Participatory decision making as an innovative context of urban law: expectations of Russian citizens

Svetlana Martynova ¹, Svetlana Kasatkina ², Larisa Tsymbal ¹

¹ Department of Public Governance, Tomsk State University
² Department of History and Philosophy, Cherepovets State University

ABSTRACT

The study presents the results of a sociological study conducted in three cities of Russia in order to identify the needs of citizens in the legal consolidation of the opportunities and results of their participation in urban decision-making. The survey was conducted in 2020. The participatory principle logically implies the identification of the opinion of the society itself – not only about the subjects, but also about the rules of collective discussions. The data collection method used in the study was a mass semi-formalised interview. It was identified that the global trend towards the participation in urban decision-making is quite consistent with the expectations of Russian residents who already have experience of such participation. It has been determined what rights citizens need, what responsibilities of the city authorities are considered necessary to establish, what procedures, in the opinion of the citizens, should be consolidated as mandatory in participatory technologies. The identified expectations are largely consistent with the legal objectives noted in the world scientific literature in the context of the development of the participatory principle. However, the practice of governance in Russia, especially in provincial cities, is still lagging behind the demands of a modern active, competent, and demanding society. The novelty of the study is conditioned by the fact that the scientific literature has been lacking coverage of such an aspect of the legal support of participatory decision-making as the expectations of citizens themselves related to the establishment of rights and procedures.

Keywords: Participatory principle, Urban governance, Post-industrial society, Sociological research.

Corresponding Author:

Svetlana Martynova Department of Public Governance Tomsk State University 634050, 36 Lenin Ave., Tomsk, Russian Federation E-mail: svet.martynova6495@nuos.pro

1. Introduction

Participatory decision-making, which implies the involvement of citizens, constitutes one of the fundamental principles of modern public governance. The researchers emphasise that although governments continue to play an important role, their conventional centrality is no longer a certainty [1]. The state cedes to society some control over the composition and strategic goals of the governing bodies so that citizens can accelerate change [2].

In the world scientific literature, much attention is paid to the development of the participatory principle [3-17]. Researchers note the following positive impact of citizen participation: improvement of the well-being and quality of life of the population [18], increased transparency of the decision-making process and confirmation of its legality, increased knowledge of civil actors [19].

Negotiations and discussions serve as the main communicative tool for implementing the participatory principle [19; 20]. Accordingly, the governing bodies focus on the activation of actors [20; 21], encouraging citizen participation in decision-making [1].



Therewith, the emphasis is placed on the fact that cities demonstrate the best practice of using modern management technologies. Residents of cities are distinguished by their activity: they present their requirements for improving the quality of life in all spheres [22] and are aimed at participating in making appropriate decisions. In particular, citizens participate in the formation of development strategies [23; 24], the creation of public spaces [25], budgeting [26-30], decision-making regarding public services and public control over their quality [31-33]. Citizen participation is recognised as critical in creating a smart city, and cities themselves are defined as "platforms for joint innovation" [34]. In the implementation of the participatory principle, the role of digitalisation is recognised [35; 36]. The dissemination of social technologies that contribute to increased participation of the population in urban governance is understood as the potential for sustainable urban development. The corresponding dimension is highlighted in the United Nations human settlements programme [37].

In Russia, the documents of the federal level for 2014-2019 also set the task of developing decision-making models based on the active participation of civil society in government governance [38]. In particular, it implies the development of a mechanism for the direct participation of citizens in solving issues of the development of the urban environment [39], the introduction of the digital platform "Active Citizen" in the constituent entities of the Russian Federation to involve citizens in participatory governance practices regarding the problems that are urgent for residents [40].

The development of participatory technologies poses conceptual and particular tasks of legal support aimed at developing provisions for consolidating and regulating new public relations between citizens and public authorities. Researchers emphasise that the emergence of new governance motivates the creation of new forms of legal regulation that differ from traditional top-down, command and control systems, and conventional categories of responsibility and separation of powers require rethinking [41].

Participatory nature creates an innovative context for law, including urban law, and it is precisely because of the innovative nature of the tasks that there is still a shortage of their scientific elaboration. In a small corpus of relevant publications, the conceptual tasks include the establishment of a new regulatory framework based on human values [42], which guarantees people the right to participate in decision-making [43] and presupposes the protection of these rights [44]. It is the guarantees of rights that are the key issue, since the "goodwill" of the governing bodies is not enough: such a system easily ceases to function, especially in cases of conflict of interest [45]. The new public administration does not correspond to restrictive regimes that close the possibilities for dialogue and debate [46], careful control [47]. Even empowering citizens to co-govern is more important to well-being than the actual participation itself, according to researchers [18]. This rule should imply that governing bodies "keep their distance", creating the necessary space for collective decisions [48].

Private rules can be associated with the fact that the legal infrastructure should support the use of new management processes in all cycles [49]. Thus, one of the key stages requires legal confirmation – agreements reached with society [50]. In addition, the very process of deliberation, accompanied by compromises, disputes, conflicts, and unforeseen side effects [25], also requires regulation with public participation. Ensuring such transparency is interpreted as the task of the legislative body [21]. The authors propose to pay attention to raising the awareness of citizens about how their contribution will be taken into account, which proposals will be chosen, which ideas will eventually be implemented. Furthermore, participants should disclose their relationship with the governing bodies (contractor, consultant, employee) to avoid conflicts of interest, and programme developers should exclude abuse of voting systems [51].

Another important special provision is the one concerning the use of modern information and communication technologies. When developing the rules related to the choice of communication channels, the researchers propose to provide an opportunity for a broad circle of citizens to express their opinions not only using Internet technologies, but also by appeals to call centres, the use of interactive solutions for voice recording, etc. [12].

Another important aspect of the legal support of participatory decision-making is the expectations of citizens themselves related to the establishment of rights and procedures. This approach is consistent with the theoretical provisions on the social conditionality of law [52]. However, the authors of this study were unable to find such kind of sociological studies in the scientific literature on the new public administration. Meanwhile, it is considered that the participatory principle logically implies the identification of the opinion of the society itself – not only regarding the subjects, but also the rules of collective discussions. Confirmation of such approach is found in the study by C. Skelcher & J. Torfing, who, considering citizens as stakeholders, see the contradiction between this position and the conventional concept of a citizen as a passive carrier of

legal rights [53]. In this regard, the authors of this study define the purpose of the latter as identification of the needs of citizens in the legal consolidation of the opportunities and results of their participation in cogovernance.

2. Materials and methods

A mass semi-formalised interview was chosen as a research method. The tasks involved determining the willingness of citizens to participate in decision-making, identifying the scale of existing social participation, identifying problems that arise in the process of social participation; identifying expectations related to public discourse and the legalisation of relevant rights and procedures; identifying preferred channels of communication to gain insight into opportunities and outcomes for social participation.

The choice of a quantitative method of sociological research is motivated by the task of identifying common attitudes about participation in co-governance. The weakening of formalisation is conditioned by a shift in the overall sociological methodology towards the "subjectively understood", comprehended by qualitative methods [54-56] due to the motivation of all changes in social life by the central position of an unprecedented multitude of individual actors. Accordingly, a semi-formalised interview allows for a deeper and more adequate understanding of the various attitudes of actors and at the same time preserves a quantitative approach to obtain statistically significant data.

