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Komarov Oleg Evgenyevich

**CROWDSOURCING IN THE ACTIVITY OF PUBLIC
AUTHORITIES: TOOLS, PRACTICE AND RESULTS**

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Abstract from Ph.D. thesis in Political Science

Research adviser:

Sokolov Alexander Vladimirovich

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The relevance of the research topic is due to the fact that modern realities determine the growing need for building a dialogue between civil society and the government, the degree of citizens' participation in administrative and state activities is increasing. The best channel for building such interaction is the Internet. A special role in this interaction can be played by crowdsourcing platforms that project the existing interests of society, identify and propose solutions to pressing problems, and also contribute to the involvement of citizens in the preparation and decision-making process.

The public expresses and formulates its sentiments, using the existing capabilities of modern communication tools, and the authorities, represented by municipal and regional authorities, seek to adjust their actions depending on the information received from the population. There is a communicative collaboration between the authorities and the public, which ultimately reduces social tension and promotes demobilization, and leads to a decrease in the involvement of citizens in protests.

Currently, two forms of crowdsourcing implementation in the public administration space can be distinguished. The first form is that the state creates conditions for the involvement of citizens in the development and implementation of public decisions. In addition, there is a form of implementation of crowdsourcing, in which self-organization of citizens takes place without the participation of the state to solve existing problems and develop ways to solve them. The study focuses on the study of the features of the first form of implementation of crowdsourcing in public administration, which is due to the need to study the degree of government influence on the process of implementing crowdsourcing, the introduction of a provision on a unified system of public authority into the Constitution of the Russian Federation, and the fact that crowdsourcing projects implemented with the support of states have a larger number of participants.

A particular influence on the scale of interactions in a networked society on the territory of the Russian Federation is exerted by various factors, among which

the imposed sanctions, the spread of coronavirus infection, the growing desire for nationalization, and globalization should be highlighted. These processes have a direct impact on the socio-political space. Unfortunately, many regions of Russia today are characterized by stagnation in the field of improving management methods and bureaucratic structures. This factor affects the competitiveness of regions in a globalizing society, human capital is not fully used to improve the general quality of life of society, and the modernization of the social structure does not occur. Crowdsourcing, as a form of electronic participation, today is perceived with difficulty not only by public authorities, but also by the population itself, which, due to established paternalistic views, is passive to possible changes.

Thus, the relevance of the research topic is due to:

- the rapid development of the crowdsourcing phenomenon as one of the demanded social tools for interaction between regional and local authorities and citizens;
- the need to develop methods to improve the performance of crowdsourcing projects at the regional level;
- the need to search for relevant approaches to determining the specifics of the implementation of crowdsourcing projects on the territory of the regions of the Russian Federation;
- external and internal factors influencing the interaction between government and society (nationalization, globalization, epidemic, sanctions, etc.).

The degree of elaboration of the research topic is not sufficient for a comprehensive understanding of the established socio-political practice of crowdsourcing in public authorities. Currently, there is a fairly large research base devoted to the study of public power and governance in general. A significant contribution to the study of control theories was made by such Russian scientists as L.V. Smorgunov, R.G. Pozhidaev, E.V. Morozova, I.V. Miroshnichenko, O.V. Mikhailova, E.V. Talapina, A.V. Chugunov, A.I. Soloviev, L.N. Timofeeva, O.F. Shabrov, etc.

In publications devoted directly to the study of crowdsourcing and its features (G. Asmolov, D. Howe, A.V. Sokolov, E. V. Morozova, D. Gaiger, N.A. Ryabchenko, S.V. Polutin, E.B. Kogan, O.V. Bykhtin, A.Yu. Sungurov, etc.), contains conclusions that allow us to identify the specifics of the implementation of this form of electronic participation, its tools and key principles.

Considerable attention is paid by researchers to the study of civil society, its essence and characteristic features (A.P. Kochetkov, V.A.Maksimenko, K.S.Gadzhiev, A.V. Sokolov, Yu.A. Golovin, A.A.Frolov, A.V. Palagicheva, V.I.Burenko, L.A. Elizova, F. Schmitter and others). Theirs works allow us to study the general social context within which the potential of crowdsourcing is realized in regional and public administration.

