administration (DPA) top-level training programs has arisen. When developing a new DPA-level educational program for Russia, it was necessary first of all to establish the requirements and criteria for the selection of candidates. Key parameters at the same time were the level and administrative orientation of the education of applicants, mandatory work experience in senior positions. The knowledge of the applicants is checked by comprehensive entrance tests, which include testing of understanding the system and mechanisms of public administration, a practical task to check the knowledge of a foreign language, as well as interviewing and evaluating of the concept of a socially significant scientific project. The first DPA program in Russia has a modular architecture of the educational process. Each of the 12 modules, which take place every two months with an average frequency, is devoted to various aspects of state and municipal administration. At the same time, practical exercises for the development of soft skills are integrated in each DPA module. The key goal of DPA training is to prepare and defend publicly significant research in the field of state and municipal administration.

Keywords: DPA, MPA, professional development, additional education, public servant, municipal employee, professional retraining, socially significant project

Evarovich S.A., Lavrova T.B., Polyakova A.G. Transformation of civil service employees' professional development system

Abstract: Since maintaining and improving the qualification level by the civil servant is implemented through the professional development, the study identifies main changes affecting this area, including those caused by the changes in the legal regulation.

Keywords: civil service, public authority, civil service employees, professional development, additional professional education

Krasnova G.A. The model of export support of Russian education

Abstract: The article is devoted to the development of educational export, which is one of the priorities of state policy. In 2018, the Federal project 'Export of education' of the national project 'Education' was launched, which set the task of doubling the number of international students in Russia by 2024. The tasks set are impossible without state support, which is to create favorable conditions for its development at the national (system of support and development of export of Russian education) and interstate (in the framework of cooperation with foreign countries, participation in regional integration associations, international organizations and forums) levels. Taking into account the analysis of international and Russian experience of export support, the author of the article developed and described a model of export support for Russian education, which has its own specific industry characteristics. The model for supporting the export of Russian education includes organizational, legal, informational, financial, and content blocks.

Keywords: international students, postgraduates, alumni, export of education, exporting companies, income from export of education, state policy

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Letunovsky V.V. From total supervision to smart control

Abstract: The article is based on the author's presentation at the Gaidar Forum – 2020 titled 'From Total Supervision to Smart Control: Issues of Methodology, Theory, and Practice' in the framework of the expert discussion 'How Regulatory Enforcement Has Changed: Citizen Perspective'. The author's position is presented in support of the need for a consistent distinction between control and supervision, including in terms of evaluating their effectiveness, which is currently carried out virtually syncretically in relation to the control and supervision activities of the state. The article formulates the methodological and theoretical model for differentiating control and supervision, its dynamics based on the potential of digital technologies. Based on the results of analytical reports of both state structures and the expert community, the author concludes that it is necessary to adjust the regulatory framework of control and supervisory activities with a mandatory value reorientation of control and supervisory authorities from punitive ideology to the protection and maintenance of the interests of citizens and businesses. It is noted that the synergetic effect at the next stage of development of control and supervisory activities can be provided by a combination of technological and legal approaches and the 'intersection' of law-making and law enforcement. Expanding digitalization will allow smart control to replace comprehensive supervision, which will provide a more effective management and control system. According to the author, the

practice of total, mandatory, continuous supervision will finally become a thing of the past. The basis of the new control will be a special digital platform - a reducer of interaction between a consumer and a manufacturer using artificial intelligence that manages smart contracts.

Keywords: state, public administration, control, supervision, control and supervision activities, efficiency, effectiveness

Biktimirov M.R., Pilipenko O.V., Safonov M.S. On the devaluation of expert opinion or why do we need a law about the basics of expert activity

Abstract: Taking practical responsible decisions in the field of social and industrial management in the context of rapid development of digital technologies in the era of the knowledge economy is impossible without reliance on expertise. A kind of organization of activities for the production of ‘predictions’ is required, when not only an accurate assessment of the impact of certain factors and their possible interactions with each other is given, but also as a result of creative construction of scenarios for the development of processes and events, an understanding comes which factors need to be taken into account. At the same time, the expertise constantly faces criticism, calling the conclusions of experts arbitrary, unreliable and subjective. Often, expertise is confused with monitoring, evaluation, diagnosis, inspection or counseling. The authors of the article carried out a structural analysis of the content of the expertise processes in the project management vector in the digitalization era and came to the conclusion that the effectiveness of the expertise is significantly increased in case of clear regulation of this type of activity, providing the necessary status.

Keywords: analytics, expertise, expert activity, expertology, digital technologies, strategy, legislation, law

Gaponenko A.L., Soblirov A.A. Miniforums as an effective way to attract investment in small and medium-sized business projects

Abstract: An important factor in the development of small and medium-sized businesses is consulting support that helps to attract investment. According to studies, investment advice prefers to follow a large business, while highly relevant issues of interaction between investors and small and medium-sized business project initiators often remain out of sight. The article reviews and analyzes the best practices for holding mini-forums aimed at creating sustainable links between project initiators in need of investment and private investors willing to invest in highly efficient business projects. This kind of interaction format increases the productivity of consulting activities in the field of helping small and medium-sized business project initiators in finding investments. Holding domestic mini-forums today is concentrated in the framework of the ‘Business Angels of Russia’ Community. Within the framework of mini-forums, investors can get

detailed information about several projects at once, and project initiators find their investor faster and easier. Consultants, in turn, expand the range of potential clients. In general, the practice of holding mini-forums contributes to the activation of potential and existing investors and the development of small and medium-sized businesses in Russia.

Keywords: small and medium-sized businesses, investment, consulting, competitiveness

Sinyagin Y.V., Sinyagina N.Y. Biographical predictors of individual psychological characteristics included in the 'Big Five' of personal qualities

Abstract: The article analyzes the role of biographical predictors of individual psychological characteristics that are included in the 'Big Five' of personal qualities. The analysis of the relationship of answers to psychobiographical questions included in the questionnaire of management potential (Y.V. Sinyagin, 2014) with the results of the 'Big Five' model is presented. The necessity of studying personality traits conducive to successful activities is substantiated. On the basis of empirical research, predictors of managerial success are characterized. Arguments are given for including data containing biographical information in methods of psychological analysis of a person. The authors show that the obtained empirical data can find their practical application in several areas. First of all, it is their direct use during interviews and interviews with leaders.

Keywords: biographical predictors, 'Big Five' individual psychological characteristics of a person, personal qualities, civil servants, leaders

Krasavtseva E.M. Perception of danger by law enforcement officers with different levels of professional victimization

Abstract: The relevance of the study regarding the peculiarities of the attitude to danger of law enforcement officers is due to the need to create a complex of protection for law enforcement officials, which is an integral part of regulating public order and maintaining public safety, including preserving the identity of the employee himself. The author reveals the relationship between the degree of professional victimization and the level of sensitivity to threats among law enforcement officials. The peculiarities of the relationship between professional victimization and the attitude to danger of law enforcement officers with a tendency to risk and direction of aggression were studied: self-aggression and aggression towards people. Professional victimization is considered as a psychologically negative professional and personal formation, which creates the threat of accidents, injuries or death of an employee during actions in criminally dangerous and other critical situations. Victim mental states (anxiety, fear, stress) and victim qualities (high achievement motivation, exaggerated employee self-esteem, impulsiveness, arrogance, aggression) determine the structure of professional victimization, which creates a tendency to the unjustified risk. The practical application

and use of knowledge in this field by psychologists of law enforcement agencies will prevent possible accidents among law enforcement officers.