The choice of the interview (and not the questionnaire) was again conditioned by the task of a deeper understanding of the respondents' attitudes, which is possible with personal interactive "face to face" contact between the interviewer and the respondent. Note that semi-formalised interviews are used in studies of urban communities, including in order to identify precisely the scale of social participation and the reasons for refusing it [57-65].

The study was carried out in Russia in the cities of Moscow, Tomsk, and Cherepovets in 2020. The choice of these cities is conditioned by the fact that in these territories the population is proactive and already has experience of participative governance. Thus, Tomsk is mentioned as a leader on the initiative of the population [66-70], Cherepovets – as one of the few Russian cities that demonstrated the practice of broad social participation within the framework of foresight in the preparation of a development strategy [59], Moscow became one of the leaders in the global ranking according to the index of e-government development in cities in terms of attracting citizens to e-participation [71-76].

Meanwhile, these cities have a number of differences, which brings the sample closer to the characteristics of the general population [77-82]. Thus, the cities are located in different and remote from each other federal districts (Central, North-West, Siberian), belong to different types of settlements in terms of administrative importance: the federal centre, the regional centre, the city of regional subordination. Thus, the sample includes provincial cities and the capital. Provincial cities are the opposite in terms of economic and social features. Thus, Tomsk is a post-industrial city, a large scientific and educational centre with a high intellectual capital. Cherepovets, on the contrary, is an industrial mono-city. The sample size for each city was about 400 people. This number of observations in the context of cities provides no more than 5% statistical error with a confidence factor of 0.95. The quota sampling was based on the parameters recorded in the statistical data: gender, age, area of residence in the city. Since the study investigates the public activity of citizens, the sample by age included persons with full civil rights (over 18 years old). Groups of citizens are defined by age: 1) 18-34 years old; 2) 35-59 years old; 3) 60 years and older [83-87].

To systematise data on open questions (about motives, expectations, etc.), the following approach to semantic processing was used: statements that have the same or similar conceptual meaning are generalised. Semantically close statements are listed in the tables as homogeneous concepts in the same line, which corresponds to the cumulative percentage of such responses. Furthermore, statements that differ only in the degree of concretisation of the problem are generalised. These statements are listed in the same line as the concepts included.

3. Results

Analysing the data obtained in the course of the study, the authors note the higher activity of the respondents in provincial cities: they formulated their motives, expectations, and proposals much more often and more willingly than the residents of Moscow. Tomsk citizens particularly distinguished themselves in this respect. In part, such activity is explained by the greater commitment of Tomsk residents to their city (Table 1) [88-91].

Table 1. Distribution of answers to the question: "Do you consider the city in which you live your "lesser motherland"?" (in % of the total number of respondents)

Answer options	Tomsk	Cherepovets	Moscow
Yes	79.9	65.7	64.2
No	16.6	27.8	24.5
Undecided	3.5	6.5	11.3

Apparently, it is even more important that Tomsk is a post-industrial city with high intellectual potential. This circumstance motivates the corresponding features of sociality, including civic engagement.

The survey results indicate the following: the overwhelming majority of citizens believe that city residents should have the opportunity to participate in decision-making (Table 2).

Table 2. Distribution of answers to the question: "Should city residents be able to participate in decision-making?" (in % of the total number of respondents)

Answer options	Tomsk	Cherepovets	Moscow
Yes	89.7	80.3	71.0
No, let the authorities do it	6	4.9	15.8
Undecided	4.3	14.8	13.2

The majority of respondents also demonstrated their readiness to take a certain part in the development of urban solutions (Table 3).

Table 3. Distribution of answers to the question "Are you ready to take any part in the development of urban decisions: participate in polls, voting, public discussions, put forward initiatives?" (in % of the total number of respondents)

Answer options	Tomsk	Cherepovets	Moscow
Yes	60.8	69.8	50.4
No	27.6	5.4	13.2
Undecided	11.6	24.8	36.5

The main reasons why citizens refuse social participation are associated with being busy in other affairs and the lack of personal significance of such participation (Table 4). The set of two leading motives and the order of their following completely coincide in different cities. Residents of Moscow and Tomsk also express disbelief in the fact that their opinion will be taken into account in decision-making. The citizens of Cherepovets interpret their unpreparedness as follows: they do not have sufficient information and competence in various issues. Perhaps this is due to the fact that the industrial Cherepovets in terms of social development loses to intellectually advanced territories [92-95].

Table 4. Leading reasons for refusing social participation (open-ended question, in % of the total number of respondents)

Tomsk		Cherepovets Moscow			
Answer options	%	Answer options	%	Answer options	%
no time: I am busy, I have other plans, I have many other things to do, I have a lot of work, family matters; I have many children, I spend all my free time with them	8.0	no time: a lot of work, I have no time, I do not have any time for this	2.4	no time: I am busy with grandchildren, there is not enough time even for rest, I have a lot of work, I am busy studying, I am taking care of my health	3.8
I do not need: I am not	7.3	I do not need: I do not	1.9	I do not need: I see no	3.1

interested, there is no point, there is no desire, why should I? I do not need it; I am not active	care, there is no desire, I cannot be bothered, I see no point	point, I do not want, I am not interested
our opinion is not taken into account: the city authorities do not listen to the opinion of the population, they do not hear us, nobody would listen to us; I think that everything has already been decided for us; little depends on Tomsk residents	lack of information and competence: little information, so I cannot make decisions, I am not always competent in 0.5 various issues	our opinion is not taken into account: there is no hope that the opinion of ordinary citizens will be taken into account; 1.4 nobody would listen to us; I do not trust the current government

An assessment of the current level of citizen involvement indicated that less than half of citizens have experience in urban decision-making. To the question "Have you already had to participate in a similar way in decision-making concerning the life of the city, municipal services?" 26.4% – 48.7% answered in the affirmative. Notably, the post-industrial territory – in Tomsk – the experience of social participation is recognised by a greater number of residents than in other cities [96].

This experience already allows citizens to see problems in public discussion and implementation of decisions. In Moscow, given the high efficiency in terms of implementing participatory solutions, the citizens, first of all, note communication problems. Such difficulties are associated with the development of mutual agreement. In other cities, the main problem looks different. In Tomsk, where citizens have more experience of social participation, the main problem lies in the very lack of action to resolve issues important for the residents. In Cherepovets, in the foreground is the difficulty with the very possibility of participation due to the lack of available information on public debate (Table 5).

Table 5. Leading problems in public discussion and implementation of decisions that were noted by citizens (open question, in % of the total number of respondents).

