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Article



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ON THE EFFICIENCY OF IMPROVING THE MANAGEMENT SYSTEM OF SOCIAL AND ECONOMIC DEVELOPMENT OF THE REGIONS OF THE RUSSIAN FEDERATION

Abstract: In this article, the authors examine the conceptual foundations of Russia's socioeconomic development, the imperatives of regional socioeconomic development, and the determinants of entrepreneurship development in Russia. This article is intended for researchers and practitioners, teachers, graduate and master's students, as well as the general readership interested in current issues of Russia's socioeconomic development in the new reality, theoretical and methodological approaches, and practical research results in this scientific field.

Key words: imperatives, determinants, socio-economic development, regionality, conceptuality, sovereignty, technological advancement, independence, priorities, environmental friendliness, politics, industrialization of the country, knowledge-intensive production.

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Introduction

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As the Russian economy undergoes economic

transformation, the need arises to address development issues and improve the management system for regional socioeconomic development. Today, municipal governments must not only

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promptly address urgent current issues but also be able to plan for the future. Modern Udmurtia is a developed industrial and agricultural region of the Volga Federal District. The capital of the Udmurt Republic is Izhevsk, with a population of 650,300. Industrial production, with its share of employment exceeding 32% of the average headcount of organizations in the

Udmurt Republic, forms the foundation of the economic and social development of the Udmurt Republic. Industrial enterprises are the main taxpayers in the budget of the Udmurt Republic. Table 1 presents the number of enterprises and organizations for 2022-2024.

Table 1. Number of enterprises and organizations for 2022-2024.

Indicator	2022	2023	2024	Change2024 to 2022, ±	Change2024 to 2022, %
Number of enterprises and organizations	39452	41593	42289	2837	107.2

The number of enterprises and organizations in the Udmurt Republic in 2024 compared to 2022 increased by 2,837, or 7.2%, indicating that more and

more organizations are opening in the Udmurt Republic. Table 2 presents the dynamics and structure of the Udmurt Republic's tax potential for 2022-2024.

Table 2. Dynamics and structure of the tax potential of the Udmurt Republic for the period 2022-2024.

Type of tax	2022		2024		2024		Change 2024 by 2022, %
	million rubles	share, %	million rubles	share, %	million rubles	share, %	
Personal income taxes	1989	46.5	2007	41.8	2180	44.8	109.6
Taxes on property of individuals	123	2.9	137	2.9	175	3.6	142.3
Land taxes	1632	38.2	1727	36.0	1866	38.3	114.3
Unified taxes on imputed income	350	8.2	372	7.8	411	8.4	117.4
Other taxes and fees	110	2.6	212	4.4	234	4.8	212.7
Total	4273	100	4799	100	4866	100	113.9

Main part

Thus, tax revenues by 2024 increased by 13.9% compared to 2023. This is due to the increase in all taxes listed in the table, including personal income tax, which increased by 9.6%. Personal income taxes in 2022 amount to RUB 1,989 million or 46.5% of the total structure of the tax potential of the Udmurt Republic, in 2023 - RUB 2,007 million or 41.8%, in 2024 - RUB 2,180 million or 44.8%. Land tax in the structure of the tax potential of the budget of the Udmurt Republic in 2022 occupies RUB 1,632 million or 38.2%, in 2023 - 36% or RUB 1,727 million, and in 2024 land tax amounted to RUB 1,866

million. or 38.3% of the total tax revenue of the Udmurt Republic's budget. Arguably, these two taxes (personal income tax and land tax) are considered the most important in the tax potential of the Udmurt Republic's budget. Other taxes (the single tax on imputed income, personal property tax, and other taxes and fees) account for only approximately 10-15% of the total tax potential of the Udmurt Republic's budget.

In Table 3 we will consider the standard of living and social sphere of the Udmurt Republic for 2022-2024.

Table 3. Standard of living and social sphere of the Udmurt Republic for 2022-2024.