Keywords: professional victimization, safe person, attitude to danger, type of attitude to danger, sensitivity to dangers, risk

Kopylova E.A. International legal immunities and privileges of the Prosecutor *amicus curiae*

Abstract: The article considers the international legal regime of immunities and privileges of *amicus curiae* prosecutors of international criminal courts which are intended to ensure independent and unhindered performance of their functions in prosecuting crimes against the administration of justice. Due to the lack of doctrinal research in this field, whether in the domestic or foreign science of international law, the study is characterized by scientific novelty. Its empirical basis is constituted of the provisions of international treaties governing the immunities and privileges of staff of the *ad hoc* international criminal tribunals and the International Criminal Court. It is noted that today the state of international legal regulation of immunities and privileges of *amicus curiae* prosecutors is not quite satisfactory as it contains significant gaps. Two possible approaches to determining the scope of the immunities and privileges of *amicus curiae* prosecutors are identified: the first based on their status and the second – on the functions they perform. Their critical analysis leads to the conclusion that the functional approach is more in line with the principle of equality of arms in international criminal proceedings. As a result of its application, the scope of the immunities and privileges of *amicus curiae* prosecutors coincides with the scope of the immunities and privileges granted to staff of the Offices of Prosecutors at the international criminal tribunals.

Keywords: prosecutor *amicus curiae*, international privileges and immunities, international criminal justice, International Criminal Court, Office of the Prosecutor, agent of an international criminal tribunal

Siyuan Jiang, Zhongyang Gan. Mechanism for the settlement of commercial disputes within the framework of conjugation of the EEU and the Chinese initiative ‘One Belt, One Road’

Abstract: The process of integrating the Chinese initiative ‘One Belt, One Road’ and the EEU development concept has entered a new stage – the transition from project cooperation to systematization. The creation of an inter-regional mechanism for the settlement of commercial disputes is an urgent need to resolve disagreements in the field of trade, as well as an important guarantee of the further development of trade and economic cooperation and coordinated interaction of countries. The article gives recommendations on the creation of a mechanism for the settlement of commercial

disputes within the framework of interfacing the construction of the Eurasian Economic Union and the Silk Road Economic Belt.

Keywords: conjugation of the EEU and the Chinese initiative 'One Belt, One Road', mechanism for the settlement of commercial disputes, international commercial mediation

Lesnykh E.A. Certain issues of the formation of the administrative and legal status of the Judicial Department at the Supreme Court of the Russian Federation

Abstract: The subject of this article is the administrative and legal status of the Judicial Department under the Supreme Court of the Russian Federation. A critical analysis of some provisions of the Federal law 'On the Judicial Department', which are not quite successful, in the author's opinion, reveals a trend in the development of the legal status of the Department, which does not go beyond the narrowly utilitarian implementation of the functions of financial, material, technical and personnel support for real access to justice. Based on the analysis of scientific and practical literature, normative material, the author reveals a contradiction between the recognized in the literature some uncertainty of legal status, on the one hand, and adequate and effective work that corresponds to the tasks facing the Department, on the other. There are obvious contradictions and gaps in the legal regulation of the Department's activities that require correction. Thus, the definition of the Department 'under' the Supreme Court of the Russian Federation puts it formally and legally, in terms of literal interpretation of the law, in direct administrative subordination. To ensure full independence of the Judicial Department as 'non-systemic' beyond the branches of government, public authority proposed to withdraw it from the jurisdiction of the Supreme Court in personnel matters with the appointment of the Head of Department by the decree of the President of Russia on representation of the Council of judges.

Keywords: Judicial Department, administrative and legal status, judicial system, Supreme Court of the Russian Federation, court support

Bryzgalov D.V., Gryzenkova J.V., Tsyganov A.A. Increasing the efficiency of regulatory impacts to reduce information asymmetry of the insurance contract

Abstract: The article provides a comparative analysis of state policy in terms of protecting the rights of consumers of insurance services and the results of market research of 30 leading Russian insurers on the issues of informing and explaining the terms of the insurance contract. The main directions of the state policy on consumer protection at the stage of concluding an insurance contract are highlighted and described, which are expressed through informing about the insurer, about the insurer's activities, about the insurance conditions and insurance tariff, and about consumer rights protection mechanisms. Aspects of the positive impact of the new Standard for the Protection of the

Rights of Consumers (Recipients) of insurance services on the relationship of insurers and consumers, which are manifested in the specification and expansion of consumer awareness, as well as in the normalization of requirements for a place and an employee selling insurance services, are highlighted. The authors reviewed and explained the results of their own market research on the situation in terms of informing consumers and explaining the terms of insurance contracts.

Keywords: consumer rights protection, insurance market, informing insurants, basic standard, state policy

Palchik G.V., Volokh N.V., Hasanov A.P., Germenchuk V.V., Dubinko N.A., Zabelov S.M., Ignatyuk A.Z., Kivayko V.N., Krishtapovich E.A., Lapina S.V., Lisovskaya T.V., Melnik V.A., Mushta A.A., Pecheneva T.A., Starovoitova T.F., Tomukevich O.T., Fablinova O.N., Shibut M.S., Shchepov V.A., Shchetkina M.A. Evolution of public administration systems: Republic of Belarus

Abstract: The article examines the processes of state construction, formation and development of government institutions, the system of state and local government through the prism of the features of the historical, socio-economic and cultural development of the Republic of Belarus. The authors noted the ongoing systematic measures to improve and de-bureaucratize state bodies, as well as the creation of a mechanism for organizational regulation of e-government. The Republic traditionally occupies high positions in international rankings on the e-government development Index (EGDI), which is compiled by the UN Department of economic and social development and characterizes the state of information and communication technology infrastructure, human capital and public services provided online. Programs to ensure the implementation of the state personnel policy of the Republic of Belarus were analyzed. The availability of a trained reserve is considered as the most important condition for ensuring the continuity of managerial personnel and improving the efficiency of public administration. Researchers see the creation of a coherent system of continuous professional training in the field of management as one of the key tasks at the present stage. The conceptual and legal basis for professional training and continuing education of senior personnel is formulated in a number of state legislative acts. In particular, in accordance with the state order, the relations related to the implementation of educational activities by the Academy of Public Administration under the President of the Republic of Belarus for training, retraining, internship and advanced training of senior personnel of state bodies and other state organizations, persons included in the reserves of senior personnel and in the prospective personnel reserve are regulated.