In the process of work, the works of scientists in the field of studying the mechanisms of interaction between power and society were used: V.N. Yakimets, L.I. Nikovskaya, A.N. Chernyshova, N.A. Skobelina, O.V. Andronov, M.Delyagin, T. Parsons, P. Katsenstein, P. Müller and others.

An important aspect of the study of crowdsourcing in public authorities is the problem of information and communication technologies and the Internet. A significant contribution to the study of the capabilities of these technologies in the control system was made by S.V. Volodenkov, T.Zh. Antonova, S.G. Turunok, T.N. Gromova, V.P. Kazakov, N.V. Korytnikova, M. Castells, D. Bell, M. McLuhan, P. Hyer, E. Masud, D. Hunt and others.

The question of crowdsourcing technology in public authorities remains open today. There is a small number of scientific studies devoted to this issue, in particular, in the works of such scientists as A.V. Rogova, A.G. Baryshkin, I.R. Nasyrova, I.L. Savelyeva, O.P. Sukovatova, V.A. Sapryk, N.D. Kazakova, M.S. Sokolova, D. Brabham, D. Baker, J. Leimeister, P. Levy and others.

The object of this research is the phenomenon of crowdsourcing.

Subject - features of the use of crowdsourcing in the activities of public authorities.

The purpose of this study is to identify the features of the use of crowdsourcing by public authorities in modern Russia and to develop recommendations, the implementation of which will contribute to the effective use of crowdsourcing in public authorities.

This goal predetermined the choice and the need to solve the following **tasks**:

1. to systematize the conceptual apparatus and methodological approaches to the study of crowdsourcing;
2. to identify the conditions for the formation of the phenomenon of crowdsourcing in public power in modern Russia;
3. to identify the typology of crowdsourcing projects in public authorities and to classify the opportunities and barriers to crowdsourcing;
4. to form a model of crowdsourcing in public authorities, which includes the structural characteristics of crowdsourcing activities and criteria for assessing the effectiveness of the implementation of crowdsourcing activities;
5. to develop recommendations to improve the efficiency and efficiency of the use of crowdsourcing in public authorities.

The scientific novelty of the results is determined by the conceptual justification and development of tools for the implementation of crowdsourcing in activities in public authorities. This made it possible to obtain the following specific scientific results:

- the conceptual apparatus and methodological approaches to understanding crowdsourcing are systematized, the author's definition of the term crowdsourcing and the political science approach to its study are presented;
- the key conditions for the formation of the crowdsourcing phenomenon in public authorities have been identified;
- the author's typology of crowdsourcing projects in public authorities and the classification of opportunities and barriers to crowdsourcing were formulated;
- a theoretical model for the study of crowdsourcing in public authorities has been formed, which includes the structural characteristics of crowdsourcing

activities and criteria for assessing the effectiveness of the implementation of crowdsourcing activities;

- Recommendations for public authorities have been developed to improve efficiency and efficiency in the development and implementation of crowdsourcing.

The theoretical significance of the research results lies in the development of the concept of crowdsourcing and public authority, determining the key features of the application of this form of electronic participation in the framework of the policy pursued by the public authorities. The results obtained broaden the understanding of crowdsourcing and public power.

The practical significance of the results of this study lies in the fact that the proposed recommendations will allow:

- to the public authorities to transfer a significant part of their own powers to the active part of the population, to collect ideas and proposals for solving existing problems as quickly and on a large scale as possible, to raise their own image in the eyes of the public, to reduce the degree of protest activity, etc. ;

- civil society and participants in crowdsourcing projects receive information as quickly as possible on the results of decisions on the proposed ideas, increase the quality of decisions on problems, etc.

The methodology of this research is the theory of collective action, which is based on the mechanisms of mutually beneficial cooperation in small groups to achieve the common good. Collective action is the organized action of a group in defense of its interests. B. Bimber, A. Flanazhin and S. Stoll defined collective actions as a set of actions performed by two or more people for the sake of achieving the same public good. According to A.V. Sokolov, collective action is most effective "due to the network structure and the use of modern information and communication technologies."

