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- 8 **From the Chief Editor.** Roads that We Did Not Choose or Foreign Policy Results of 2020
- 10 **SERGEY V. KUZNETSOV, MARINA V. SVIRIDENKO, VLADIMIR A. SHAMAKHOV**
Strategic Priorities of Municipal Development Based on Identifying the Interests of Stakeholders: Methodological Approaches and Practical Implementation

РЕФЕРАТ

The formation of documents for strategic planning of socio-economic development is the most important task of regional and municipal governments. It can be stated that strategic planning processes have been launched throughout the country and the process of forming these documents is active at both the regional and municipal levels. However, the issues of determining, studying, and taking into account the views of interested parties when forming the goals and priorities of socio-economic development of administrative-territorial entities require methodological support and recommendations for practical implementation. In this article, an attempt is made to reveal methodological approaches and solve issues of practical implementation of identifying the interests of stakeholders on the example of a specific municipality.

The proposed material is an example of determining and scientifically substantiating the strategic priorities of a municipality on identifying the interests of stakeholders.

The study of the processes of formation and determination of strategic priorities for the development of a municipality based on the identification of the interests of all interested parties should become the task of further research.

Keywords: Strategy, municipality, goal setting, strategic interests, business community, socio-economic development

- 24 **VLADIMIR N. YUZHAKOV, ELENA I. DOBROLYUBOVA**
Interaction of Citizens with Regulatory Enforcement and Inspection Bodies: Status and Key Trends

ABSTRACT

The objective of the paper is to evaluate the status and trends of citizen interactions with regulatory enforcement and inspection bodies in the framework of inspection reform.

The key method used was a representative sociological survey conducted in 35 Russian regions in March 2020. The survey allowed for collecting citizen evaluations on personal experience related to facing 10 major risks to public values (in the areas of personal safety from crime, food and non-food product safety, fire and technical safety of buildings and constructions, environmental safety, risks related to medical services and drugs, transport safety, risks related to financial services and misuse of personal data).

The results demonstrate that some 49.5 percent of Russian citizens have faced the need to protect themselves from the above risks for the past 2 years. Out of them, 44.9 percent of respondents applied for protection to regulatory enforcement and inspection authorities. Only 44.2 percent of respondents that had applied to regulatory enforcement and inspection authorities for protection of public values fully attained their objectives (i.e. managed to prevent the threat or have violations eliminated and the damage reimbursed).

Comparing these results to those obtained from the previous surveys demonstrates that implementation of the inspection reform has not yet made any significant effect on improving the quality of interaction between citizen and regulatory enforcement and inspection authorities. To improve the quality of such interactions special measures should be undertaken for improving the use of feedback mechanisms for planning inspection activities. Responses to citizen applications should be controlled not only in terms of timeliness but also in terms of substance. Timely review and reaction to citizen applications as well as more involvement in damage reimbursement processes on the part of regulatory enforcement and inspection authorities are also recommended. Broader use of digital technologies for interactions between citizen and regulatory enforcement and inspection authorities could also help improve the quality of these interactions and contribute to increasing the public trust to these authorities.

Keywords: safety, public administration, citizen application, effectiveness of inspection activity, state control, evaluation, public values, risks of damage, efficiency

42 IRINA V. BOIKO, ANASTASIA G. GETMAN
Global Supply Chains: New Trends in the Context of the Coronavirus Pandemic

ABSTRACT

The article is dedicated to the new trends emerging in the global supply chain, related to the coronavirus pandemic COVID-19, substantially affected production, transportation and marketing of goods. The authors underline a high risks of initial chain location in China, which sporadically leads to a localization of production supply within national borders. This bias in the international logistics is rather long term than short term in terms of national sustainability. The authors underline the increasing significance of risk reduction and supply chain reliability over minimization of cost in the logistical decision makings. The ambivalency in the trade of the pandemic emergency goods is analysed in a sense of providing specifically favourable terms for its circulation among the countries on the one side and the national protection issued for such goods by the national governments, pursuing its sufficient provision on the domestic market on the other side.