Keywords: socio-economic development, digitalization, Constitution, legal system, personnel reserve, EGDI, Republic of Belarus

Pchelintsev S.V., Isaeva N.M. Alleged changes in the legislation on civil service in connection with the coming into force of the Law of the Russian Federation on an amendment to the Constitution of the Russian Federation

Abstract: On July 4, 2020, the provisions of the Constitution of the Russian Federation, provided for in Article 1 of the Law of the Russian Federation on the amendment to the Constitution of the Russian Federation No. 1-FKZ of March 14, 2020, «On improving the regulation of certain issues of the organization and functioning of public authorities» came into force. In this regard, it is important to improve federal legislation in order to bring it in line with the Constitution of the Russian Federation. It is necessary to amend a number of legislative acts of the Russian Federation defining the status of persons holding public office, including federal constitutional laws. For example, Federal law No. 79-FZ of 27 July 2004 “On the state civil service of the Russian Federation” appears to require a number of changes. First of all, it is necessary to clarify the duties of a state civil servant related to the presence (acquisition) of citizenship of a foreign state or a residence permit or other document confirming the right to permanent residence of a citizen of the Russian Federation on the territory of a foreign state. The restrictions provided for by the new provisions of the Constitution of the Russian Federation for civil servants need to be promptly incorporated into the legislation of the Russian Federation on the civil service of the Russian Federation.

Keywords: Constitution of the Russian Federation, state civil service, main legislative acts, legislative initiatives, improvement of federal legislation, diplomatic service, restrictions for civil servants

Lokshin N.V. Models of financing mechanism for public-private partnership projects and the specifics of their functioning

Abstract: This article considers the public-private partnership (PPP) projects financing mechanism through the analysis of its models. The importance and necessity of using variability in structuring of different elements of financing mechanism are proved, which allows to detect the ways of their effective interaction in order to increase the efficiency of using financial resources during PPP projects implementation. The existence of basic models for PPP projects financing mechanism is justified including direct financing, project financing and financing with professional participants in the securities market. The schemes and algorithms of their functioning are presented. The article argues that in the modern conditions it is expedient to supplement the basic models for PPP projects financing mechanism by the new elements: postponed tax payments, bonds with special purpose, elements of Islamic financing mechanism models. Combining new and classic

elements contributes to improvement of financing mechanism models and focuses on expanding the circle of potential investors for PPP projects.

Keywords: public-private partnership, financing mechanism, project financing, concession, risks, infrastructure bonds, postponed tax payments, Islamic finance, endowment fund, endowment

Tolpegina O.A., Rudenko E.I. Management by values and goals: innovative development of public corporations

The article proposes a methodology for assessing the innovative activity of a company, one of the areas of values of state corporations: «Innovation, innovative development, the ability to upgrade». To evaluate the effectiveness, the principle of decomposition of a global goal was used with its replacement for individual specific tasks according to the designated functional subsystems and objects (blocks) of assessment, which together give a generalized description of technological, technical innovations, their development and use, implementation of the latest digital information technologies, results intellectual research, the development of new business processes, management methods, organizational forms in business practice, as well as ability to sustainable renovation, improvement and prospects for innovative growth of the company and its sustainable renewal. The scoring methodology using the developed criteria boundaries of efficiency from ambitious to low efficiency and with assignment of significance scales by expert means involves the inclusion in each assessment block of six to fifteen traditional and composite author's indicators, the complexity of which is determined by the complexity of the subject of the study and the described process. The methodology is universal in nature, can be used for large corporations and small companies according to a reduced set of indicators, it can be used in determining ratings.

Keywords: innovation, innovative development, efficiency, ability to update, innovation activity, results of innovation, methods of scoring

Lipchanskaya M.A. Digital rights of man and citizen: constitutional dimension

Abstract: The article examines the meaning of digital rights in the constitutional and legal aspects. The author criticizes the concept of digital rights as new objects of civil rights in domestic civil legislation since it contradicts the established world practice in understanding such a term as “digital rights”, as well erroneously ascribes certain powers of other subjective rights as independent ones, which can be realized through digital technologies. The article considers the incorrect assignment to digital rights of some constitutional rights, enshrined in the Russian constitution (rights to information, the right to privacy, freedom of the media). According to the author, digital rights in the constitutional and legal framework should be considered only those that either appeared along with the emergence of modern digital technologies, or acquired a significantly new

meaning. The article gives some examples of such rights (the right to Internet access; the right to communication; the right to protection from machine processing of information) and states the conclusion on the formation of a constitutional and legal institution of digital rights at the present time.

Keywords: constitutional rights, digital rights, objects of civil rights, blockchain technology, the right to information, the right to access the Internet, the right to communication, protection of the rights of citizens

Margolin A.M., Spitsyna T.A. Country ratings: today and tomorrow

Abstract: Practical use of the most well-known country ratings does not always allow obtaining objective information about the real situation in various countries and assessing the prospects for their development. Popular wisdom expressed by the aphorism ‘We have not noticed how the truth has been replaced with ratings’ is becoming increasingly popular. The article proposes a tool for analyzing the relationship between the positions of different countries in the most popular ratings, based on the use of a matrix of paired correlation coefficients, assessing their significance according to the Pearson criterion and the strength of the correlation connection on the Cheddock scale. Based on the calculations, it was found that the dynamics of the countries advancement in the Doing Business ranking did not have statistically significant correlation with almost any ratings and macroeconomic indicators characterizing the real dynamics of socio-economic development. Shortcomings in the methods of ranking countries by prosperity, social development, rule of law index, level of perception of corruption, global happiness index are considered. Arguments are made that once the Coronavirus pandemic has been overcome, it is more likely that ratings will be more in demand to assess the quality of national security and the extent to which sustainable development goals have been achieved. It is proved that it is advisable to include the Global competitiveness rating, Human development index and SDG index as the most promising ratings that clearly demonstrate the country’s specific achievements in economic reforms and the growth of its international prestige.

Keywords: country ratings, statistically relevant correlation, national security, sustainable development

Ponomarenko E.V., Oddo V. “Pros” and “cons” of the draft Law on long-term programming of scientific research – a mechanism for long-term state regulation of R&D projects in France

Abstract: There is a fierce competitive fight for innovation and talent all over the world. As we know, talented and competent personnel appear in higher education and scientific research. Now, the country’s competitiveness depends both on its ability to realize the innovative potential, and on the ability to respond to global challenges – environmental,

social, epidemiological, etc. In this regard, the experience of France, associated with its ambitious goals, to take a leading position in the field of R&D, to update the formation mechanism within the country and attract talented researchers, to strengthen research potential, to develop institutional forms of support for innovation and to attract public and private investment, looks quite interesting. The most important thing for us is a specific toolkit for resolving the contradictions of accumulated problems in French society to develop the processes of research and innovation as a whole. At present, serious discussions are underway on the government's draft Law on the long-term programming of scientific research, and in this article, we present the results of these disputes.