Also, the theoretical and methodological basis of this study was the concept of network management, which involves the transition from a strict vertical and hierarchical structure to multilateral relations at the horizontal level. Among the

researchers who develop theoretical issues of this concept, one should include L.V. Smorgunov, O. V. Mikhailov, A.G. Kravchenko, E.V. Morozova, I.V. Miroshnichenko, N.A. Ryabchenko, Yu.A. Golovin, A.A. Frolov, A.V. Sokolov, A. Benz, J. Papadopoulos and others.

Studying the phenomenon of crowdsourcing in public power, one cannot but pay attention to the concept of "electronic government". In modern interpretations, "e-government" is interpreted as both "electronic government" and "electronic government", i.e. the use of modern information and communication technologies by government bodies. This concept is based on the principle of the purposeful influence of bodies on all spheres of life of the authorities and their complicity with the use of information and communication technologies. A significant contribution to the development of the concept of "electronic government" was made by the work of such scientists as A.V. Chugunov, E.V. Talapina, A.M. Tarasov, S.V. Volodenkov, I.A. Bykov, O. Grönlund, T. Horan, G. Ridley, G.F. Han, Han Woo Pak, etc.

The study of public power through the prism of the implementation of crowdsourcing is also impossible without analyzing the principles of the concept of co-management, which is a joint activity of independent or public authorities or citizens on the basis of equality of rights and obligations to achieve a common goal. Among the developments in this direction, it should be noted the work of Yu.S. Vasyutina, E.V. Matveeva, V.B. Slatinov, O. V. Gaman-Golutvina, G.L. Kupryashin, N. Menning, N. Parison, K. Huda and others.

It should be noted that the network, communicative, systemic, historical and institutional approaches also became the methodological basis of this study. Within the framework of the historical approach, the dynamics of the development of crowdsourcing was studied from the stage of formation of this form of electronic participation to the present. Within the framework of a systematic approach, crowdsourcing was studied as a set of relationships and entities, its key features and characteristics were identified. Crowdsourcing was viewed as a system of consistently and successively developing interactions. The institutional

approach made it possible to reveal the role of crowdsourcing for society. The study of crowdsourcing was carried out within the framework of comparing this form of electronic participation with the institution of citizens' appeals.

Research methods:

1. an interactive method for analyzing electronic / network (crowdsourcing) resources;
2. case study - a method of political analysis, the purpose of which is to study the political process (situation) in dynamics.
3. expert survey. Expert polls were conducted in 2020 and 2021 as part of the study "Civic engagement of the population in the assessments of experts", the key goal of which was to obtain information on the state of civic engagement and civil society in the Russian Federation. The participants in this survey were experts - residents of 25 constituent entities of the Russian Federation - employees of regional and local authorities, scientists, businessmen, members of public organizations, etc. In total, more than 280 people were interviewed.

The main provisions for the defense.

1. Crowdsourcing in public authorities is a form of electronic participation, which involves interaction and communication between authorities and citizens to solve existing problems in various formats: petitions, collection of ideas and appeals, voting and others. The characteristic criteria and indicators of crowdsourcing are: a common goal as a factor in the identity of the participants; operational horizontal communication; measures of non-financial incentives and motivation to attract new participants; insignificant amount of spent resources; generating solutions and ideas; obtaining new knowledge; the technology is applied on the Internet; implementation and participation without legal contracts and agreements; unlimited number of participants. In the scientific literature, there are at least four main approaches to understanding and interpreting this phenomenon: marketing, management, information, and financial and economic. Also, a political science approach to the study of crowdsourcing was formulated, which is based on the study of crowdsourcing as a technology for the transfer of

some functions and tasks from the authorities to the active part of the population with high civic engagement.

