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**IMPROVING THE EFFICIENCY OF INTERACTION
BETWEEN REGIONAL AND MUNICIPAL AUTHORITIES IN
THE MANAGEMENT OF MUNICIPAL ENTITIES**

5.2.3. Regional and sectoral economy

ANNOTATION

dissertations for the degree of candidate of economic sciences

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Relevance of the research topic. In the Russian Federation, a country with a federal structure and a complex structure of territorial organization, the economy of which is under the influence of external sanctions, the effectiveness of interaction between different territorial levels of government is one of the key factors ensuring balanced and harmonious socio-economic development. This feature is most typically manifested in the interaction of regional and municipal authorities on issues of municipal management. Thus, the relevance of the research topic devoted to increasing the effectiveness of interaction between regional and municipal authorities in the management of municipalities is revealed by the following provisions:

- the transformation of the regional management system requires the formation of new approaches to the process of interaction between authorities of different hierarchical levels;

- the lack of modern tools for interaction between regional and municipal authorities increases the risk of making ineffective decisions on emerging problems;

- the range of regional characteristics, manifested through the general socio-economic environment, affects the directions of management of municipalities;

- the study of the processes of management of municipalities of the region is based on the use of quantitative methods that contribute to the grouping of territories in accordance with the problems and orientation of development directions;

- digitalization of the regional economy determines the importance of using modern technologies in the system of municipalities, which determines the feasibility of introducing the "Smart City" standard into the municipal management system;

- the lack of an effective system for coordinating interaction between the municipality and the region complicates decision-making processes on territorial development issues.

The above conditions are caused by the lack of effective communication between the state authorities of the constituent entity of the Russian Federation and local government on issues arising at the municipal level, which affects the uneven development of municipalities in the region. The current tools for interaction between authorities at different hierarchical levels do not allow solving the problem of reducing disproportions in territorial development within a constituent entity of the Russian Federation. The recognition of these problems determines the need to improve the efficiency of interaction between regional and municipal authorities in managing municipalities in the region.

Scientific understanding of these problems determined the choice of the research topic, its relevance and practical significance.

The degree of scientific elaboration of the problem. The problems of studying aspects of interaction between regional and municipal authorities are implied in the scientific works of A.G. Aganbegyan, A.G. Atayeva, P.Ya. Baklanova, A.V. Vaseva, D.A. Gainanova, T.A. Golovina, A.G. Granberga, L.M. Grigorieva, V.A. Dovbiy, A.B. Zhulina, N.V. Zubarevich, L.E. Limonova, I.R. Lyapina, M.A. Malysheva, A.N. Mitina, N.N. Nekrasov, A.S. Novoselov, V.V. Oreshnikova, E.V. Orlova, E.V. Sibirskaya, I.D. Turgel, V.A. Larionova, P. Morganti, S. Nunn, N.K. Nurlanova, N.A. Vukovic.

The issues of studying the management of municipal entities of the region are considered in the works of E.M. Bukhvald, S.D. Valentey, E.B. Dvoryadkina, V.V. Dyadik, D.M. Zhuravleva, P.N. Kilinkarov, G.M. Lappo, N.A. Lytneva, O.F. Myasnyankina, O.A. Stroeveva, A.A. Romashina, E.S. Shugrina, G. Bradford, A. Czudec, A. Dionfsio, A. Fröjd, E.L. Godkin, E.O. Jordan, Ch. Jung, R.B. Morris, F.P. Prichard, N. Wouters, S.G. Zhestyannikov. Noting the versatility of research on regional and municipal topics, it should be noted that the study of adaptive tools for diagnosing and improving the effectiveness of interaction between regional and municipal authorities, and methods for assessing the interaction between regional and municipal authorities are limited. Scientific developments that take into account the need to address issues of responsibility of authorities at different

hierarchical levels, assess the indicative base of digital services, and apply effective approaches to solving municipal management problems are insufficiently represented, which determined the importance and relevance of this study.

The object of the dissertation research is regional and municipal authorities in the environment of interaction in the conditions of management of municipal entities of the region.

The subject of the study is the totality of economic and organizational-managerial relations of authorities of different hierarchical levels that arise in the process of managing municipal entities of the region.

The purpose of the dissertation research is to develop methodological provisions and applied tools to improve the efficiency of interaction between regional and municipal authorities in the management of municipal entities. To achieve this goal, it is necessary to solve the following tasks:

- to identify and systematize the problems of local government management;
- to improve the methodology for assessing the interaction of regional and municipal authorities in the management of municipalities;
- to develop a toolkit for interaction between regional and municipal authorities;
- to develop an author's model for assessing the feasibility of introducing the Smart City standard into the management system of a municipality;
- to propose an organizational and managerial algorithm for solving municipal management problems based on the interaction of municipal and regional authorities.