Tomsk		Cherepovets		Moscow	
Answer options	%	Answer options	%	Answer options	%
the authorities react badly: inattention to proposals, the authorities do not listen to the wishes of residents; the district administration reacts badly, shifting responsibility; do not keep promises; do not take action, only discuss; solutions only "for show"; it is difficult to get anything from the authorities	6.8	little information available: no (little) information, including we do not know about events, about conducting debate; everything is on the Internet, social networks, but I do not use them; such information is rare	1.6	disagreements: many opinions, disagreements, discrepancies in the discussion – it is difficult to agree; all just for their problems and views	1.6
specific problems are not solved: poor landscaping, poplars are not harvested; malfunctioning hot water supply, poorly repaired roads, few sports facilities, playgrounds; medical care is out of order; they built a polyclinic – they did not build it, etc.	5.8	specific problems are not solved: roads, small settlements, bridges, landscaping, provision of amenities, problems are not resolved until an emergency occurs	1.3	the authorities do not react: the authorities barely listen; the authorities listen to people's opinions, but do not take them into account	1.2

individual problems are solved: more projects only for improvement, the 2.8 problems of residents are not taken into account	problems during discussions: there are many who want to speak out, there is not always enough time; lack of dialogue, conversation in 0.8 a one-way format; difference of opinion and clash of opinions between older and younger generations	decisions and actions do not match: they vote for one thing, and do the opposite; decisions made are not always executed as intended; promises do not always coincide with reality
--	---	--

Communicative problems are also noted by residents of provincial cities: lack of awareness ("not everything is said"), lack of opportunities for contact with representatives of the administration and deputies; critical rather than constructive attitude of citizens; stubbornness of people in their opinions, disagreements, including between older and younger generations; a considerable number of people willing to speak out, for which there is not always enough time; lack of dialogue, directive style on the part of the authorities, difficulties with citizen involvement. However, the significance of these problems is still lower in comparison with the difficulty of participation itself and the lack of the results of the implementation of decisions [97; 98].

Citizens expressed their expectations for public comment. In all cities, expectations are primarily associated with the format of the discussion: both online interactions and mass meetings are preferred (Table 6). Notably, the need of citizens to meet "eye to eye" is only slightly inferior to the desire for remote communication. The citizens advocate transparency of procedures and maximum awareness, clarity of messages, provision of opportunities for participation for everyone individually and for groups of citizens, and the effectiveness of decisions made. Attention is drawn to the high activity of residents of provincial cities in formulating their expectations and a large share of decisions requiring efficiency. These observations are quite correlated with the definition of the problems that the inhabitants of these cities formulated, and the high need to see the result of social participation.

Table 6. Suggestions made by citizens when answering the question "How should a public discussion of city decisions take place so that it suits you perfectly?" (open-ended question, in % of the total number of respondents)

Tomsk		Cherepovets		Moscow	
Answer options	%	Answer options	%	Answer options	%
online: disseminate information online, conduct surveys, vote online; special sites and portals are needed, including from the City Duma, to render the site "Our City" on public services; there should be information in social networks	32.2	online: to cover and discuss everything on the Internet (on official websites, in social networks), vote and attract the population, provide reports there; conduct online broadcasts, online conferences, online discussions with the ability to choose the option of interest and offer alternatives	14	online: in the form of electronic voting, voting on websites, including city sites, social networks; online conferences, meetings, discussions should be held; online surveys, online testing	5.6

hold face-to-face		hold face-to-face		hold meetings: everything	
meetings: people need to meet – on the streets, in the yards; hold meetings of deputies, representatives of the administration with residents, meetings are needed, the eyes should be opposite, the administration should be in the city more often	23.1	meetings: talk with the citizens, meet and discuss live, meetings in microdistricts, the authorities often communicate with the people, in the park on a large platform, conduct everything collectively, hold general meetings, publicly	6.7	should be done collectively, massively; hold public meetings, meetings of citizens, general meetings of residents; seminars with residents; meetings with discussions	4.9
information should be everywhere and in abundance: mass media, TV, radio, newspapers, booklets, leaflets, information should be extensive, inform people about everything, listen to the administration more often, reports on TV	9.8	so everyone can participate: universal suffrage, open so that every resident of the city can participate	6.2	accessible, understandable: make it accessible to everyone, easy to understand for ordinary people; concisely and informatively	1.4
effectively: residents must be heard and promises be kept	2.0	more information: campaign, everyone should be aware of the discussions; information on information boards in the entrances, everything should be open in an accessible form	4.6	transparently: everything should be honest and transparent; openly so that there is awareness of everything that is happening; inform through the media	1.2
hold meetings with a provisional agenda, forums, referendums	1.8	discuss on TV: open air on TV, live	1.6	hold meetings with the council	0.7
residents need to be more active	0.5	create initiative groups: in the form of initiative groups on various urban problems, create initiative groups of residents in the microdistrict	0.5	hold public hearings and round tables	0.4
teleconference and call- backs must take place more often	0.3	surveying	0.5	effectively: collecting opinions of residents and fulfilling the wishes of people as accurately as possible	0.2

Residents of cities proposed the statutory consolidation of the following rights, duties, and procedures:

— the right of every citizen to participate in making city decisions on a wide range of issues (through voting or submitting a proposal);

- the corresponding obligation of the city government to involve residents (including through the creation of initiative groups) in decision-making;
- mandatory and prompt implementation of participatory decisions by government authorities with the introduction of liability for non-compliance;
- ensuring transparency of decision-making and implementation using all mass communication channels, multi-channel operational communication with residents;
- holding meetings;
- the establishment of accountability of the city government to citizens and the introduction of public control over the implementation of decisions;
- the use of various methods of motivating residents to social participation (Table 7).

Notably, despite the similarity of proposals in cities, the rating of the significance of certain procedures differs. Thus, residents of provincial cities predominantly insist on consolidating decision-making as a participatory procedure. In Moscow, where city authorities actively engage residents, the implementation of participatory decisions is more significant [99].

Table 7. Suggestions made by citizens when answering the question "What rights and procedures need to be consolidated for citizens so that you are more willing to participate in urban decision-making?" (open-ended question, in % of the total number of respondents)

Tomsk		Cherepovets		Moscow	
Answer options	%	Answer options	%	Answer options	%
make decisions with citizens: we need to be involved, nothing should be decided without us, we need to listen in and ask questions, conduct polls, involve the masses, the right of citizens to participate in the discussion should be exercised, the rights should be consolidated	12.6	everyone's right to participate in decision-making: the right to participate in decisions, each vote and opinion must be considered in decision-making	2.7	execute decisions: the authorities should listen to the opinion of the citizens; carry out the decisions made during the voting; regulate the strict implementation of the decisions taken; the decisions made should be implemented as intended	1.6
authorities must react, implement decisions: the authorities must respond promptly, fine officials for non-compliance; if nothing has been done in half a year — dismiss officials, consolidate it in the document; do not do things just "for show", no to falsification	8.1	record and take into account the proposals of citizens	1.1	make decisions together with citizens: democratic, modern approach; collective urban decision-making	0.5
motivate citizens: interest citizens with something; give extra days off; show how the residents will benefit; give certificates to activists and participants, encourage, organise everything festively, cheerfully, with contests; pay to volunteers; award	7.3	create initiative groups: in the form of initiative groups on various urban problems; create initiative groups of residents in the microdistrict and work with them, create working groups from the population	0.8	with an entertainment programme: after brain work one needs a rest; at the end of the meeting with discussions — an entertainment programme for all ages	0.5

with a badge "Active Tomsk Citizen"						
transparency on the internet: everything should be on the Internet, upload everything to the website: problems and solutions, people should see positive changes, people need a single website for voting and information about the work done; reports and ads on social networks	6.3	transparency: not to hide anything, inform in stages, glass-clear voting, without "deadwood voters" and "turning a blind eye"	0.8	conduct polls		0.2
transparency in mass media: publish the results and reports on TV, cover all problems in the mass media, report on everything	4.0	encouragement: awards, certificates, diplomas, gifts, benefits	0.8	introduce benefits	incentives,	0.2
accountability and public oversight: quarterly administration report on implementation, after solving the problem — report; reports on the work performed, on the funds spent, select representatives from the public to verify the work performed; select those responsible for monitoring the solution of the problem	2.5	holding meetings: personal communication is a must, meetings and public hearings should be held	0.5			
fast and multi-channel communication: feedback via SMS, a single telephone number for contacting the authorities, so that there is a quick response; hotline	2.1	the right to put forward a proposal or a draft solution to any problem	0.3	_		
holding meetings and gatherings: meetings with deputies and the administration, appeal to the masses, close communication between the leadership and citizens	2.0	multichannel communication: hotline phone number, online inquiries	0.3			
consider issues important to citizens	2.0	discuss pressing issues	0.3	•		

Internet and TV are the preferred channels of information about public discussions in all surveyed cities. A substantial priority of electronic reporting was identified in Tomsk (Table 8).