Keywords: global supply chain, production localization, coronavirus pandemic, minimization of cost, Eurasian Economic Union, prohibition for the trade in medical and pharmaceutical commodities

9 YULIA I. BUSHENEVA
Cyclic Model and Map for Estimating Predictive Potential of Prognostic-Planning Methodology Development

ABSTRACT

The article states that in our country considerable experience has been gained in forecasting and planning work, the formation of which is based on certain methodological approaches that undergo transformation at different historical stages. The purpose of the article is to assess the features of the development of the forecasting and planning methodology of the domestic national economy in various historical periods of time.

Based on the analysis of historical facts, the author's expert assessment and graphic modeling techniques, a cyclic model and a map for assessing the predictive development potential of the forecasting and planning methodology of the domestic national economy are developed, which differs by identifying the stages in the development of forecasted and planned work depending on the nature of the obligatory execution, the depth of the impact of forecasts and plans for economic development, resource methods, predictability of the future.

The results of the study can be applied in the activities of government to improve the quality of forecasting and planning work, to determine the turning points of phase shifts in the development of the forecasting and planning methodology.

Keywords: methodology, planning, forecasting, cyclic model, predictive potential

63 VALERY B. VILKOV, VLADIMIR A. PLOTNIKOV, ANDREI K. CHERNYKH
Methodological Approach to Evaluation of Individual Contribution of Specialists in Implementation of Administrative Consulting Projects

ABSTRACT

The article discusses the task of assessing the contribution of individual specialists working in the consulting services group. To date, such problems are solved mainly using the expert method. The article proposes a quantitative solution to this problem, based on the application of the mathematical apparatus of the theory of cooperative games and the theory of fuzzy sets.

Keywords: assessment of specialists contribution to achievement of common goal, fuzzy cooperative games, fuzzy sets, administrative consulting

77 EVGENY V. ZHIRNEL
Features of the Russian Small and Medium-sized Enterprise Lending Market at the Present Stage

ABSTRACT

Lending is one of the factors in the development of small and medium-sized businesses. In recent years, the Russian state has made serious efforts to increase the availability of borrowed funds for business and uses the lending market as a tool to accelerate economic growth. The work shows that the same mechanism works as one of the most rapid and effective in the implementation of anti-crisis policies, which can be observed, including during the 2020 pandemic.

The purpose of the study is to identify the features and problems of the modern stage of the development of the lending market for small and medium-sized enterprises in Russia. The article considers two levels of financial support for small and medium-sized businesses: federal and regional. Today they are represented by different institutions that complement each other. However, despite large-scale state programs to stimulate lending, the share of small and medium-sized enterprises using borrowed funds remains low and insufficient for the active development of this sector of the economy.

The study used expert and statistical analysis, the information base for the study was statistics from the Bank of Russia, the Federal Tax Service, legislation in the field of entrepreneurship, data from executive authorities, analytical reports from the Bank of Russia, the Accounts Chamber of Russia, and the Expert RA rating agency.

Keywords: small business, entrepreneurship, credit, state policy

93 ANATOLY YA. ZAPOROZHAN
Economic Stability and (or) Economic Growth

ABSTRACT

The article is devoted to consideration of two directions of state economic policy — maintaining economic stability and ensuring economic growth. The coronavirus pandemic has divided the world into “before and after”. In the previous period, the financial policy in Russia was based on the principle of macroeconomic stability. It would seem that the macroeconomic stability that has existed for several years has created the basis for economic growth in the country, but it has not been possible to realize the growth potential of the Russian economy.

Economic stability is an important criterion for the economy. Only economic stability can be different. The economic stability of the Russian economy in the previous period is the economic stability of stagnation, because the cornerstone of the economic stabilization policy was maintaining a low inflation rate by artificially slowing down demand. Now this economic stability of stagnation was overturned by the coronavirus epidemic due to a decrease in budget revenues and an increase in budget spending, which results in the threat of inflation.

The purpose of the article is to substantiate the necessity and possibility of transition to a new form of economic stability — economic growth stability.