2. The formation of crowdsourcing and its subsequent development is directly related to the development processes of both society as a whole and connections within it. This technology cannot be implemented outside the development of network communities, within which the production of political innovations is organized. Civil and legal societies ensure high efficiency of crowdsourcing, excluding the formation of vertical ties between the government and society. Broad and prompt feedback from the population is provided by the developed level of the information society, incl. the Internet and information and communication technologies. Still, the determining factor in the development of crowdsourcing should be called the desire and desire of the population and the authorities to interact with each other, which ensures the destruction of the traditionally established boundaries of understanding the role of each other and the creation of conditions for the creation of various directions for solving problems, which brings public policy to a qualitatively high level of development. Also, the study identified a set of conditions for the implementation of crowdsourcing activities: institutional, structural, subject-personal, infrastructural, resource.

3. Crowdsourcing can be differentiated into 2 types: "Crowdsourcing - quantity" and "crowdsourcing - quality". It is also possible to classify crowdsourcing in public policy by areas of activity: testing, control, collection of ideas and proposals, assessment and voting, expertise and direct participation in the political process, volunteering. Crowdsourcing is a potentially effective and efficient mechanism for generating ideas and solutions in public authorities. The key capabilities of this technology are the following: search and generation of new ideas and solutions; solution of existing problems; quality control of the decisions made; decrease in the amount of spent resources, decrease in protest moods, etc. But, despite the existing possibilities for the effective implementation of this technology, today the potential has not been fully realized. This is largely due to the presence of the existing set of barriers that do not allow the most effective and

efficient use of the capabilities of this technology. Among them, it should be noted: ineffective advertising or its absence; unequal competition; lack of motivation; lack of self-criticism among public authorities, communication and administrative barriers, etc.

4. Within the framework of the study, a theoretical model for the study of crowdsourcing in public authorities was prepared, which includes the structural characteristics of crowdsourcing activities, namely: includes: subjects of crowdsourcing activities; conditions for the implementation of crowdsourcing; technologies and tools of crowdsourcing, implemented in project formats; results of crowdsourcing activities. In addition, criteria for evaluating the effectiveness of the implementation of crowdsourcing activities were also formulated, among which it should be noted: attendance and user activity; interactivity and design of portals; functionality of portals; controls for users; user ranking and others. These criteria allowed us to analyze 10 crowdsourcing projects and appeals submitted to them.

5. In order to increase the efficiency, functionality and interactivity of crowdsourcing, recommendations have been prepared for public authorities, which will make this form of electronic citizen participation more productive. Among the key recommendations should be noted the introduction of a classifier of requests, organizing feedback, increasing the level of information support, excluding automatic closing of requests, introducing a registration or authorization procedure, creating an opportunity to assess the quality of work performed, additional motivation measures, and others.

Approbation of research results. Research materials were reported and discussed at international and all-Russian conferences and congresses. The materials of the study of crowdsourcing were adequately appreciated within the framework of the 8th Intra-university competitive selection of projects of young scientists "Youth and Science", where the author was awarded a grant for the victory. The author on the topic of the dissertation research has published a total of

20 scientific works, including 5 in publications included in the list of the Higher Attestation Commission, namely:

1. *Komarov O.E., Sokolov A.V.* Prospects for the development of crowdsourcing as a form of dialogue between governing bodies and society // Politbook. - 2021. - No. 1.

2. *Golovin Y.A., Dan-Chin-Yu E.Yu., Komarov O.E.* Development of information and communication technologies in the process of interaction between regional authorities and public organizations // Bulletin of the Transbaikal State University. 2019. Vol. 25, No. 9.P. 42-51.

3. *Golovin Y.A., Komarov O.E.* Crowdsourcing in the framework of the functioning of urban communities (for example, the city of Yaroslavl) // Social and Humanitarian Knowledge. 2019. Volume 5, No. 1. P. 6-19

4. *Sokolov A.V., Komarov O.E.* Features of the organization of collective actions by urban communities // POISK: Politics. Social studies. Art. Sociology. Culture. M.: RUT (MIIT), Issue. No. 2 (67), 2018.pp. 22-33.

5. *Sokolov A.V., Komarov O.E.* Features of the organization of collective actions by urban communities // Social sciences. 2017. No. 5.P. 514-525.

Work structure. The work consists of an introduction, three chapters, a conclusion, a list of sources used.

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Applicant Komarov O.E. 