Table 8. Distribution of answers to the question: "How would you like to receive information about public discussions and the results of the adopted decisions?" (several answers are possible, in % of the total number of respondents)

Answer options	Tomsk	Cherepovets	Moscow
Online, including on websites, in social networks, by e-mail	91.7	53.1	49.6
On TV	47.5	61.2	40.9
From personal meetings with government officials	31.7	32.9	12.6
From newspapers	7.0	27.0	12.0
From leaflets, posters	6.0	16.7	2.6
On the radio	5.8	10.0	18.8
By SMS, phone, WhatsApp	5.5	-	-

4. Discussion

First of all, the authors note some observations consistent with the conclusions of other scientists. Thus, the above-mentioned evidence of the activity of urban residents is confirmed by the example of Russia. The majority of city dwellers are demonstrating the upholding of the right to participate in urban decision-making and the willingness to exercise it. The demotivators of such participation are also in many ways similar to the circumstances noted by scientists from other countries. Thus, V. Lowndes, L. Pratchett & G. Stoker, in the context of the development of participatory principle in Britain, note the presence of a negative attitude towards public authorities and officials, citizens' lack of faith in the fact that decisions taken jointly will be implemented [61]. Among the citizens of Russia there is also a widespread notion that the city government does not want to cooperate with society, the belief that the opinion of citizens will not be taken into account [100-108].

Many of the tasks of legal support for participatory governance, noted in science, find their confirmation in the expectations of Russian citizens. Above all, it is the expectation of the statutory consolidation of the right of any citizen to participate in urban decision-making. The categories of responsibility and separation of powers are also presented in a new way in the opinion of residents of Russian cities: it is proposed to statutorily consolidate responsibility for non-implementation of participatory decisions, establish appropriate public control and accountability of city authorities to citizens.

The need to consolidate the agreements reached with society can be traced, both in science and in the expectations of the inhabitants of Russia. They consider it necessary to record the proposals of citizens and strictly implement the decisions made in the form that was jointly determined. The introduction of provisions establishing transparency in decision-making with public participation, which is noted in the works of scientists, is also reflected in the legal expectations of residents of Russian cities. Citizens demand maximum openness in covering all stages of decision-making and implementation using numerous channels of mass and personal communication, available to those people who do not use the Internet[109-111].

The opinions of Russian citizens are also consistent with the tasks set in science regarding the need for legal regulation of emerging conflicts and disputes in the process of implementing the principle of participation. The communication problems associated with reaching agreement (between citizens and in relations between citizens and the administration), as in the scientific literature, are noted by Russians. Problems of this kind are among the leading in the opinion of residents who have experience of participatory decision-making. Notably, some difficulties in the process of joint decision-making are formulated by Russian citizens in a way similar to that of citizens of other countries: "the administration is talking in a one-sided format, there is no dialogue" (Russia) – "They (representatives of the local government) try and dominate with their own agenda" [112-117].

In the context of the goal and objectives of the sociological study, the following results can be noted: a high willingness to participate in urban decision-making is supported by the accumulated experience. The scale of participation in individual cities reaches about 50% of the citizens involved. It can be assumed that citizens receive such a massive experience, including in the course of the widespread practice of public control over housing services for apartment buildings, public discussion of improvement projects under the federal programme "Comfortable Urban Environment", etc. The accumulated experience allows citizens identify the problems of participatory interaction. The most active are residents of post-industrial cities, who, thanks to

their intellectual potential, also feel competent in the issues discussed. This observation is consistent with scientific theses on the social activity of post-industrial actors [62], the presence of common interests in a wide public domain [118-122].

The main problem in the provincial cities of Russia is the lack of real action on the part of the governing bodies to resolve issues important for residents, the difficulty with the very possibility of participation due to the lack of available information on public discussions. Residents of Moscow, where the effectiveness of the implementation of joint decisions is higher, experience, first of all, communication problems associated with the development of consent. For residents of provincial cities, such problems are also significant.

The expectations associated with public discussions and the legal establishment of the corresponding rights and procedures were discussed above in the context of the legal tasks described in the scientific literature. Furthermore, the improvement of participatory decision-making procedures based on the preferences of citizens is possible with an increase in information, reporting by public authorities, and regular surveys of citizens. In this regard, Internet resources (government and public) are the preferred channels, which is quite consistent with the state tasks of Russia on the development of appropriate digital platforms. Notably, the greatest preference for Internet resources was found in post-industrial territories. However, the need of citizens to meet "eye to eye" is only slightly inferior to the desire for remote communication. And in this respect, conformity is found with the opinions of residents of other countries: citizens of both Russia and Britain put forward the demands of citizens that representatives of public authorities more often visit urban neighbourhoods and meet with residents [122-129].

Residents of Russian cities have proposed to consolidate the following rights, obligations, and procedures as well:

- a) with regard to the rights of citizens to participate in making city decisions, it was emphasised that these rights should cover a wide range of issues: "nothing can be decided without us". Thus, citizen participation is an overarching principle;
- b) city authorities are obliged to involve residents (including through the creation of initiative groups) in decision-making, and the technology for developing a participatory solution should include procedures for motivating residents to social participation both at the expense of material, and, more often, non-material incentives. This expectation of residents of Russian cities is quite consistent with the practice of other countries, where government bodies focus on activating citizens to participate in urban decision-making and encouraging them;
- c) city government bodies are obliged not only to execute jointly adopted decisions, but to do it promptly and prevent falsification in the reporting on execution.

5. Conclusions

The main conclusions of the above study can be formulated as follows: the global trend towards the participatory principle in urban decision-making is quite consistent with the expectations of the residents of Russia, who insist on the right to participate in governance and already have experience of such participation. The potential for broader involvement of society exists: so far, not all citizens who are ready for such interaction are included in the processes of social participation. From the standpoint of citizens, statutory consolidation is necessary in relation to their right to participate in decision-making on a wide range of issues. Accordingly, it is necessary to consolidate the obligation of the city government to make decisions jointly with residents and on issues relevant to them, to respond quickly and implement such decisions. For non-performance or falsification of information, in the opinion of citizens, it is necessary to introduce specific penalties.

To expand participatory practices, urban governments must make efforts to engage citizens and implement decisions, removing barriers to social participation and overcoming residents' scepticism that their views will be taken into account. Mandatory procedures for participatory technologies should be conducting surveys, meetings, publishing all information, operating a single telephone and hotline, sending SMS messages, and public control over the work performed.