Indicator	2022	2023	2024	Change2024 to 2022, ±	Change2024 to 2022, %
1	2	3	4	5	6
Average monthly nominal wage, rubles	26028	28391	31328	5300	120.4
Average size of assigned pensions, rubles.	12081	12429	13456	1375	111.4
Number of people pensioners, thousands of people	175.4	177.7	181.1	5.7	103.2

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Total area of residential premises per urban resident on average (at the end of the year), m2	20.5	20.8	21.2	0.7	103.4
The number of organizations implementing educational activities in preschool education programs, child care and supervision, of which:					
- pupils, thousand people.	220	217	212	-8	96.4
- places, thousand	38.7	40.8	42.3	3.6	109.3
	35.9	36.1	36.8	0.9	102.5
Number of doctors, people:					
- total	5518	5430	5056	-462	91.6
- per 10,000 population	86.6	84.6	78.6	-8	90.8
Number of mid-level medical personnel, people:					
- total	8660	8289	8474	-186	97.9
- per 10,000 population	135.9	129.1	131.7	-4.2	96.9
Number of hospital organizations	30	28	29	-1	96.7
Number of hospital beds in 24-hour inpatient facilities:					
- total	8.3	8.2	7.8	-0.5	94.0
- per 10,000 population	130	127.9	120.6	-9.4	92.8
Number of outpatient clinics	78	78	78	0	100.0
Capacity of outpatient and polyclinic organizations, visits per shift:					
- total	20.9	20.7	20.5	-0.4	98.1
- per 10,000 population	328.4	322.1	318.9	-9.5	97.1
Number of registered crimes	14316	13998	15019	703	104.9
Number of persons who committed crimes identified.	5073	5113	5518	445	108.8

The average monthly nominal wage increases by 16.1% by 2025 compared to 2022, which is a positive trend for the population of the Udmurt Republic. The size of assigned pensions also increases annually, i.e., over the three analyzed years, the size of assigned pensions increases by 10%. This is a positive trend for pensioners of the Udmurt Republic; however, their pension size requires a greater increase, since the standard of living increases disproportionately with the increase in the size of accrued pensions. The number of pensioners in 2022 is 175.4 thousand people, in 2023 - 177.7 thousand people, in 2024 - 181.1 thousand people, i.e., their number in the dynamics of three years increases by 3.2% or by 5.7 thousand people. Let us highlight the main problems of the system of managing the socio-economic development of the Udmurt Republic, namely:

- low pension;
- the absence of a single Federal Law that could fully regulate state support for Russian families;
- the presence of a dependency mentality among the population;
- lack of interest among some citizens in improving their own well-being;
- there is no government support for young families with regard to housing conditions;
- low wages;

- corruption;
- low level of monthly benefits for newborn children.

Let's look at each problem separately, namely:

1) Low pensions. A comfortable retirement is determined by many factors, from the quality of healthcare and the environment to the development of the financial system. Pension reform is a pressing issue in the Udmurt Republic. The Russian government has proposed increasing the retirement age by six months for both men and women. However, this doesn't address the social issue, as it's more a matter of state support than population support. And since the Udmurt Republic also faces a problem with poor free healthcare, people simply don't live to that age, as evidenced by the mortality rate in the Udmurt Republic.

2) the absence of a single federal law that could fully regulate state support for Russian families – such a law would allow for a transparent view of all the features of social protection for the population, and people would know what and where they are entitled to;

3) the presence of a dependency mentality among the population - along with effective social protection for low-income groups, it is necessary to prevent a dependency mentality among those in need

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of social assistance, and to further strengthen support for those who intend to start their own business;

4) The lack of interest among some citizens in improving their own well-being means that the citizens of the Udmurt Republic have no interest in living better, since some conditions created by the state remain unaffordable for ordinary people. For example, a person wants to buy a home, thereby improving their living conditions, but they are not given a mortgage because of low wages; there are many such examples;

5) There's a lack of government support for young families with housing needs. This problem means that young families who want to have children and afford housing are unable to do so, as lenders charge inflated interest rates, making it difficult for young families to afford, again due to low wages. Meanwhile, the government provides no assistance.

6) Low wages are also a significant issue, as people don't feel the need to work for such a high salary, leading to rising unemployment. Also, many organizations, in an attempt to avoid taxes, pay their employees minimum wages, thereby minimizing pension contributions, which will negatively impact future pensions.

7) Corruption is also a problem that is not at all uncommon, and ordinary citizens cannot solve many problems and issues of a social nature, since they simply do not have the money to solve anything with money, while the higher levels of the population solve everything with money;

8) low level of monthly benefits for newborn children.