Keywords: programmatic approach, scientific research, higher education, law on long-term programming of research, innovation, mixed financing for innovative projects, digital technologies, R&D

Sinyugin V.Y. Administrative and legal aspects of productive longevity in the Russian Federation

Abstract: The article discusses the urgent problems of increasing life expectancy and involving older people in the active social space in accordance with the Decree of the President of the Russian Federation No.204 of May 7, 2018 "On national goals and strategic tasks for development of the Russian Federation for the period until 2024". The article considers the term 'productive longevity' as a comprehensive idea of the tasks facing the authorities in this direction. It is noted that the regulatory framework provides the basis for the development and implementation of the program of systemic support and improvement of the quality of life of older citizens. The author proposes to consolidate the main signs of active longevity, which could be considered as criteria for the involvement and participation of various ministries and departments in fulfilling the tasks formulated by the Presidential Decree. In addition, the features of public administration by solving the problem of active longevity are considered. The need for interagency cooperation, as well as the creation of a federal portal on the Internet, is noted, where all available opportunities for the older generation will be laid out in the public domain: for the field of healthcare, education, and creative implementation. The need for targeted use of capital investments and systematic use of the resources laid down for the implementation of the program is emphasized.

Keywords: increase in life expectancy, active longevity, older citizens, public administration, social guarantees

Kornilova M.V. Stages for implementing the "Moscow Longevity" program

Abstract: The article examines the work of the "Moscow Longevity" state project/program. The analysis is carried through on the assessments given by the elderly

residents of Moscow, as well as specialists from social welfare institutions responsible for the implementation of the program. The program is newly established and has been working in Moscow for over two years. The author names 4 stages for the implementation of the program: preparatory, trial, main, and “special” stages. This staging is based on the existing legal acts regulating the implementation of the project, as well as on the analysis of sociological research. The primary sources of data are: interviews conducted by the author with elderly residents of Moscow regarding the “Moscow Longevity” program (April-May 2020); surveys and focus groups conducted by the author during her work at the Moscow Institute of Additional Professional Training of Social Workers (2016-2017). The article examines statistics and publications in the mass media concerning the success of the “Moscow Longevity” project. Elderly Muscovites and employees of social organizations highly appreciated the ongoing activities, noting their relevance and timeliness, both for involving senior citizens in an active lifestyle and for adapting the elderly to a new period of life “for themselves”. Participants of the program take computer courses, study foreign languages, attend dance lessons, go to sports classes, develop artistic and aesthetic skills, master tourism, and visit cultural sites in Moscow. However, the program also has significant drawbacks, eliminating which requires significant material and technical resources as well as personnel work. Each year the participants voiced the same problems associated with the poor condition of the premises and the lack of an individual approach to activities’ organization. The “special” stage related to the situation with the coronavirus pandemic revealed a lack of computer skills among the program participants (despite the conducted computer classes) and inability to quickly adapt to new conditions.

Keywords: Moscow longevity, elderly Muscovites, adaptation, social activity, social security, the older generation, isolation

Vardomsky L.B., Turaeva M.O. On specificity of national economic models in the post-Soviet countries

Annotation: The article attempts to identify the types of models used in countries and to establish which of them and in which countries have been most successful. The study of economic development models used in different countries is important firstly, to identify the most successful world practices for their development and application. It is also necessary for building economic relations and expanding mutually beneficial cooperation with countries for mutual adaptation of economies. This is especially important within the framework of integration associations that require coordination of programs and strategies for the socio-economic development of the participating countries. In theoretical terms, this explains the nature of economic development or stagnation, helps understanding of how to adjust the models of national development. In our view, the economic model is the result of linking, through the appropriate institutions, the goals of

national socio-economic development with the available material and intellectual resources, peculiarities of the geo-economic position, cultural traditions, on the one hand, and trends in the development of world politics and economics, national security issues on the other. Post-Soviet countries have common initial conditions for the formation of sovereign economies. The movement towards the polycentric structure of the world economy is aggravating international political and economic relations. The coronavirus pandemic has raised the profile of the quality of governance and hit the incomes of both hydrocarbon producing countries and exporters of labor and services.

Keywords: national model, post-Soviet countries, newly independent states, resource model, pro-integration model, socially oriented model, geopolitically determined model, debt model

Toom Ya., Komleva V.V. Evolution of the public administration system. The Republic of Estonia

Abstract: The article studies the main stages and features of the evolution of the public administration system in the Republic of Estonia after 1992. This paper presents brief geographical and socio-economic characteristics that largely determine the development of the country's public administration. The evolution of the institution of the presidency, executive, and legislative powers are considered. The role of parliament and mechanisms for coordinating the interests of different groups of the population for the development of the country is especially emphasized. The authors analyze the state and administrative reforms of recent years, which were aimed at improving the quality of services provided to the population, increasing the competitiveness of different parts of Estonia, as well as optimizing public spending and management structure. The introduction of digital technologies into the sphere of public administration, healthcare, education, and the social sphere is of a notable place. Such phenomena as e-residency, e-federation, and other digital projects are considered. The development of a digital system of interstate interaction between Estonia and Finland made it possible to create the world's first e-federation, and the digitization of all strategically important information and its transfer to cloud storage speaks of the creation of the world's first e-residency, a special residence of data outside the country's borders to ensure digital continuity and statehood in the event of critical malfunctions or external threats.

Keywords: Republic of Estonia, constitution, parliament, presidency institute, administrative reform, governance structure, digital technologies in public administration

Abstract: Childhood problems need to be studied to timely identify and resolve them at an early stage, with the interaction of both the state and society. The author gives a general description of the main approaches to assessing the quality of childhood. The author considers the world experience of comparative analysis of child well-being, which is reflected in the concept of social exclusion suggested by the United Nations Children's Fund (UNICEF); it is based on parameters similar to the Child Well-being Index developed in 2004 by the United States Child Development Fund. We also examine the approach proposed by the World Health Organization to the specifics of the population's quality of life. The essence of this approach relates to the individual's perception of position in life in the context of the cultural environment and the value system in which this individual lives, considering his/her goals, expectations, standards, and views. The article mentions both the strengths and weaknesses of these approaches in the context of protecting the interests and rights of minors. It is noted that due to the lack of common criteria for understanding the well-being and quality of life of children, there is a variability in the proposed definitions, within which researchers mainly focus on two approaches: the first uses the category of «well-being», the second - the category of «quality». In public discourse, the category of «well-being» is mainly applied to families of certain type or to deviant behavior of adolescents. At the same time, terminological blurring and evaluative character are observed, which translate the discussion into a moral and ethical plane. The author sees the reason for this shift in the absence of legal definition for the «well-being of childhood.» The quality of life, and childhood in particular, can be determined through integrated approach that combines an objective assessment based on official data and a subjective one that reflects the opinion of the people themselves. Taking into account the existing practical experience in the protection of the rights and freedoms of minors, the author proposes her own multidimensional model of "Quality of childhood". It is a system for structural assessment of state policy in the sphere of childhood to create conditions for the realization of rights and legitimate interests of minors in the Russian Federation, which also considers objective and subjective indicators in this sphere.