In general, the need of citizens for the legal regulation of the participation in urban decision-making can be defined as the creation of a regulatory framework that consolidates the rights of city residents to participate in the making of a wide range of decisions and the responsibility of government bodies to consider public opinion and ensure transparency of procedures. The identified expectations are largely consistent with the legal objectives noted in the world scientific literature in the context of the development of participatory

principle. However, the practice of governance in Russia, especially in provincial cities, is still lagging behind the demands of a modern active, competent and demanding society.

Acknowledgements

The study was prepared within the framework of the grant of the Russian Foundation for Basic Research No. 19-011-00720 "Development of the scientific foundations of legal urbanology as a new complex direction in the legal science of cities".

References

- [1] J. Edelenbos, N. van Schie and L. Gerrits, "Organizing Interfaces Between Government Institutions and Interactive Governance," *Policy Sciences*, vol. 43, pp. 73-94, 2010.
- [2] C. Fox, "Political Authority, Practical Identity, and Binding Citizens," *International Journal of Philosophical Studies*, vol. 23, no. 2, pp. 168-186, 2015.
- [3] J. Speer, "Participatory Governance Reform: A Good Strategy for Increasing Government Responsiveness and Improving Public Services?" *World Development*, vol. 12, pp. 2379-2398, 2012.
- [4] R. Gonzalez, J. Llopis and J. Gasco, "Innovation in Public Services: The Case of Spanish Local Government. *Journal of Business Research*," vol. 66, pp. 2024-2033, 2013.
- [5] M. Casula, "Opportunity Structures for Citizens. Participation In Italian Regions: A Case Study," *Journal of Public Deliberation*, vol. 11, no. 2, article number 6, 2015.
- [6] E. Peltz, "Review of Public Participation for 21st Century Democracy by Tina Nabatchi and Matt Leighninger," *Journal of Public Deliberation*, vol. 12, no. 1, article number 9, 2016.
- [7] J. Font, S. Pasadas del Amo and G. Smith, "Tracing the Impact of Proposals from Participatory Processes: Methodological Challenges and Substantive Lessons," *Journal of Public Deliberation*, vol. 12, no. 1, article number 3, 2016.
- [8] K. Dommett and M. Flinders, "The Centre Strikes Back: Meta-Governance, Delegation, and the Core Executive in the United Kingdom," *Public Administration*, vol. 93, no. 1, pp. 1-16, 2015.
- [9] H. de Vries, V. Bekkers and L. Tummers, "Innovation in the Public Sector: A Systematic Review and Future Research Agenda," *Public Administration*, vol. 94, no. 1, pp. 146-166, 2016.
- [10] E. M. Witesman and L. C. Walters, "Modeling Public Decision Preferences Using Context-Specific Value Hierarchies," *American Review of Public Administration*, vol. 45, no. 1, pp. 86-105, 2015.
- [11] C. Barratt and E. H. Allison, "Vulnerable People, Vulnerable Resources? Exploring the Relationship Between People's Vulnerability and the Sustainability of Community Managed Natural Resources," *Development Studies Research*, vol. 1, no. 1, pp. 16-27, 2014.
- [12] A. Breuer and J. Groshek, "Assessing the Potential of ICTs for Participatory Development in Sub-Saharan Africa with Evidence from Urban Togo," *International Journal of Politics, Culture, and Society*, vol. 30, pp. 349-368, 2017.
- [13] M. Klierova and J. Kutik, "One Stop Government Strategy of Public Services for Citizens and Businesses in Slovakia," *Administratie si Management Public*, vol. 28, pp. 66-80, 2017.
- [14] G. Callaghan and G. Wistow, "Governance and Public Involvement in the British National Health Service. Understanding Difficulties and Developments," *Social Science & Medicine*, vol. 63, no. 9, pp. 2289-2300, 2006.
- [15] Y. Zheng, "Explaining Citizens' E-Participation Usage: Functionality of E-Participation Applications," *Administration and Society*, vol. 3, no. 423-442, 2017.
- [16] T. A. Scott and D. P. Carter, "Collaborative Governance or Private Policy Making? When Consultants Matter More Than Participation in Collaborative Environmental Planning," *Journal of Environmental Policy and Planning*, vol. 21, no. 2, pp. 153-173, 2019.

- [17] E. Bell and T. A. Scott, "Common Institutional Design, Divergent Results: A Comparative Case Study of Collaborative Governance Platforms for Regional Water Planning," *Environmental Science and Policy*, vol. 111, pp. 63-73, 2020.
- [18] A. Pirralha, "Political Participation and Wellbeing in the Netherlands: Exploring the Causal Links," *Applied Research Quality Life*, vol. 12, pp. 327-341, 2017.
- [19] I. Theesfeld, T. Dufhues and G. Buchenrieder, "The Effects of Rules on Local Political Decision-Making Processes: How Can Rules Facilitate Participation?" *Policy Sciences*, vol. 50, pp. 675-696, 2017.
- [20] J. Nederhand, E. H. Klijn, M. van der Steen and M. van Twist, "The Governance of Self-Organization: Which Governance Strategy Do Policy Officials and Citizens Prefer?" *Policy Sciences*, vol. 52, pp. 233-253, 2018.
- [21] C. N. Olteanu, "The Mission of Public Administration in Guaranteeing Citizen's Rights and Freedoms," *Procedia Social and Behavioral Sciences*, vol. 81, pp. 167-170, 2013.
- [22] L. Fernandes, India's New Middle Class, Minneapolis: University of Minnesota Press, 2006.
- [23] Future Melbourne, 2020. Available from: https://participate.melbourne.vic.gov.au/future
- [24] A. N. Ageeva, "Participatory Social Technologies for Making Municipal Management Decisions in Foreign Countries," *Juvenis Scientia*, vol. 8, pp. 38-41, 2017.
- [25] T. Elmqvist, J. Siri, E. Andersson, P. Anderson, X. Bai, P. K. Das, T. Gatere, A. Gonzalez, J. Goodness, S. N. Handel, E.H. Török, J. Kavonic, J. Kronenberg, E. Lindgren, D. Maddox, R. Maher, Ch. Mbow, T. McPhearson, J. Mulligan, G. Nordenson, M. Spires, U. Stenkula, K. Takeuchi and C. Vogel, "Urban Tinkering," Sustainability Science, vol. 13, pp. 1549-1564, 2018.
- [26] S. Coleman and R. C. Sampaio, "This Is a Repository Copy of Sustaining a Democratic Innovation: A Study of Three E-Participatory Budgets in Belo Horizonte. Information," *Communication and Society*, vol. 20, no. 5, pp. 754-769, 2017.
- [27] J. Lerner and D. Secondo, "By the People, for the People: Participatory Budgeting from the Bottom Up in North America," *Journal of Public Deliberation*. vol. 8, no. 2, article number 2, pp. 12-30, 2012.
- [28] J. Hwang, "Participatory Budgeting in Korea: A Focus on Participatory Budgeting in Yeonsu-Gu, Incheon," *International Strategy Center Research*, vol. 1, pp. 32-41, 2013.
- [29] Y. Sintomer, C. Herzberg and A. Röcke, "Participatory Budgeting in Europe: Potentials and Challenges," *International Journal of Urban and Regional Research*, vol. 32, no. 1, pp. 164-178, 2008.
- [30] P. Veron, Why Paris is Building the World's Biggest Participatory Budget, 2020. Available from: https://newcities.org/why-paris-is-building-the-worlds-biggest-participatory-budget
- [31] A. Clarke and J. Craft, "The Twin Faces of Public Sector Design," *Governance*, vol. 32, no. 1, pp. 5-21, 2019.
- [32] B. Allen, L. Tamindael, S. Bickerton and W. Cho, "Does Citizen Coproduction Lead to Better Urban Services in Smart Cities Projects? An Empirical Study on E-Participation in a Mobile Big Data Platform," *Government Information Quarterly*, vol. 37, no. 1, article number 101412, 2020.
- [33] I. N. Gavrilova, "Civil Participation in Russia and the Netherlands: Problems and Prospects," *Problem Analysis and State Management Design*, vol. 5, no. 25, pp. 6-13, 2012.
- [34] T. Tukiainen, S. Leminen and M. Westerlund, "Cities as Collaborative Innovation Platforms," *Technology Innovation Management Review*, vol. 5, no. 10, pp. 16-23, 2015.
- [35] N. Dias, Hope for democracy: 30 Years of Participatory Budgeting Worldwide. Portugal: Cimpress TM, 2018.
- [36] B. Pflughoeft and I. Schneider, "Social Media as E-Participation: Can a Multiple Hierarchy Stratification Perspective Predict Public Interest?" *Government Information Quarterly*, vol. 37, no. 1, article number 101422, 2020.