Thus, it can be concluded that problems related to the management of the socio-economic development of the Udmurt Republic exist, but solutions have already been identified. The state is currently focusing on the social sphere of our country, as this is the most important area for the population. It gives people confidence in their state, the desire to develop, and to help their country "move forward." Based on the identified problems in the socio-economic development management system of the Udmurt Republic, it is necessary to develop measures that will eliminate or minimize these problems. Figure 1 presents measures to improve the socio-economic development management system of the Udmurt Republic.

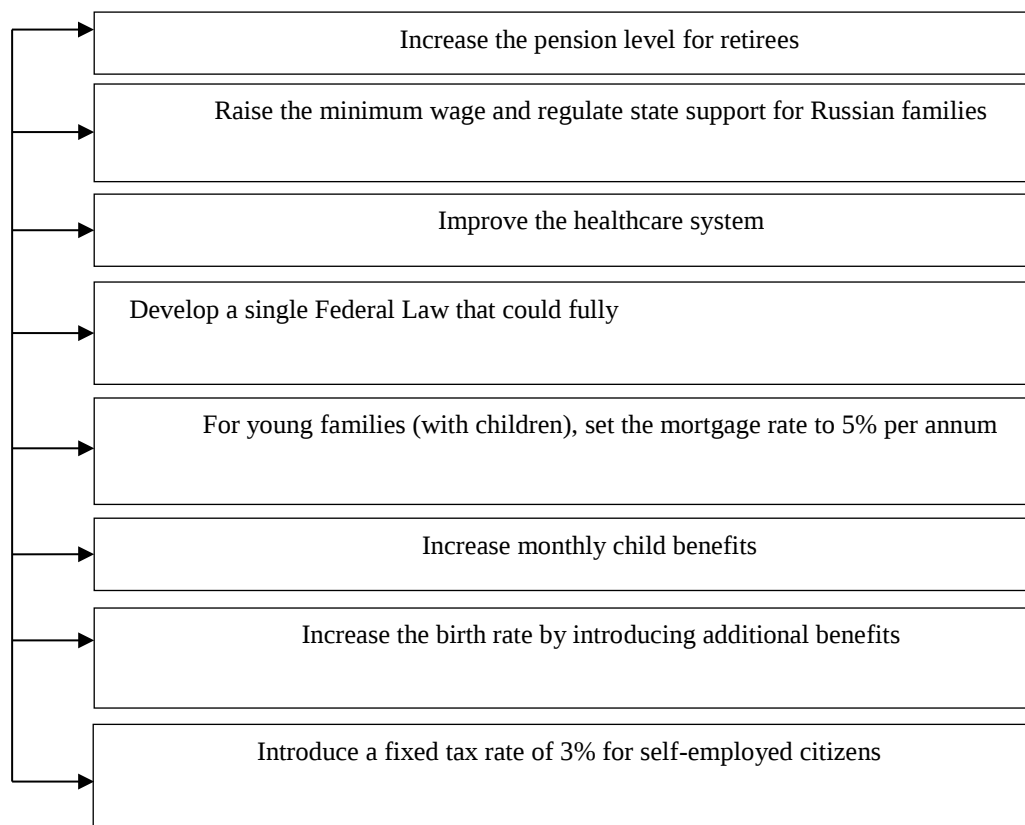


Figure 1. Measures to improve the management system of socio-economic development of the Udmurt Republic

Let us describe each event in more detail, namely:

1) Increase pensions for retirees. Raising the

minimum pension to 20,000 rubles will allow young people and people of pre-retirement age to build up their funded pension not only through company

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contributions but also through their own efforts (for example, by contributing 1,000-2,000 rubles or more monthly to increase their pension in the future). This measure will ensure a more prosperous life for retirees, as pensions increase annually, but only slightly, while prices for food, household chemicals, appliances, furniture, etc. increase annually and disproportionately compared to the pensions of the elderly. Also, because young and pre-retirement people will be able to build up their funded pension not only through company contributions but also through their own efforts, this will prevent cuts to the Russian budget, since there are a large number of such people (for example, those who work unofficially but for higher wages, but do not make any contributions).

2) Raise the minimum wage. The primary objective of raising the minimum wage is to combat poverty. According to Rosstat, in 2024, approximately 10% of workers were earning below the subsistence level, of which approximately 1-2% were below the minimum wage. Although paying less than the minimum wage is prohibited, there are exceptions—for example, if someone is working part-time, they may receive the minimum wage. Accordingly, equalizing the minimum wage with the subsistence level should help these 8-9% of workers finally escape poverty and earn more adequate wages.