Keywords: quality of childhood, quality of life, index of child well-being, index of children's quality of life, state policy in the sphere of childhood, tool for assessing and adjusting family policy, The Children's Rights Ombudsmen Institution

Berezutskiy Y.V., Baykov N.M. State youth policy and its role in social development

Abstract: The article presents the analysis of the state youth policy as an instrument of influence on the state and social development of youth, its social activity. The contradictions that exist between the performance indicators declared by the state policy and the real problems of youth, determined by the living conditions, are indicated. Based on the results of all-Russian and regional sociological studies and statistics, the motives

of migratory movements of youth from their territories of residence to the centers of gravity of the country and foreign countries that have more attractive living and employment conditions for youth are justified. Using the example of the Russian Far East, the dysfunctional consequences of the clerical-bureaucratic approach laid down in the state youth policy to quantify the state of youth ignoring its large-scale migration outflow from the territories of residence are substantiated. Scientific and practical recommendations on improvement of indicators of the state youth policy promoting strengthening of its role in providing the basic needs of youth in various spheres of activity, especially in development of youth business are offered.

Keywords: state youth policy, youth, social development, social activity, migration activity, Far East of Russia

Danilov R.S., Kartysheva P.A. The impact of national projects on the cost structure of the budgets of the budget system of the Russian Federation

Abstract: The article assesses the impact of national projects to change the structure of expenditures of the Russian budgetary system and describes the basic concepts, regulations, tools for the implementation of national projects. The current macroeconomic situation is analyzed. The paper shows the importance of national development goals concerning budgeting policy. The work describes the structure of expenditures of budgetary and extrabudgetary sources aimed at the implementation of national projects; the study also touches upon the role of national projects affecting budget expenditures of the funds of the Russian Federation. The author defines national projects, the implementation of which has a priority character for the federal government or subjects of the Russian Federation. The work contains information concerning changes in the volume of productive expenditures aimed at the development of human capital and infrastructure – expenditures on health care, education, transport infrastructure, and on the spending of budgetary funds in general. The analysis revealed structural changes in expenditures and their shift from unproductive to productive ones, which is directly related to expenditures on national projects and the transition to a policy of stimulating supply.

Keywords: budget, budget policy, national projects, productive expenditures, federal budget

Markvart E., Maslov D.V., Lavrova T.B. CAF: Quality management model for public organizations

Abstracts: The existing approaches to quality assessment, based on ranking and rating, perform a control function but do not give government bodies at various levels, local governments, and public sector organizations the necessary tools to improve their performance. The article is devoted to one of the modern models of quality management

in the field of public administration – the European model for improving the activities of public sector organizations through the self-assessment – the Common Assessment Framework (CAF model) and the possibilities of its implementation in Russia.

Keywords: public administration, administrative reform, CAF, performance management, quality management, self-assessment

Zaitseva N.V. Reasonableness as a way to determine the legal admissibility of a transaction in antitrust law

Annotation: The article is devoted to the research of the criterion of rationality, its content and interpretation at the international level and in national systems. The author analyzes the role of rationality in the system of antitrust regulation and its impact on the acceptability of transactions that affect competition. The article outlines the criteria of a reasonable approach to permissible actions restricting competition in the conditions of Russian law, as well as the peculiarity of regulating conditions restricting trade in common law countries. Two basic models for the interpretation of rationality are based on assessment of the form and content of the principle. The qualification of rationality is based on existing precedents that gave legal interpretation to this term. A reasonable approach to determining the admissibility of actions that restrict competition is possible for a certain list of actions in the presence of mandatory criteria – no harm (at the moment) and the presence of a positive general economic effect. The author considers the issues of changing the legal content of reasonableness depending on the type of restrictions. There are three approaches to the definition of rationality – utilitarian, pragmatic and formalist, which are used to varying degrees in certain industries, but it is possible to distinguish the use as the main utilitarian approach in tort obligations and some obligations of the administrative order, a pragmatic approach in contractual relations and a formalist approach in a public relationship. The author considers the issues of changing the legal content of rationality, depending on the type of restrictions.

Keywords: reasonableness, economic feasibility, admissibility of actions restricting competition, restriction of trade, per se approach in antitrust law

Ahmadzoda N.S. Advantages, problems, and prospects of legal regulation of the digital economy in the Russian Federation

Abstract: The article analyzes the problems and formulates proposals aimed at improving regulation and developing the digital economy. The problem of information security and privacy protection is especially acute when considering Big Data, which are the most important object links. Russian legislation specifies certain legal aspects for special processing of information with particular value. The national program “Digital Economy of the Russian Federation” analyzed in the article covers all spheres of economic and social life, has a detailed roadmap, the implementation of which is provided until 2024,

and involves scientifically based selection of resources, training professionals, developing talented youth, as well as increasing interest and improving the computer literacy of the population on the Internet. The article outlines public and private prospects for the implementation of the digital economy in all areas of production, economic activity, and the service sector. It was determined that it is necessary to standardize data processing, create adequate data storage facilities, ensure their uninterrupted operation, create conditions under which digital data cannot be lost, and also create tools for assessing the services provided. It was revealed that there is a shortage of both highly professional personnel and personnel providing education and training of specialists. Existing educational programs and standards need to be improved. The problems of introducing the digital economy are outlined. The author proposes a number of changes to the current legislation in order to improve the regulation of the development of the digital economy.

Keywords: digital economy, information technology, digital control, ephemeral control, safe space for humanity, socio-economic systems, legal regulation, optimization

Raevsky S.V., Belyaevskaya-Plotnik L.A., Romashin A.A. Assessment of contribution by corporate structures of the construction business to the economic development of territories

Abstract: The article considers the development of methodology for assessing the contribution of corporate structures of the construction business to the economic development of territories. In the article, a specific theoretical approach is used, i. e. when choosing the instruments of regional administration, it is required to use precisely those, which with a minimum impact will lead to maximum effectiveness. When working on this hypothesis, appropriate estimates are used to assess the contribution of large corporate structures of the construction business to the creation of the Gross Regional Product with the usage of correlation- regression models. The adoption of effective management decisions to a large extent depends on the selection of the right areas of impact on those types of businesses that form the largest share of value-added. This approach allows us to highlight the tools to support the corporate structures of the construction business in developing the economic policy of the region.

Keywords: economic development of territories, regional economy, construction business, regional development factors, characteristics of regional development, risks of regional development, correlation and regression analysis, large corporate structures, regional development tools

Korchagin O.N., Lyadskaya A.V. Digitalization in the system of anti-corruption measures

Abstract: The article is devoted to the current state of digitalization aimed at solving urgent problems of combating corruption in the field of public administration and private

business sector. The work considers the experience of foreign countries and the influence of digital technologies on the fight against corruption. It is noted that the digitalization of public administration is becoming one of the decisive factors for increasing the efficiency of the anti-corruption system and improving management mechanisms. Big Data, if integrated and structured according to the given parameters, allows the implementation of legislative, law enforcement, control and supervisory and law enforcement activities reliably and transparently. Big Data tools allow us to analyze processes, identify dependencies and predict corruption risks. The author describes the most significant problems that complicate the transfer of offline technologies into the online environment. The paper analyzes promising directions for the development of digital technologies that would lead to solving the arising problems, as well as to implement tasks that previously seemed unreachable. The article also describes current developments in the field of collecting and managing large amounts of data, the “Internet of Things”, modern network architecture, and other advances in the field of IT; the work provides applied examples of their potential use in the field of combating corruption. The study gives reasons that, in the context of combating corruption, digitalization should be allocated in a separate area of activity that is controlled and regulated by the state.

