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И МЕНЕДЖМЕНТА:
СВЕЖИЙ ВЗГЛЯД И НОВЫЕ РЕШЕНИЯ**

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State Support of the Cluster-based Development Programs: Russian and Foreign Experience

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During the last decade there has been an increase in the popularity of the cluster concepts and cluster-based approach in Russia and foreign countries. As a result, the interest in the factors which influence the success of implementation of cluster policy as well as in the possible ways of financial support has grown, too.

Russia actively develops cluster policy at the regional level, however, the coordination of this process at the federal and sub-federal levels does not work properly. For example, the following aspects have not been defined yet:

- common approaches to the understanding of a territorial cluster's essence, conceptual framework for the cluster-based policy;
- common set of the cluster policy instruments;

– mechanisms needed for the regulation of the federal and sub-federal executive authorities of the Russian Federation and associations of entrepreneurs working towards the implementation of cluster policy.

One of the basic documents which sets the framework for the cluster policy in the Russian Federation is "The Concept of Long-term Social and Economic Development of the Russian Federation until 2020". This document considers the creation of a territorial-production clusters' network as a factor of the economics modernization and fulfillment of the regional competitive potential. The Concept addresses to two types of clusters: innovative high-tech clusters (in urbanized regions) and territorial-production clusters (in less developed regions aimed at raw material processing and energy production with the use of modern technologies) [1].

"The Strategy of Innovative Development of the Russian Federation until 2020" also focuses its attention on the need for cluster initiatives' support. It is supposed that the formation of the innovative development territories and innovative clusters will help activate an innovative activity in general [4].

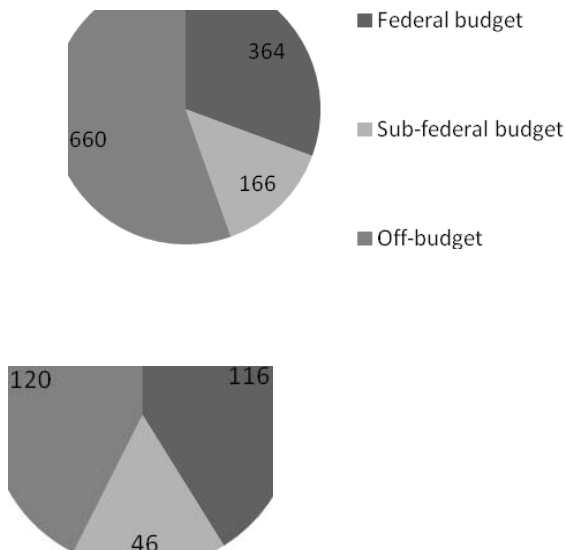
"The Methodological Materials for Working out and Implementation of the Regional Programs of Innovative Territorial Cluster Development Support" give a definition for innovative territorial clusters and lay down the ways of its support which comprise an assistance in institutional development of clusters, development of mechanisms for support of projects oriented to companies' competitive growth and creation of favorable conditions for clusters' development [2].

Another official document called "On State Support of the Pilot Innovative Territorial Clusters' Development" has been worked out by the Economic Development Ministry of the Russian Federation and points out the main measures for the pilot clusters' state support. Among the key directions it is important to note an assistance in the development of territorial clusters under budget financing and activity of development institutions; rendering inter-budgetary transfers (1.3 billion rubles), rendering preferences in social payments for innovative companies according to "Skolkovo model", etc [3].

The first direction refers to development of transport, energy, housing infrastructure and support of innovations. In this respect, Small Business in Scientific-Technical Field Promotion Fund provides 2 billion rubles for the implementation of these measures. The same sum of money will be given to small and medium enterprises as a part of a similarly called state program.

The work group for private and state partnership development in the innovation field under the Governmental committee for hi-tech and innovation has made a List of 25 innovative territorial clusters (ITC) according to the results of a competitive selection in 2012. The list comprises 2 groups of clusters. The

first group involves clusters which will be receiving federal budget subsidies during a 5 year period while clusters in the second group will not be getting subsidies from the federal budget. Picture 1 shows a structure of sources of the cluster-based programs' financing for the 2 cluster groups mentioned.



First group (14 ITC) Second group (11 ITC)

Picture 1 – Structure of sources of the cluster-based programs' financing for the period of 2012 - 2017

Source: *Pilot Innovative Territorial Clusters in the Russian Federation* [5]

As the diagram shows, the second group of clusters has a higher percent of budget appropriation (41%) and a lower percent of off-budget investments (43%).

The foreign practice shows that there are two models of cluster policy. The first model is called "Anglo-Saxon". The key principle of this model is that cluster is concerned as a market organism, and a role of the federal authorities there is to reduce barriers of its natural development. The second model is related to the implementation of a "continental" cluster policy. This model is used in some Asian and European countries such as Japan, Republic of Korea,

Singapore, Sweden, etc. These countries support active state policy in the cluster development. Such policy includes a series of measures from the choice of priority-oriented clusters and the projects for their financing to the identification of the essential success factors for cluster development [6].

According to experts, the European cluster development programs have a number of specificities. First of all, European cluster policy is mostly aimed at a high-tech sector. Secondly, the authorities organize a competition to select the most promising clusters rather than try to identify them themselves. Competitive approach is of a high importance there: those clusters which win the competition get the state support, however a number of rejected applications sometimes reaches a 95 % mark.

The other specificities related to the European cluster programs are the following: the main beneficiaries of such state programs are small and medium enterprises and the time periods of an applications formation and competitive selection are quite long and may include several steps.

Lately, there has been an understanding of the fact that only those clusters which operate effectively should receive state support and in case the management of a cluster does not reach the set goals financial support should be cut off. For instance, Norway, Hungary, Sweden and Denmark have already started to use an intermediate assessment system to evaluate cluster' efficiency, and the results of such an evaluation help make a decision on the further support of a cluster.

In conclusion, taking into consideration the Russian and foreign practice we would like to define the main directions for the improvement of the cluster development support with regard to state and federal special-purpose programs. These directions may include:

- budget appropriation for implementation of cluster development projects;
- correction of state programs taking into account cluster priorities;
- formation of special conditions under state programs to support clusters;
- creation of an efficient legal framework in order to guarantee cluster development;
- improvement of tax, custom and credit instruments;
- attraction of organizations taking part into state programs to support clusters.

Implementation of the aspects mentioned above will allow us to form an efficient system of the cluster development' state support in our country. Moreover, it is important to conduct further research and study foreign practice, on the basis of which the new methods and instruments of the cluster policy support in Russia will be formed.

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Виды государственно-частного партнерства при реализации стратегических планов региона

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В современных условиях недостаточности бюджетного финансирования, актуальной является проблема совершенствования государственно-частного партнерства в развитии регионов, ведомств, муниципальных образований и т.д. Наиболее интересны виды государственно-частного партнерства, затрагивающие аспекты деятельности уголовно-исполнительной системы.

Социально-экономическое состояние регионов сегодня определяется как объективными факторами (макроэкономические условия, положение региона в общественном разделении труда, географическое положение), так и субъективными (методами регионального управления). Стратегия экономического развития регионов – это система мероприятий, направленных на реализацию долгосрочных задач социально-экономического