3) Improve the healthcare and education systems. Maintaining and improving the health of the population of the Udmurt Republic is only possible if health is prioritized within the system of social and spiritual values of Russian society by creating economic and sociocultural motivation for the population to be healthy and by ensuring the state provides the legal, economic, organizational, and infrastructural conditions for a healthy lifestyle.

4) Develop a unified federal law that would fully regulate state support for Russian families. Such a law would more transparently address all social security concerns of the population, as many people are unaware of their rights and benefits.

5) For young families (with children), establish a mortgage rate of up to 5% per annum. To support young families' housing needs, the following scheme could be proposed: the state would develop real estate, and the population would purchase housing from the state, rather than from banks and developers. This would allow the state to set an interest rate lower than credit rates. Each regional government (for example, the Udmurt Republic) would receive budgetary funds from the government. Using these budgetary funds,

the government of the Udmurt Republic would build real estate and sell it to young families at a 5% interest rate (as was previously the case). This would significantly lower the cost of the property than the stated selling price of the property (apartment). This proposal would be beneficial for both the state and the population.

6) Increase monthly child benefits. We propose increasing the one-time benefit to 20,000 rubles, and also establishing a one-time payment of 150,000 rubles for the birth of a third child. This payment is subject to the mandatory requirement that the child be raised in a prosperous family (i.e., that the child's parents are employed and able to support the children).

7) increase the birth rate by introducing additional benefits;

8) Introduce a fixed tax rate of 3% for self-employed citizens. This proposal will allow the self-employed to work without having to establish a legal entity or sole proprietorship.

At the same time, the budget of the Udmurt Republic will be replenished. Therefore, the proposed measures to improve the socio-economic development management system of the Udmurt Republic will improve the material, financial, and social situation of the citizens of the Udmurt Republic, as well as generate additional revenue for the budget of the Udmurt Republic. Let's examine the socio-economic effectiveness of measures to improve the socio-economic development management system of the Udmurt Republic. The first measure is "Increasing the birth rate of the population of the Udmurt Republic by offering additional benefits to the population." The proposed benefits are:

- increase the level of the one-time benefit for the first child to 20,000 rubles;

- establish a one-time payment of 150,000 rubles for the third child born, with the mandatory condition being the provision of information that the child will be raised in a prosperous family (i.e., that the child's parents have jobs and can support the children in the family).

According to the Udmurtstat of the Udmurt Republic (according to table 4), the birth rate in 2024 decreased by 4268 people and amounted to 17877 people, and this fact led to a natural decline of 258 people, while in 2022-2024 there was a natural increase.

Table 4. Analysis of birth and mortality rates in the Udmurt Republic for 2022-2024.

Indicator	2022	2023	2024	Change2024 to 2022, ±	Change2024 to 2022, %
Born, people.	22145	20995	17877	-4268	80.7
Died, man.	19515	19173	18135	-1380	92.9
Naturalincrease / decrease, people	2630	1822	-258	-2888	-9.8

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The number of women of childbearing age but without children, according to statistical data of the Udmurt Republic for 2024, was 15,540 people. Let's assume that due to this event, 10% of this number of women give birth: $15,540 \times 10\% = 1,554$ people, women: $1,554 \times 20$ thousand rubles = 31,080 thousand rubles - state expenses on one-time payments for the first child. We will also calculate the state expenses on one-time payments for the 3rd child in the amount of 300 thousand rubles. The number of women of childbearing age with 2 children, according to statistical data of the Udmurt Republic for 2024, was 85,412 people. Let's assume that of this number

of women, 10% will also go on maternity leave for the third child, then: $85,412 \times 10\% = 8,541$ people. 8541×150 thousand rubles = 1,281,150 thousand rubles – state expenses for one-time payments for the 3rd child in the amount of 150 thousand rubles. Total expenses for this event will be: $31080 + 1,281,150 = 1,312,230$ thousand rubles. Let us present these expenses in Table 5. The expenses for the event to increase the birth rate of the population of the Udmurt Republic due to the fact that the population is offered additional benefits will amount to 1,312,230 thousand rubles, or 1,312 million rubles.