Keywords: corruption, security, digitalization, public administration

Alferov S.Y. 5G: features, fields of application, threats to national security

Abstract: The article provides the review of the specifications of the 5G, which determine the possibility of its use in qualitatively other areas compared to previous generations of mobile communication systems. Besides, areas of application of 5G, as well as examples of the potential implementation of it in them were singled out. It is shown that such a link can be used for both private and public needs, and when implemented in the defense sector – and for the state. 5G has a number of competitive advantages. Its implementation opens up new opportunities for the full development of the Internet of things, smart cities, unmanned vehicles and a number of other areas. However, along with opportunities there are certain threats, including the national security of the state. In particular, the 5G network may be attacked in order to disrupt its functioning. This can potentially lead to paralysis of part of the economy.

The subject of such an attack can be both state and non-state actors. The author identified threats to national security that may arise as a result of the use of 5G. It was proposed to divide them into two categories: direct and indirect. The first one is connected with the communication itself, its software and hardware, the second - with certain areas of its application and socio-economic sphere. The untimely introduction of fifth-generation communications could exacerbate the country’s technological backwardness. The use of 5G exclusively in large cities will create a risk for the spatial development of the state.

Keywords: information and communication technologies, fifth generation communications, the Internet of things, ‘smart city’, ‘smart home’, critical infrastructure, national security

Epifanova N.S., Polozkov M.G. Digital literacy as a prerequisite for transforming the modern Russian education system

Abstract: The article studies the necessity and features of transformation of the educational system under conditions of accelerated development in the digital economy. Particular attention in the context of this transformation is given to significance and possibilities of digital literacy, which forms the whole complex of fundamentally new requirements for all participants in the education system. The authors argue that the current stage of development of the digital economy requires the education system not only to digitalize its individual elements and links, but to apply a fundamentally new integrated approach that would transform the education system while taking into account new goals, structure and content of the educational process. The authors define digital literacy as the ability to form and apply educational content through digital technologies. The article gives particular emphasis on the significance and potential of individualizing the educational trajectory and the concept of continuing education. The authors consider the main factors in the development and achievement of the level of digital literacy, considering the requirements that the digital economy is currently imposing on the educational system.

Keywords: digital economy, digital literacy, digital competencies, digital educational environment

Chuprova O.G., Billier J.-C. Poles of competitiveness: A model for transitioning to innovative economy (The new industrial policy of France)

Abstract: The article considers the policy for “poles of competitiveness” – a French method of implementing cluster strategies, which serves as an example of the interaction between science, education, and territorial entities to ensure sustainable development through the creation and launch of innovative products and training of in-demand personnel. The modern development of regions and territories in many countries is carried out through the use of cluster technologies. These technologies are based on the relationship of educational, research, and entrepreneurial resources. Cluster technologies serve to develop and implement innovative products and solutions in various fields of activity. These approaches are becoming the most popular in the implementation of state policy: regional, industrial, and technological systems are combined in cluster strategies to increase competitiveness, attractiveness, economic and technological indicators of territories and the nation as a whole. The central definition of the poles of competitiveness is “joint innovation projects”; implementation of these projects requires

various participants to be involved. This approach should create an incentive for interaction at the local level and cooperation between the parties, increase the efficiency of all involved structures, develop the innovation sphere, and create new data in the related network.

Keywords: poles of competitiveness, cluster, innovations, knowledge economy

Smorchkova V.I. Prospects for the development of international cooperation in the Arctic: main directions

Abstract: Over the past three decades, the Arctic has shown an unprecedented pace of international cooperation. Work in this direction takes place within the framework of the Arctic Council, the Barents Euro-Arctic Region Council (BEAC), the Northern Forum, the International Arctic Science Committee, the International Conference “Arctic Frontiers”, the Conference of Parliamentarians of the Arctic Countries, the University of the Arctic, etc. Cooperation and integration of the Arctic regions are of great importance for the social and economic development of this macro-region. United, the Arctic countries will preserve and develop territories on the principles of sustainable development. While studying the topic of the article, the author realized that the existing initiatives are not enough to meet the growing needs of the region. Today, the circumpolar region faces geopolitical, socio-economic, and environmental challenges. Changes in economic development and global warming are a serious threat to the population of the Arctic. Governmental and non-governmental organizations associated with activities in the Arctic, as well as its direct residents, are interested in international cooperation in various areas that are related to the problems of the region. The participation of countries and organizations is needed for an immediate response to changes, as well as to solve emerging problems, to pursue common interests, and to find effective mechanisms for managing emerging changes. In the article, the author also offers practical recommendations for the proper use of the potential of the Russian Arctic.

Keywords: Arctic, international cooperation, sustainable development, Arctic Council, scientific research, economic activity in the Arctic, indigenous peoples of the North

Petrov P.I. New conditions of competition in the European gas market

Abstract: This article aims to discuss the process of liberalization of the natural gas market in the European Union (EU). The purpose of this research is to show the fundamental characteristics of the gas industry, the process of reconstruction of the European gas market, taking into account the ongoing changes in the context of geopolitical, ecological, and technological determinants of the international and European energy and gas sector. The article describes the structure of the modern European natural gas market, compares the competitiveness of gas transportation

methods through trunk pipelines and gas tankers transporting liquefied natural gas. The article examines the impact of the increase in the supply of liquefied natural gas on the situation with the turnover of gas trade in the European market, in particular, how it affects the delivery of hydrocarbons and the growth in the scale of exchange trading. The article examines the Groningen model, which influences the development of gas exchange trading and natural gas trading through long-term contracts. The evolution of the European policy in the field of natural gas, the established strictly regulated version of the “well-functioning” gas market, remains as one too political and unstable experiment. The importance of natural gas changes all the time, depending on economics, the security of deliveries, and sustainability. Furthermore, the focus on that importance and its practical application vary in different parts of Europe. The conclusion is made that a “well-functioning” gas market is characterized by the presence of a large number of suppliers, and competition leads to a noticeable decrease in prices for natural gas. However, in the current situation, the demand for gas turns out to be unstable, and difficult conditions for pipeline supplies are emerging for traditional suppliers. In the long term, the “well-functioning” gas market scheme will remain highly politicized and unstable, with increased competition in supply and a downward trend in gas prices. Thus, the European gas market is transforming towards the formation of a “buyer’s market”.