- [37] UN-Habitat, 1978. Available from: https://unhabitat.org/
- [38] The Concept of Openness of Federal Executive Bodies: Approved by the Order of the Government of the Russian Federation Dated January 30, 2014 No. 93-r, 2014. Available from: http://docs.cntd.ru/document/499073612.
- [39] On the National Goals and Strategic Objectives of the Development of the Russian Federation for the Period Up to 2024: Decree of the President of the Russian Federation of May 7, 2018 N 204, 2018. Available from: http://www.garant.ru/products/ipo/prime/doc/71837200.
- [40] On the Organization of Work on the Implementation of a Digital Platform for Involving Citizens in Solving Urban Development Issues ("Active Citizen"): Letter from the Ministry of Construction, Housing and Utilities Russian Federation Dated March 21, 2019 No. 9821-ACh / 06. Available from: http://www.consultant.ru/cons/cgi/online.cgi?base=EXP&dst=100010&n=537135&req=doc#080901292 21212932.
- [41] D. M. Trubek and L. G. Trubek, "New Governance & Legal Regulation: Complementarity, Rivalry, and Transformation," *Legal Studies Research Paper Series. Paper*, no. 1047, pp. 1-26, 2007.
- [42] G. Feola and S. Jaworska, "One Transition, Many Transitions? A Corpus-Based Study of Societal Sustainability Transition Discourses in Four Civil Society's Proposals," *Sustainability Science*, vol. 14, pp. 1643-1656, 2019.
- [43] J. Mingan, Public Participation and Administrative Law. Chinese Legal Science, 2004. Available from: http://en.cnki.com.cn/Article_en/CJFDTotal-ZGFX200402002.htm.
- [44] A. Moore and A. Warren, "Legal Advocacy in Environmental Public Participation in China: Raising the Stakes and Strengthening Stakeholders," *China Environment Series*, vol. 8, pp. 3-26, 2006.
- [45] N. Okubo, "The Development of the Japanese Legal System for Public Participation in Land Use and Environmental Matters," *Land Use Policy*, vol. 52, pp. 492-500, 2016.
- [46] M. L. Flear and M. D. Pickersgill, "Regulatory or Regulating Publics? The European Union's Regulation of Emerging Health Technologies and Citizen Participation," *Medical Law Review*, vol. 21, pp. 39-70, 2013.
- [47] F. Maiani, "Citizen Participation and the Lisbon Treaty: A Legal Perspective," *Studies in Public Policy*, vol. 484, pp. 1-24, 2011.
- [48] M. Qvist, "Activation Reform and Inter-Agency Co-operation: Local Consequences of Mixed Modes of Governance in Sweden," *Social Policy & Administration*, vol. 50, no. 1, pp. 19-38, 2016.
- [49] L. B. Bingham, R. O'leary and T. Nabatchi, "Legal Frameworks for the New Governance: Processes for Citizen Participation in the Work of Government," *National Civic Review*, vol. 94, no. 1, pp. 54-61, 2005.
- [50] C. Holley and N. Gunningham, "Natural Resources, New Governance and Legal Regulation: When Does Collaboration Work?" *New Zealand Universities Law Review*, vol. 24, pp. 310-336, 2011.
- [51] H. K. Liu, "Exploring Online Engagement in Public Policy Consultation: The Crowd or the Few?" *Australian Journal of Public Administration*, vol. 76, no. 1, pp. 33-47, 2017.
- [52] S. V. Biryukov, "On the Scientific Status and the Subject of Sociology of Law," *Bulletin of Omsk University: Right*, vol. 2, no. 43, pp. 116-122, 2015.
- [53] C. Skelcher and J. Torfing, "Improving Democratic Governance Through Institutional Design: Civic Participation and Democratic Ownership in Europe," *Regulation and Governance*, vol. 4, pp. 71-91, 2010.
- [54] P. Shtompka, "In the Focus of Attention Everyday Life: A New Turn in Sociology," *Sociological Studies*, vol. 8, pp. 3-1, 2009.