The theoretical and methodological basis of the study are the scientific works of Russian and foreign scientists devoted to the study of theoretical aspects of municipal management, namely the features, specifics and tools of government bodies at different hierarchical levels. The applied nature of the dissertation research is revealed in the context of approaches to solving problems in the framework of municipal management and tools aimed at the interaction of regional and municipal authorities. The methodological basis of the dissertation research is

based on the application of the following scientific methods: theoretical, logical, comparative, retrospective analysis, formalization, quantitative assessment, decomposition of goals, statistical data processing, modeling, imitation. In the course of the dissertation research, the following statistical modeling programs were used: PyQt and Constructive Cost Model calculator, MECE (Mutually Exclusive, Collectively Exhaustive).

The research information base includes analytical data obtained from the official websites: MIA "Russia Today", RIA Rating, the rating of the RBC Media Holding, Interfax Center, the Government of the Orel Region, the Territorial Authority of State Statistics for the Orel Region, municipalities of the Orel Region, scientific publications, publications in information resources on the Internet.

Compliance of the dissertation with the Passport of the scientific specialty. The work has been completed in accordance with the specialty passport 5.2.3. Regional and sectoral economics, and contains provisions and results corresponding to: p. 1.3. Regional economic development and its factors; p. 1.13. Economic and social problems of local government.

Scientific novelty of the dissertation research lies in the formation of theoretical, methodological and practical recommendations for improving the efficiency of interaction between regional and municipal authorities, aimed at building relationships and involving authorities of different hierarchical levels in the process of managing municipal entities of the region. The main scientific results obtained by the author personally and submitted for defense:

1. The problems of local government management were identified and systematized, which made it possible to offer an adaptive toolkit for diagnosing and improving the efficiency of interaction between regional and municipal authorities, which, unlike the existing ones, is aimed at creating a single platform for solving problems in the field of territorial, financial, digital, organizational management of municipal entities of the region. The proposed systematization, unlike the existing ones, is based on the integrated management of municipal issues, which makes it possible to reduce the time for decision-making by regional

and municipal authorities, ensure uniform standards in territorial management and comprehensively take into account the degree of participation of municipal entities in the development of the region.

2. The methodology for assessing the interaction of regional and municipal authorities in the management of municipal entities has been improved, which is based on a system of evaluation indicators (territorial management, financial management, digital management, organizational management), which allows to improve the quality of interaction between authorities of different hierarchical levels and identify areas of management responsibility. Unlike the existing ones, the assessment methodology is focused on the application of an integrated approach to the analysis of the indicator base and the use of intraregional ratings, which in turn, based on statistical criteria, allows us to determine the role of each municipality in the development of the region.

3. A system of interrelated criteria has been developed, decomposed by levels and subjects of power, which allows us to promptly identify deviations from forecast indicators and manage the actions of the structures responsible for the implementation of planned tasks. The main difference between the proposed system of decomposed criteria and the existing ones is the ability to directly link the identification of the problem and the adjustment of management tasks for regional and municipal departments directly responsible for solving these problems.

4. An original model for assessing the feasibility of implementing the Smart City standard has been developed, which, unlike existing ones, is based on best practices and a step-by-step assessment of the indicative base of digital services, which makes it possible to identify trends in the digitalization of a municipality, its adaptation to digital processes to ensure an increase in the standard and quality of life of the population, the formation of a safe and comfortable urban environment.

5. An organizational and management algorithm for solving municipal management problems has been proposed, which, unlike existing ones, is based on the formation of cards of the pool of system solutions and the specified

functionality of the Regional Management Center. A feature of the organizational and management algorithm is the formation of a dialogue window for the interaction of authorities of different hierarchical levels and minimization of the risks of managing municipalities.

Reliability and validity of the results. The reliability and validity of the research results are confirmed by the use of general scientific research methods focused in Russian and foreign studies on the selected issues, a relevant statistical base, a consistent methodological approach to solving the tasks. The reliability of the obtained results is confirmed by studies conducted on the data presented in the reports of the administrations of municipalities of the Orel region and the Territorial Authority of State Statistics for the Orel Region. In addition, the results presented in the dissertation research are based on federal, regional and municipal regulatory legal acts, periodicals and Internet resources, as well as materials obtained by the author as a result of his own research.