Keywords: European Union, natural gas, gas market liberalization, LNG, competition in the gas market

Belov L.P. The idea of a powerful state: I.A. Ilyin’s point of view

Abstract: The article considers the point of view of the Russian philosopher Ivan Alexandrovich Ilyin concerning the idea of a strong state, reveals the specifics of his scientific work. The scientist showed that the formation of an effective nationhood is possible in the presence of such important conditions as a powerful spiritual potential of social and political life, a developed civil culture and democracy. I. A. Ilyin substantiated the postulate that a strong state is a decisive factor in the survival and successful renewal of society as a whole. The author correlates the philosopher’s theoretical positions on the nature and specifics of the national statehood with the actual tasks of the country’s development. The article emphasizes the importance of Ilyin’s conclusion that the spiritual and moral state of society and the need for the development of legal consciousness are the basis for the effective functioning of the Russian state. The importance of the concept of organic democracy, based on the unconditional right of the individual to his free development, is emphasized. The author of the article reveals the relationship of the provisions under consideration with the current political agenda, which focuses on the search and development of ways to improve the efficiency of the Russian state. Attention is focused on the fact that the modern conceptualization of a strong state is possible taking into account two main factors: the specifics of the historical

experience of state-building in Russia and the leading trends of the modern stage of development of the country at the national and global levels. For I. Ilyin, one of the most important factors of a strong legal state is social justice. In such a position, the ideological and moral influence of the Slavophil ideas is clearly felt, the identity of which he emphasized.

Keywords: historical tradition, democracy, a strong state, the effectiveness of public administration, globalization, social justice, public legal consciousness

Annamuradov A.K., Mukhammetberdiev O.B., Khaitov M.O. Evolution of public administration in the post-Soviet. Turkmenistan

Abstract: The article examines the formation of the statehood of modern Turkmenistan through the prism of historical changes that have occurred in the post-Soviet countries. It is noted that after 1991 all former republics of the USSR built new independent states on a fundamentally different basis – interaction between government and society. The authors emphasize that the establishment of trust between the state as an institution and citizens is possible under certain conditions, among which a special place is occupied by a clear organization of civil service and the professionalism of civil servants. The measures that have already been implemented and are being taken by the leadership of Turkmenistan at the present time to solve these problems are considered. It is noted that Turkmenistan acts within the framework and in accordance with the key world-class standards regarding the requirements for the organization of civil service. The measures taken in the country to combat corruption are analyzed.

Keywords: Turkmenistan, Constitution of Turkmenistan, civil service, civil servants, executive power, training civil service personnel, Milli Gengesh, Majlis, local government

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Pchelintsev S.V., Isaeva N.M. On improving the procedure for appointing to the posts of the state civil service of the Russian Federation: problems and prospects

Abstract: The authors of the article analyze the principles of citizens' access to state civil service and the procedure for filling positions in civil service in foreign countries. The authors indicate some aspects of foreign experience that could be introduced into Russian practice. Additionally, the article examines the features of the legal regulation of the procedure for filling civil service positions in the Russian Federation and proposes the introduction of greater variability in the methods of formation of the state bodies' personnel. The problems of cooperation between the civil service and other types of service, as well as during the transition from one state body to another, are noted. The article mentions that, as a rule, the personnel services of state bodies do not have special

training and tools for holding competitions on filling state civil service positions, and this implies the fact that the competitions themselves are not always effective. In this regard, it is proposed to consider the issue of conducting a competitive selection of citizens for admission to the civil service through a centralized approach.

Keywords: civil service, procedure for appointment to civil service positions, competition for filling civil service positions, equal access of citizens to civil service

Dambueva V.Yu. Managing personnel motivational profile as a tool for motivating civil servants

Abstract: The article describes the invariant profile of the civil service personnel, as well as prospects for developing a motivational profile for the personnel of the Department of Education in the Ivanovo region considering the level of responsibility for making managerial decisions. The formation of highly professional and competent personnel is one of the most significant tasks for improvement in the field of public administration. This requires the introduction of new technologies that motivate civil servants to long-term activities focused on achieving particular results. A significant part of the personnel management system of a public authority is the system for motivating civil servants, which is influenced by many factors related to the civil service field. The author presents a classification of motivational types of civil servants, which was developed based on the concept of motivation management by Richie and Martin, and also outlines specific procedures for implementing the management of the motivational profile of civil service personnel in the Education Department of the Ivanovo region. It is noted that motivation management tools that combine monetary and non-monetary methods, as well as change the very structure of the motivational sphere, are acquiring special significance.

Keywords: motivational profile of personnel, need-motivational sphere, motivators, motivational type, motivation tools, monetary and non-monetary methods of motivation

Borodin A.V., Yablonsky L.I. On state policy in the field of geodesy and cartography

Abstract: The article discusses the main documents defining state policy in the field of geodesy and cartography. It also evaluates the results of implementation and proposals on the prospects for their formation in modern conditions. Possible reasons for the poor implementation of the measures planned in the main documents and aimed at the development of the cartographic and geodetic activities, as well as the system for providing spatial data, are given. The authors analyze such concepts as «the field of geodesy and cartography» and «the sphere of cartographic and geodetic activity» as well as their differences. The article assesses the current world crisis and its impact on the priority tasks of state policy in the field of geodesy and cartography. The given study shows the relevance of the development of a state anti-crisis program for the work of the

geodesy and cartography industries. In the conclusion, the authors identify the most necessary proposals for including them in this state program.

Keywords: geodesy, cartography, government policy, cartographic and geodetic activity, field, program, spatial data

Frajmovich D.Y., Gundorova M.A., Mishchenko Z.V. Assessment of changes in the stability of economic processes in the regions

Abstract: In the article the relevance of the topic of using and improving the methodological base in order to obtain in advance the necessary indicators on the deterioration of the situation in the regions and the corresponding adjustment of processes in response to changes in the socio-economic situation is noted. The basic indicators are specific indicators of small business turnover and investments in fixed assets, as well as the degree of depreciation of fixed assets. Trend analysis is carried out according to several parameters, which allow to identify average results on key national economic processes within selected time intervals and change of level of interregional differentiation. In order to increase the objectivity of the conclusions, the stability values of specific indicators in different monetary courses have been compared. The diagnostic tools used are based on econometric methods and are supported by graphical interpretation of the data. The possible directions of application of the developed methodology for assessing the stress resistance of socio-economic systems are determined.

Keywords: stress resistance, resilience, regions, reproduction, differentiation, indicators of the functioning of territories, small business turnover, investment, degree of depreciation of fixed assets

Tyutin D.V. Influence of structural aspects of demography and employment on labor productivity: intraregional analysis

Abstract: The article is devoted to assessing the impact of the demographic structure of municipalities' population on labor productivity in the economic sphere of the Kaluga region. The concentration of population and economic activity in some municipalities of the region causes an imbalance in development across the region. In this context, the assessment of the impact of demographic structure and employment on the level of labor productivity in municipal economies becomes relevant. The assessment of these conditions makes it possible to substantiate the priorities of the region spatial development policy, which ensures a balance of equalization and stimulation. This study aims to analyze the influence of the structure of demography and employment on labor productivity. The methodological basis of the research was formed by the methods of a cluster and structural ("shift – share") analysis. The analysis made it possible to identify groups of municipalities in the region with different demographic indicators and to

provide an assessment of the impact of the structure of demography and employment on labor productivity within these groups. We can see that the growth of labor productivity in these groups of municipalities is specific. It can be assumed that the “central-peripheral” model of the region’s development has both definite advantages and disadvantages. Peripheral territories are experiencing a deficit of human resources, and this requires finding a balance between stimulating and equalizing policies of the regions’ development. This model can be improved through the specific policy of the region associated with increasing income for workers engaged in the public sector and diversifying the economy.