- [55] R. B. Baimakhan, Z. B. Kadirova, A. A. Seinassinova, A. R. Baimakhan and G. M. Baimakhanova, "Calculation Model of the "Building-Foundation" System on Anisotropic Base and Deformation Calculations," *Periodicals of Engineering and Natural Sciences*, vol. 9, no. 1, pp. 308-321, 2021.
- [56] S. Martynova and P. Sazonova, "Women as Innovative Entrepreneurs in Russia: A Sociological Research," *European Research Studies Journal*, vol. 21, no. 4, pp. 843-858, 2018.
- [57] Ratings of Innovative Regions of Russia, Association of Innovative Regions of Russia, 2020. Available from: http://www.i-regions.org/reiting/rejting-innovatsionnogo-razvitiya
- [58] Public Opinion Foundation at the XIII Tomsk Innovation Forum INNOVUS-2010, FOM: Public Opinion Foundation. FOM database, 2010. Available from: http://bd.fom.ru/report/map/fomterri/fomterry_pressr/fomter250510_pressr.
- [59] A. A. Mekhova, "Foresight as A Modern Technology of Social Participation," *Social Policy and Sociology*, vol. 8, pp. 120-128, 2011.
- [60] UN E-Government Knowledgebase-City Data, 2020. Available from: https://publicadministration.un.org/egovkb/en-us/Data/City.
- [61] V. Lowndes, L. Pratchett and G. Stoker, "Trends in Public Participation: Part 2: Citizens' Perspectives," *Public Administration*, vol. 79, no. 2, pp. 445-455, 2001.
- [62] R. Inglehart, Culture Shift, Chicago: Chicago University Press, 1990.
- [63] G. Shatkin, "Middle Class or Propertied Class? Class Politics and Urban Redevelopment in Contemporary Asia," *Political Power and Social Theory*, vol. 21, pp. 269-279, 2010.
- [64] A. V. Bobrova, E. A. Stepanov, T. Sakulyeva, G. Z. Zhumabekova and A. I. Yesturliyeva, "The Influence of Alternative Fuels on the Development of Large-Scale Production," *Journal of Environmental Accounting and Management*, vol. 8, no. 4, pp. 335-349, 2020.
- [65] I. I. Agafonova, E. Y. Sidorova, L. V. Polezharova, D. I. Ryakhovsky and O. V. Kostina, "Certain Measures for Tax Regulation of Industrial Development and Digital Trade in Russia (National and International Aspects)," *Journal of Advanced Research in Dynamical and Control Systems*, vol. 12, no. 3 Special Issue, pp. 1214-1222, 2020.
- [66] T. Syroid, Y. Kolomiets, O. Kliuiev and V. Myrhorod-Karpova, "International Financial Institutions as Subjects of the Financial System of the State," *Asia Life Sciences*, no. 2, pp. 153-164, 2019.
- [67] Y. Parkhomenko, L. B. Tsymbulov, K. P. Zlotnikov and E. Y. Sidorova, "Application of Swot Analysis to Select Pyrometallurgical Techniques for Copper-Nickel Sulphide Concentrates," *Tsvetnye Metally*, vol. 2020, no. 12, pp. 9-16, 2020.
- [68] E. Sidorova, "The Main Factors and Conditions Determining the Feasibility of Production of High-Tech Products Based on the Potential of Applied Research Organizations," *International Multidisciplinary Scientific GeoConference Surveying Geology and Mining Ecology Management, SGEM*, vol. 19, no. 5, pp. 841-847, 2019.
- [69] L. I. Goncharenko, E. Y. Sidorova, A. A. Artemev and N. A. Nazarova, "Dividend-Based and Interest-Based Schemes of Minimization of Customs Value of Goods in Deals Between Related Parties: Russian Practice," *Espacios*, vol. 39, no. 16, pp. 1-10, 2018.
- [70] O. M. Omelchuk, I. V. Shevchuk and A. V. Danilova, "The Impact of COVID-19 Pandemic on Improving the Legal Regulation of Protection of Human Right to Health," *Wiadomosci lekarskie* (*Warsaw, Poland: 1960*), vol. 73, no. 12 cz 2, pp. 2768-2772, 2020.
- [71] E. Sidorova, "Improvement the Methods of Tax Regulation Mechanism Effectiveness Assessment in the Russian Federation," *Economic Annals-XXI*, vol. 155, no. 11-12, pp. 47-50, 2015.
- [72] E. Biryukov, O. Elina, Y. Lyandau and N. Mrochkovskiy, "Russian SMEs in Achieving Sustainable Development Goals," *E3S Web of Conferences*, no. 258, 06021, 2021.

- [73] O. Pchelina, V. Sezonov, V. Myrhorod-Karpova and Y. Zherobkina, "Administrative and Legal Mechanism of Execution of Decisions of the European Court of Human Rights as the Basis of Case Law Application in the Judicial System of Ukraine," *Asia Life Sciences*, no. 2, pp. 117-134, 2019.
- [74] I. V. Muradov, E. Y. Sidorova and L. N. Korshunova, "Improving the Classification of Integration Risks on Example of the Eurasian Economic Union," *International Multidisciplinary Scientific GeoConference Surveying Geology and Mining Ecology Management, SGEM*, no. 5, pp. 293-300, 2020.
- [75] S. Zhang, T. N. Sakulyeva, E. A. Pitukhin and S. M. Doguchaeva, "Neuro-Fuzzy and Soft Computing A Computational Approach to Learning and Artificial Intelligence," *International Review of Automatic Control*, vol. 13, no. 4, pp. 191-199, 2020.
- [76] U. Z. Shalbolova, S. M. Yegemberdiyeva, S. S. Uderbayev, M. A. Elpanova and L. A. Kazbekova, "Specifics of Oil Pipeline Systems' Risks Management," *Life Science Journal*, vol. 11, no. 11, pp. 591-594, 2014.
- [77] O. Kruzhilko, O. Polukarov, S. Vambol, V. Vambol, N. A. Khan, V. Maystrenko, V. P. Kalinchyk and A. H. Khan, "Control of the Workplace Environment by Physical Factors and Smart Monitoring," *Archives of Materials Science and Engineering*, vol. 103, no. 1, pp. 18-29, 2020.
- [78] A. Maidyrova and A. Tariverdi kizi Mamedova, "Economic and Legal Aspects of Labor Market Regulations in the Modern Kazakhstan," *Business: Theory and Practice*, vol. 14, no. 4, pp. 267-277, 2013.
- [79] S. Egemberdieva, T. Azatbek and A. Arinova, "Model for Effeciency Evaluation of Innovation Infrastructure in Kazakhstan," *Actual Problems of Economics*, vol. 138, no. 12, pp. 340-346, 2012.
- [80] K. S. Lakbayev, G. M. Rysmagambetova, A. U. Umetov and A. K. Sysoyev, "The Crimes in the Field of High Technology: Concept, Problems and Methods of Counteraction in Kazakhstan," *International Journal of Electronic Security and Digital Forensics*, vol. 12, no. 4, pp. 386-396, 2020.
- [81] A. B. Tastulekova, R. K. Satova and U. Zh. Shalbolova, "Business Valuation and Equity Management When Entering the IPO Market," *European Research Studies Journal*, vol. 21, no. 4, pp. 875-886, 2018.
- [82] G. Galiullina, "The Evolution Model of Territories of Advanced Development Based on the Institutional-Synergetic Approach," *E3S Web of Conferences*, no. 208, 08028, 2020.
- [83] D. Shakirova, E. Ivanova, A. Y. Abaidilda and A. B. Maidyrova, "Management of University Innovation Potential in the Modern Reality of Kazakhstan," *International Journal on Emerging Technologies*, vol. 10, no. 2, pp. 141-144, 2019.
- [84] T. Sakulyeva, "Towards the Development of Innovative Technologies for the "Mobility as a Service" System," *Journal of Physics: Conference Series*, vol. 1515, no. 3, 032003, 2020.
- [85] G. F. Galiullina, A. N. Makarov and A. A. Mullakhmetova, "Genesis of Terxritories with a Special Business Regime," *Journal of Environmental Treatment Techniques*, vol. 7, Special Issue, pp. 1112-1116, 2019.
- [86] O. Kruzhilko, V. Maystrenko, O. Polukarov, V. P. Kalinchyk, A. Shulha, A. Vasyliev and D. Kondratov, "Improvement of the Approach to Hazard Identification and Industrial Risk Management, Taking into Account the Requirements of Current Legal and Regulatory Acts," *Archives of Materials Science and Engineering*, vol. 105, no. 2, pp. 65-79, 2020.
- [87] M. Demiral, O. Demiral, A. Khoich and A. Maidyrova, "Empirical Links Between Global Value Chains, Trade and Unemployment," *Montenegrin Journal of Economics*, vol. 16, no. 4, pp. 95-107, 2020.
- [88] D. Ushakov, S. G. Akhmetova and L. V. Nevskaya, "Economic Growth and Environmental Performance: Correlation Issues and Future Priorities," *International Journal of Ecological Economics and Statistics*, 38(4), pp. 164-172, 2017.
- [89] Y. V. Lyandau and M. G. Umnova, "Development of Management System of Public Procurement Participation in Supplier Companies," *Quality Access to Success*, vol. 22, no. 182, pp. 95-101, 2021.