Theoretical and practical significance of the dissertation research. The theoretical significance of the dissertation research lies in the development of theoretical and methodological tools for managing municipal entities in the context of the activities of regional and municipal authorities that have a significant impact on the development of territories and internal coordination of relations between all territorial entities of governance. The practical significance lies in the possibility of using the prepared recommendations and tools by state authorities of the constituent entities of the Russian Federation and municipal entities in developing strategic documents, identifying effective tools for rational management of municipal entities, in developing new regulatory legal acts in the context of ensuring the consistency of regional and municipal policies, as well as in the implementation of joint programs for the development of territories.

Approbation of research results. The main provisions and results of the dissertation research are presented in articles of foreign and Russian scientific journals (indexed in the scientific databases Scopus, RSCI), reports at international and all-Russian scientific and practical conferences. The main results and

conclusions of the dissertation research were reported at conferences of various levels: International Scientific and Practical Conference (Orel, March 23, 2018) "Formation of a New Paradigm of Economic Thinking of the XXI Century"; Interregional Scientific and Practical Conference (Kursk, November 14, 2019) "Digital Economy: Problems and Development Prospects"; All-Russian Scientific Conference of Students and Young Scientists (Karachaevsk, October 26, 2019) "Main Trends in the Development of Economy and Management in Modern Russia"; International Scientific and Practical Conference (Yaroslavl, November 12, 2019) "Socio-economic and technological problems of the new industrialization as a factor in the advanced development of the national economy"; International Scientific Conference (Barnaul, November 13, 2020) "Actual Problems of Applied Informatics in Education, Economics, Public and Municipal Administration"; All-Russian Scientific and Practical Conference of Students, Postgraduates and Young Scientists with International Participation (Grozny, September 22, 2020) "MILLIONAIRES-2020"; All-Russian Scientific Conference of Young Researchers with International Participation (Moscow, May 25, 2021) "Economy Today: Current State and Development Prospects (Vector-2021)"; International Scientific and Practical Conference (Voronezh, 2021) "Digital Transformations in the Development of Economy and Society"; V International Scientific and Practical Conference (Donetsk, May 20, 2021) "Actual Problems of Legal, Economic and Socio-Psychological Knowledge: Theory and Practice"; The International Scientific and Practical Conference (Krasnodar, April 22, 2021) "Economic Development of Russia in the Context of a Pandemic: Anatomy of Self-Isolation, Global Lockdown and the Online Future"; the VI International Scientific and Practical Conference (Moscow, April 23, 2021) "The Role of Local Self-Government in State Development at the Present Stage"; the International Scientific and Technical Conference of Young Scientists (Belgorod, May 20, 2022) "BSTU named after V.G. Shukhov, dedicated to the 300th anniversary of the Russian Academy of Sciences"; the V All-Russian Scientific and Practical Conference (Ulyanovsk, May 27, 2022) "Management of the

Development of Socio-Economic Systems"; the International Scientific and Practical Conference (Ufa, November 11, 2022) "II Makhmutov Readings. Modern Trends in Socio-Economic Development of the Region"; All-Russian scientific and practical conference (Nizhny Novgorod, December 15, 2023) "Public administration and management"; VI International scientific and practical conference (Oryol, March 5, 2025) "Logic and methodology of scientific research", etc. The materials of the dissertation research were used in the practical activities of the Department of Finance of the Oryol Region, the Department of Industry and Trade of the Oryol Region, the Regional Management Center of the Oryol Region, the Central Russian Institute of Management - a branch of the Federal State Budgetary Educational Institution of Higher Education of the Russian Presidential Academy of National Economy and Public Administration under the Russian Federation.

Publications. The main results of the dissertation research were published in 69 scientific publications with a total volume of 27.72 pp (author's contribution - 25.62 pp), including 4 scientific articles published in a journal from the list of journals approved by the decision of the Academic Council of RANEPA; 4 scientific articles published in journals indexed by international databases; 12 scientific articles published in journals recommended by the Higher Attestation Commission under the Ministry of Science and Higher Education of the Russian Federation. The results presented in the dissertation work and submitted for defense, reflected in scientific publications, were obtained by the author independently.

Structure and content of the dissertation. The content and logical direction of the dissertation determined the structure of the presentation of the material. The dissertation research includes an introduction, three chapters, a conclusion, a list of references, and four appendices. The content of the dissertation is presented on 290 pages of printed text, including 38 figures, 71 tables (including appendices), and a list of references consisting of 245 sources.