Keywords: economic stability, economic growth, inflation, market supply and demand, national projects, key rate, bank deposits

99 RASUL A. MUSAEV, ALEXEY A. PANKRATOV, KIRILL L. ASTAPOV
Cluster Approach to Strategic Planning on a Regional Level in the Russian Federation

ABSTRACT

The article aim is to determine the use of the cluster model of economic modernization in the regional Russian Federation socio-economic development strategies. The following tasks are solved within the article framework: identifying the Russian regions for which the cluster development topic is the most significant and relevant; studying the relationship between the regional strategies approval period and the level of cluster terminology used in them; analyzing the relationship of the cluster concept and other currently used ap-

proaches, such as industrial cooperation, «smart specialization» and «lean manufacturing». The main research methods: content analysis and correlation analysis. The study shows a high level of cluster approach use in regional strategies, as well as territorial differentiation of the level of cluster concept use by Russian Federation regions.

Keywords: cluster concept, cluster, cooperation, smart specialization, lean manufacturing, strategy for socio-economic development of the Russian Federation region

119 OLEG E. PERMYAKOV, EVGENY A. KITIN
Methodology of Strategic Planning For the Development of Educational Ecosystems

ABSTRACT

The growing economic, social and digital inequality in the world, turbulence of economic and social processes lead to disorientation of educational organizations in development priorities. There are threats of stagnation and lag in the development of educational organizations, ineffective use of resources. The active development of ideas for sustainable development and the digital transformation of socio-economic relations induce educational organizations to revise long-term development programs. The study is aimed at solving the urgent problem of uncertainty in the strategic planning of the development of educational organizations in the context of digital transformation, socio-economic instability, challenges of the 21st century and new requirements for a specialist. The analysis of the studies showed that the professional community is actively discussing educational ecosystems of different types, based on the relationship between the participants and digital educational technologies. The methodology of strategic planning for the development of educational ecosystems presented in the work is considered as a complex of scientific methods: system analysis, classification, personality-oriented and ecosystem approaches. In the context of the concept of continuous, sustainable development, the educational ecosystem should be considered as a complex self-organizing, self-regulating and self-developing community — a group of people united by common interests, using common resources and a system of connections for learning and development. Using the example of the RANEPA North-West Institute of Management, it is shown that the use of the ecosystem approach for strategic development planning allows you to get the most complete and holistic view of the educational organization, its environment and role in the development of society. The methodology of strategic planning for the development of educational ecosystems allows: to create better models for the development than the generally accepted models of managing the educational process; develop an “ecosystem” strategy for the development of an educational organization; avoid costs and waste of resources in the context of digital transformation and dynamic changes in social relations.

Keywords: methodology, strategic planning, digital transformation, educational ecosystem, ecosystem approach, sustainable development

130 OLGA A. ANTONCHEVA, TATIANA E. APANASENKO
The State’s Attitude to Cryptocurrency as an Indicator of Its Trust in Society

ABSTRACT

It is proposed to justify the applicability of indicators of state confidence in civil society, that is, the state’s faith in the loyalty of society to it and in the ability to maintain its own legitimacy. The first indicator is the legalization of cryptocurrency, the second is the creation of a state cryptocurrency.

There is a direct connection between the degree of legalization of cryptocurrency and the level of state confidence in the loyalty of society to it. The creation of state national cryptocurrency is a signal of a drop in state confidence in its own legitimacy.

Keywords: cryptocurrency, public trust in the state, legitimacy, state’s cryptocurrency, cryptocurrency legalization

141 YURII N. VASILEV, ANNA YU. TSVETKOVA

Development of Educational Tools in Russia to Accumulate Knowledge about Sequestration Technologies*ABSTRACT*

The latest technologies for climate change mitigation are carbon capture and storage (CCS). Some countries are developing CCS projects, and they are currently at different stages of deployment. Despite the signing of international agreements on climate change mitigation, Russia does not ensure the development of CCS technologies and their implementation. Given the long-term development of such technologies, its main goal is to raise public awareness of carbon capture, storage and use.

Currently, the problem of creating public awareness about CCS technologies has gained a huge momentum in the Russian Federation. A high level of awareness and approval of such projects will encourage the deployment of CCS projects in the Russian Federation.

The purpose of this article is to study the level of awareness of the Russian society regarding CCS technologies, as well as to develop a multi-level complex system of measures to ensure that such awareness is raised in the near future.