Keywords: demographic structure, structural changes, labor productivity, central-peripheral model, Kaluga region

Sladkova N.M., Stepanenko A.A., Ilchenko O.A., Shaposhnikov V.A. Qualification requirements for civil servants in the digital competence model

Abstract: The article describes the approaches to the formation of the digital competence model, adopted as the basis for the G20 in 2016, and determine the place and role of qualification requirements for civil servants regarding information security. The paper argues for the need to develop a unified toolkit for assessing the level of preparedness of state civil servants in the field of information security.

Keywords: information security, civil service, qualification requirements, information security competencies, digital competency model, assessment of civil servants

Glebova I.S., Surkov P.V. Indicators of metamodernism on Russian television in the context of contemporary production

Abstract: The reflection of the key principles of metamodernism on Russian television has hardly been discussed in the Russian scientific literature so far. The article discusses the issue of changing the social and anthropological significance of these principles in modern society, their reflection in the media. The authors investigate the topic of the emergence of new information products and the definition of the role of television broadcasting, its transfer to a new media level, for example, to the level of network platforms. For the first time, the correlation of mass culture in other areas, for example, in literature, with trends that are decisive in the formation of the modern information context is shown. The increasing role of the proactive position of the viewer is emphasized, stressing the viewer’s transfer from the status of a simple observer to the mode of an actor in the media field. The work reflects the role of the immersiveness of the media environment, when in fact each viewer becomes at the same time its creator and is directly involved not only in the consumption of the context, but also in its production, taking into account personal interests and realizing their own creative possibilities. The study demonstrates the dynamic process of the formation of the key

principles of metamodernism, identifies its key characteristics that affect the development of the modern Russian and international media environment.

Keywords: metamodernism, involvement, immersiveness, streaming services, streaming, multimedia journalism, media, ecosystems, postmodernism, postmodern society

Timofeeva I.Y., Timofeev A.I. Preliminary lessons of the 2020 pandemic and national security of the state

Abstract: The article examines the global consequences of the pandemic and worldwide trends in the context of the national security of the state. According to the analysis of macroeconomic indicators, reports of the International Labor Organization and the World Health Organization for 2020, the main problems faced by the world community during the spread of the new coronavirus infection COVID-19 were identified. The virus hit the disadvantaged and vulnerable segments of the population most severely, leading to a sharp increase in unemployment, poverty, and death. Meanwhile, the prospects for increasing the level of national security in the near future remain uncertain. It is concluded that effective self-isolation measures taken in the early stages of the epidemic can lead to a faster economic recovery by curbing the spread of the virus. Preliminary lessons from the 2020 pandemic are the following: 1) the process of global economic recovery will directly depend on overcoming the health care crisis through sufficient changes in health care and social assistance system in different countries; 2) to build a better future, it is necessary to take into account digital and distance innovations based on the needs of people; 3) the world community is faced with a choice: saving people's lives or saving their economic existence; 4) no single country can cope with global crises and pandemics alone, therefore, collective interstate mutual assistance is required, regardless of political differences and economic sanctions.

Keyword: pandemic, national security, healthcare, economic activity, crisis, unemployment, poverty

Shishova Zh.A. Current ethical problems of modern society in the context of the fight against the coronavirus epidemic

Abstract: The article reveals the main ethical problem of balancing freedom and security, which has become particularly acute in the context of the COVID-19 pandemic. The author highlights some other significant issues facing both individual states and the entire world community: the problem of choosing "who to save first", "save the economy or the people", as well as several moral and ethical problems related to individual responsibility of each person for the life and safety of fellow citizens. The article provides an overview of the main scientific theories ("Freedom is good, but security is better" by T. Hobbes, correlation of freedom and security by Ch. Montesquieu, the categorical imperative in ethics of I. Kant, the utilitarianism of I. Bentham and J. S. Mill, and the "trolley problem"

by P. R. Foot) concerning the ethical problems faced by humanity in the “epoch of coronavirus”. Special attention is paid to the views of modern foreign philosophers and sociologists (P. Singer, J. Everett) on global society’s comprehension of the “a new reality” that has emerged as a result of the global economic shutdown and the unprecedented introduction of mass isolation and quarantine measures. The author analyzes from the point of view of ethics the actions taken by governments in different countries to ensure the safety of citizens and the guaranteeing of the basic right to live at the peak of a pandemic. The article notes the ambiguous nature of these measures, which can have far-reaching consequences for society and humanity.

Keywords: ethical problem, COVID-19, freedom and safety, utilitarianism, trolley problem

Kostyukova A.V., Shtreis D.S. To the origins of the Central state bodies (Prikaz system) in Russia in the late XV – the first half of the XVI centuries

Abstract: The article is devoted to the evolution of the formation of Central state bodies of Russia in the late XV – the first half of the XVI centuries. The core of the study is the problem of the origin of the first Central state bodies (Prikaz system) during the formation of a single centralized state. The authors consider the process of changing individual assignments and positions into state bodies working permanently. The authors show the interrelation between the original core of public administration and the new system and structure of state bodies formed at the beginning of the XVI century. The authors attempt to classify the early bodies of public administration (Prikaz) based on the scope and nature of competence, as well as the principles of their activities. The work reveals general and particular features of the development of the public administration apparatus in Russia with similar processes that took place in this period in Europe.

Keywords: evolution of public administration, formation of unified centralized state, public positions, assignments, Central state bodies (Prikaz system)

Balan O., Symboteanu A., Guceac I., Goryuk S., Dulski I., Palikhovich S., Popovich A., Tofan T., Tsepordei A. Evolution of public administration in the post-Soviet countries. The Republic of Moldova

Abstract: The article analyzes the main directions in the formation of the independent state of the Republic of Moldova. The work characterizes features of the state organization, the formation of the political system, the system of public administration and public service, the development of local self-government. The country has chosen European integration as its priority goal, that is why the development and modernization of the country are linked to the provisions of the Association Agreement between the European Union and the Republic of Moldova. However, maintaining friendly relationship with Russia is also one of the most important priorities for the citizens of

Moldova. Attention is paid to the issues of citizens' trust in the authorities, which determines the progressive development of the country. As a conclusion, the authors are reflecting on the path that the Republic of Moldova has passed over the years of a state formation, but noting there are still some problems that should be solved by the authorities of Moldova.

Keywords: the Republic of Moldova, constitution, president, parliament, government, local self-government, administrative reform, "digital state", citizens' trust in government