Table 5. State expenditures on measures to increase the birth rate of the population of the Udmurt Republic due to the fact that the population is offered additional benefits

Type of cost	Amount, thousand rubles / year
Costs of paying one-time benefits for the first child	31080
Costs for one-time payments for the third child (RUB 150,000)	1281150
Total	1312230

Next, it is necessary to forecast how this measure will affect the budget of the Udmurt Republic. The goal of increasing the birth rate for the state has both social and economic rationality; for example, the level of additional budget revenue increases. Let's take the average salary in the Udmurt Republic for 2024 in the amount of 33,321 rubles. The results of this measure are presented in Table 6. Due to the measure to increase the birth rate of the population of the Udmurt Republic due to the fact that the population will be

offered additional benefits (a one-time allowance of 20,000 rubles for the first child, a one-time payment of 150,000 rubles for the third child), budget revenues will increase by 1,736 million rubles, or 16.1%, and expenditures will increase by 1,312 million rubles, or 11.6%. Due to this, the budget deficit will decrease by 424 million rubles. The birth rate will increase by 10,095 people or 56.5%, and then a natural increase of 9,837 people will be formed (Table 6).

Table 6. The socio-economic effectiveness of the event to increase the birth rate of the population of the Udmurt Republic due to the fact that the population will be offered additional benefits

Indicator	Before the event (2024)	After the event (forecast)	Change, ±	Change, %
Revenue, million rubles	10767	12503	1736	116.1
Expenses, million rubles	11337	12649	1312	111.6
Budget deficit/surplus, million rubles	-570	-146	424	-
Birth rate, people	17877	27972	10095	156.5
Mortality, people	18135	18135	0	100
Natural increase / decrease, people	-258	9837	10095	-

The second measure aimed at improving the socio-economic development management system of the Udmurt Republic proposes introducing a stable tax rate of 3% for self-employed citizens. According to research, the self-employed population makes up approximately 20% of the total working-age population of the Udmurt Republic. The working-age population of the Udmurt Republic in 2024 was 788,718 people, thus, 157,744 people are self-

employed. This can include any type of activity: tutoring services, online stores, beauty and fashion industries, construction, trade, etc. As a conditional figure, let's imagine that each of these people has additional income, from which they do not pay taxes to the budget, amounting to an average of 40,000 rubles. Therefore, $157,744 \text{ people} \times 40,000 \text{ rubles} = 6,309,760$ thousand rubles, or 6,310 million rubles. – self-employed citizens have income. Then, $6310 \times 3\%$

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= 189 million rubles will be transferred to the budget of the Udmurt Republic. The results of this measure

are presented in Table 7.

Table 7. The socio-economic effectiveness of the measure to introduce a 3% tax rate for self-employed citizens

Indicator	To events (2024)	After events (forecast)	Change, ±	Change, %
Revenue, million rubles	10767	10956	189	101.8
Expenses, million rubles	11337	11337	0	100.0
Budget deficit/surplus, million rubles	-570	-381	189	-

By introducing a 3% tax rate on income received by self-employed citizens, budget revenues will increase by 189 million rubles, or 1.8%, while expenditures remain unchanged. This will reduce the budget deficit by 189 million rubles. The next step in improving the Udmurt Republic's socioeconomic development management system for young families (with children) could be setting a mortgage rate of up to 5% per annum. Let's assume the government of the Udmurt Republic builds 20 houses (17-story single-section residential buildings) under these conditions. The calculation is based on a residential building made of large-scale structures (panels). The

calculation does not include work on laying external utilities and installing technological equipment. The calculation assumes the cost of the structures as of the third quarter of 2024. The total building area is 8,000 square meters, the saleable area is 6,500 square meters, the construction site is 4,000 square meters, and the recommended number of floors is 17 above-ground and 1 underground. Revenue from the entire project is $221,000 \times 20 = 4,420,000$ rubles, or 4,420 million rubles. The government will also receive interest income. The loan term is up to 15 years.

Table 8. The socio-economic effectiveness of the measure to establish a mortgage rate of up to 5% per annum for young families (with children)

Indicator	To events (2024)	After events (forecast)	Change, ±	Change, %
Revenue, million rubles	10767	15187	4420	141.1
Expenses, million rubles	11337	15311	3974	135.1
Budget deficit/surplus, million rubles	-570	-124	446	-

By establishing a mortgage rate of up to 5% per annum for young families (with children), budget revenues will increase by 4,420 million rubles, or 41.1%, and expenditures by 3,974 million rubles, or 35.1%. This will reduce the budget deficit by 446

million rubles. Next, it is necessary to assess the socioeconomic effectiveness of all proposed measures to improve the Udmurt Republic's socioeconomic development management system (Table 9).