To achieve this goal, we used such methods as research of secondary and primary sources of information on this topic. In addition to analyzing the information of scientific publications on the subject under study, both secondary (content analysis of printed media materials, video hosting, social networks) and primary research (personal survey, experiment) were conducted.

As the most important results, we can highlight the obtained structure of popularity of environmental information sources among students of two universities in Saint Petersburg. In addition, it has been proved that currently in the Russian Federation, insufficient attention is paid to the popularization of carbon sequestration technologies. The analysis of the dissemination of information about CCS technologies in social networks, school textbooks, Newspapers, and video hosting services was carried out. Content analysis of existing social groups and videos in social networks is presented.

Keywords: carbon storage, public attitude, public awareness, sequestration, carbon dioxide, CCS technologies

154 DIANA T. DZGOEVA, LEONID A. SAVELCHEV

On the Development of Public-Private Partnership in the Field of Housing and Communal Services*ABSTRACT*

Objective. To study the features of public-private partnership in the field of housing and communal services in order to develop theoretical and practical recommendations for improving the mechanisms of public-private partnership in the field of housing and communal services.

Results. Based on the theoretical bases and scientific methods of research, the essence of public-private partnership (hereinafter — PPP) as a special type of relationship between public and private sectors; the practice of application of mechanisms of state-private partnership in the sphere of housing and communal services on the example system of centralized water supply «Ladozhskiy vodovod Vsevolozhskogo munitsipal'nogo rayona Leningradskoy oblasti». Problems were identified and recommendations were made in five main areas related to the development of PPP projects in the field of housing and communal services.

Conclusions. First, PPP is a unique type of relationship between the state and business, which allows meeting the needs of both public and private entities. Differences in the composition of obligations and functions, as well as the rights (entitlements) of the subjects of the agreement form different types of forms and mechanisms (types and schemes), as well as a number of models of public-private partnership.

Secondly, the popularity of PPPs in a particular country depends on the models of interaction between the state and private investors and on the strictness of legislation.

Third, on the example of a real Concession, five universal recommendations (bases) for the development of public-private partnership mechanisms in the sphere of housing and communal services were proposed: organizational component, financial instrument, risks, choice of PPP model and legal framework.

Keywords: public-private partnership, public-private partnership mechanisms, housing and communal services, concession agreement, public administration, private and public sector

163 SERGEY G. USHKIN , VALENTINA G. USHKINA
Practices for Self-Representation Governors of the Russian Federation in Virtual Social Networks

ABSTRACT

The article substantiates the idea of transformation of public policy in modern Russia, which is associated with the processes of digitalization of both power structures and the population as a whole. Practices of self-representation of governors in the virtual network space are considered. Based on an original approach based on the methodological principles of P. Lazarsfeld, J. Habermas, P. Bourdieu, and E. Goffman examines the popularity of the accounts, the frequency of their updates, the level of social approval records, feedback, etc., and also visual settings — formal or informal nature of the shooting the main photo in the profile, the social distance on it, head position and gaze, emotional background. We use our own data collected in December 2019. Based on the information received, it is concluded that representatives of the Governor's corps and users of virtual social networks understand the importance of digital transformations of public policy, although this is not directly expressed in expert assessments of their activities. In some cases, governors are effective leaders of public opinion, whose number of subscribers exceeds the audience of many regional traditional media. Also, many of them create conditions for an equal dialogue with the population, independently or with the help of assistants responding to incoming requests.

Keywords: virtual social networks, public policy, digitalization, multi-stage communication, communicative action, visualization, Instagram, VKontakte, Odnoklassniki, Facebook, Twitter.

174 ALEXANDER I. LUSHIN, VLADIMIR V. AVDANIN
On Some Features of the Directive Method of Managing the Leningrad Energy System in the First Post-War Decade

ABSTRACT

Based on archival sources and recent scientific publications, the article examines the main components of the Directive method of energy industry management in the first post-war decade in Leningrad, which determined its main features and specifics. At the same time, the publication shows the main stages of restoration and modernization of the Leningrad power system, and notes the contribution of Leningrad power engineers to the formation of the conceptual foundations of the country's energy security, which are relevant in modern conditions.

Keywords: the Great Patriotic war, the siege of Leningrad, the recovery period, energy policy, energy security political repression