Table 9. Evaluation of all activities for the development of social policy of the Udmurt Republic

Indicator	Before the events and (2024)	After the event (forecast)	Changedie, ±	Changedie, %
1	2	3	4	5
1. Income, million rubles.	10767	17112	6345	158.9
a) an increase in the birth rate and the introduction of additional benefits for having children	-	1736	1736	-
b) introduction of a tax rate of 3% for the self-employed population	-	189	189	-
c) setting mortgage rates for young families				

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with children at up to 5%	-	4420	4420	-
2.Expenses, million rubles.	11337	16623	5286	146.6
a) an increase in the birth rate and the introduction of additional benefits for having children	-	1312	1312	-
b) introduction of a tax rate of 3% for the self-employed population	-	0	0	-
c) setting mortgage rates for young families with children at up to 5%	-	3974	3974	-
3. Budget deficit/surplus, million rubles.	-570	489	1059	-
4. Birth rate, people.	17877	27972	10095	156.5
5. Mortality, people.	18135	18135	0	100.0
6.Natural increase/decrease, people.	-258	9837	10095	-

Conclusion

As a result of all the measures taken to improve the socio-economic development management system of the Udmurt Republic, budget revenues will increase by 6,345 million rubles, or 58.9%, and expenditures will increase by 5,286 million rubles, or 46.6%. This resulted in a budget surplus of 489 million rubles. The birth rate will also increase by 10,095 people, or 56.5%, resulting in a natural increase of 9,837 people. Thus, based on the results of the study, it can be concluded that the proposed measures to improve the socio-economic development management system of the Udmurt Republic have proven significant and effective. The birth rate has increased, and the budget of the Udmurt Republic has expanded, resulting in a surplus.

The article examines the right to a favorable environment in light of the state's economic policy; the problem of aligning the Eurasian Economic Union and One Belt, One Road;

Management and information technology: inevitability and efficiency;

Managing organizational change in the face of complexity and uncertainty in the digital environment.

In addition, the authors examined the effectiveness of improving the system for managing the socio-economic development of the region, public-private partnership as a tool for implementing the socio-economic policy of the region, the potential for structural modernization of the economy of the North Caucasus macroregion using the mechanism of public-private partnership, a study of trends in the development of the labor market of the Northwestern Federal District, including the sustainability of entrepreneurship in Russia, namely:

- peculiarities,
- trends,
- patterns;

development of innovative potential of small and medium-sized businesses in the ferrous metallurgy;

new forms of innovative management in the warehouse system.

The Russian economy is currently undergoing a

period of profound transformation. In the coming years, our country will need to fundamentally renew its economic system to meet the challenges and changes we are witnessing in the global social and economic order. We must create a development model capable of securing our country a significant place in the modern world.

The authors examined current and controversial issues related to economic restructuring and the search for ways to improve its efficiency. They also formulated key guidelines for long-term economic policy and the main factors and sources of economic growth. Particular attention must be paid to the theoretical and applied aspects of developing a new paradigm for Russia's socioeconomic development, which should ensure dynamic and sustainable economic growth in the new reality.

The authors' analysis of the socioeconomic situation in Russia in the new reality, taking into account the nuances of structural adjustment, revealed that setting new goals requires changes to current socioeconomic policies and adjustments to the system of national projects and strategic planning documents. In this article, the authors develop theoretical and methodological principles for the balanced development of society and the environment in accordance with the concept of sustainable development and the role of humans as the central link in the eco-socio-ecological system. This study demonstrates the need to reorient the economy from development based primarily on raw materials to the active use of the inexhaustible potential of high-tech and human resources. The authors of the article have developed measures aimed at maintaining economic growth through current consumption and a proportional distribution of transfers between current consumption and investment in infrastructure. Its publication can be used to formulate a new economic policy in the current context, aimed at addressing the development objectives of the Russian economy set by Russian President Vladimir Putin. The overarching theme will create a broad framework for the participation of specialists interested in current issues

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

of Russia's socio-economic development in the new reality, theoretical and methodological approaches,

and practical research results in this scientific field.

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