- [90] A. V. Raichenko, V. G. Antonov and Y. V. Lyandau, "Visualization of Corporate Digital Management," *Studies in Systems, Decision and Control*, no. 314, pp. 947-956, 2021.
- [91] A. Maydirova and V. Biryukov, "Human Capital Quality as a Determinant of Efficient Public Administration," *Actual Problems of Economics*, vol. 143, no. 5, pp. 386-398, 2013.
- [92] N. Israfilov, I. Ablaev, A. Seisinbinova and T. Sakulyeva, "Impact of Supply Chain Management Strategies on the Performance Indicators of Small and Medium-Sized Businesses," *International Journal of Supply Chain Management*, vol. 9, no. 4, pp. 544-552, 2020.
- [93] D. S. Ushakov, O. I. Khamzina, R. A. Karabassov, I. A. Zaiarnaia and V. A. Gnevasheva, "Countries' Competitiveness as a Factor of MNCs' Global Expansion," *Journal of Advanced Research in Law and Economics*, vol. 9, no. 6, pp. 2169-2175, 2018.
- [94] D. T. Akhmetov, K. S. Lakbayev and G. M. Rysmagambetova, "State of Emergency as a Kind of Special Conditions: The International Practice, the Basics of Preventing and Combating," *Man in India*, vol. 97, no. 7, pp. 13-21, 2017.
- [95] S. Cheng, Z. Xu and Y. Su Zhen, "Spatial and Temporal Flows of China's Forest Resources: Development of a Framework for Evaluating Resource Efficiency," *Ecological Economics*, vol. 69, pp. 1405-1415, 2010.
- [96] I. A. Kapitonov, A. A. Shulus, M. V. Simonova, D. A. Sviredenko and R. T. Shreyner, "Green Energy Revolution Perspectives in Modern Russian Economy," *International Journal of Economic Perspectives*, vol. 10, no. 3, pp. 166-175, 2016.
- [97] S. Rakhimova, L. Goncharenko, S. Sybachin, A. Nurgaliyeva, K. Kunanbayeva and N. M. Zayed, "An Empirical Analysis on the Formation of Modern Structure of the National Economy Using Digital Technology," *Academy of Strategic Management Journal*, vol. 20, no. 1, pp. 1-15, 2021.
- [98] E. Dotsenko, "NBIC-Convergence as a Paradigm Platform of Sustainable Development," *E3S Web of Conferences*, no. 21, 04013, 2017.
- [99] B. M. Nurgaliyev, G. M. Rysmagambetova, K. S. Lackbayev and A. A. Shulanbayev, "Problems and Conflicts of the Intelligence and Criminal Procedure Legislation of the Republic of Kazakhstan," *Rivista di Studi sulla Sostenibilita*, vol. 2020, no. 1, pp. 391-402, 2020.
- [100] S. A. Lochan, D. V. Fedyunin, V. V. Bezpalov and D. S. Petrosyan, "Theoretical Issues of the Formation of the Industrial Policy of Enterprises," *International Journal of Economics and Financial Issues*, vol. 5, no. 3S, pp. 274-280, 2015.
- [101] L. Igaliyeva, S. Yegemberdiyeva, K. Utepkaliyeva and A. Bakirbekova, "Development of Economic Mechanism for Ensuring Ecological Security in Kazakhstan," *International Journal of Energy Economics and Policy*, vol. 10, no. 4, pp. 240-250, 2020.
- [102] D. Rodnyansky, R. Abramov, G. Valeeva, I. Makarov and O. Levchegov, "Methods to Evaluate Public Administration Efficiency: The Case of the Volga Region," *International Journal of Engineering and Advanced Technology*, vol. 8, no. 5, pp. 2261-2271, 2019.
- [103] G. F. Galiullina, R. R. Aetdinova and L. R. Sharipova, "Managment Model of Administrating Territories with Special Entrepreneurial Treatment," *Journal of Environmental Treatment Techniques*, vol. 7, Special Issue, pp. 950-954, 2019.
- [104] H. T. Van, I. Onyusheva, D. Ushakov and R. Santhanakrishnan, "Impedimental Policies Impacting Shrinking World Solar Industry Eco-Economic Development," *International Journal of Energy Economics and Policy*, vol. 8, no. 4, pp. 21-27, 2018.
- [105] G. E. Adygezalova, R. M. Allalyev, A. V. Kiseleva and N. A. Grigorieva, "Copyright Violation and Distribution of Prohibited Content on the Internet: Analysis of Legal Arrangements in the Legislation of the Russian Federation," *Journal of Advanced Research in Law and Economics*, vol. 9, no. 1, pp. 6-14, 2018.

- [106] A. Niyazbayeva, S. Baizakov and A. Maydirova, "Competitiveness of the Tourism Cluster of Kazakhstan: Comparative Analysis of Key Indicators," *Journal of Applied Economic Sciences*, vol. 12, no. 5, pp. 1443-1450, 2017.
- [107] A. Zhanassilova, D. Aiguzhinova, A. Nurgaliyeva, M. Karimova and Z. Babazhanova, "Issues Inherent in Seeking Out Investment for a Startup," *Espacios*, vol. 39, no. 27, pp. 1-10, 2018.
- [108] E. Barbotkina, I. E. Dunaieva, V. Popovych and V. Pashtetsky, "Review of Methods and Approaches of Abandoned Lands Identification," *E3S Web of Conferences*, no. 224, 04004, 2020.
- [109] I. A. Kapitonov, G. A. Taspenova, V. R. Meshkov and A. A. Shulus, "Integration of Small and Middle-Sized Enterprises into Large Energy Corporations as a Factor of Business Sustainability," *International Journal of Energy Economics and Policy*, vol. 7, no. 2, pp. 44-52, 2017.
- [110] B. M. Nurgaliyev, K. S. Lakbayev, A. K. Kussainova and A. V. Boretsky, "Impact of Organized Crime on Shadow Economy: Social Impact Assessment," *Asian Journal of Applied Sciences*, vol. 7, no. 1, pp. 644-651, 2014.
- [111] E. Akhmetshin, I. Morozov, A. Pavlyuk, A. Yumashev, N. Yumasheva and S. Gubarkov, "Motivation of Personnel in an Innovative Business Climate," *European Research Studies Journal*, vol. 21, no. 1, pp. 352-361, 2018.
- [112] E. Shavina and V. Prokofev, "Implementation of Environmental Principles of Sustainable Development in the Mining Region," *E3S Web of Conferences*, no. 174, article number 02014, 2020.
- [113] N. Ezdina, "Humanity and Environment Co-Influence in the Shadow of Technological Convergence," *E3S Web of Conferences*, no. 21, article number 04015, 2017.
- [114] I. A. Arenkov, I. Y. Salikhova, D. V. Ivanova, S. D. Smirnov and M. N. Rudenko, "Intellectual Capital Factors in Enhancing Competitiveness of Retail Network," *Proceedings of the 33rd International Business Information Management Association Conference, IBIMA 2019: Education Excellence and Innovation Management through Vision 2020*, Granada, Spain, 2019.
- [115] D. V. Rodnyansky, R. A. Abramov, M. L. Repin and E. A. Nekrasova, "Estimation of Innovative Clusters Efficiency Based on Information Management and Basic Models of Data Envelopment Analysis," *International Journal of Supply Chain Management*, vol. 8, no. 5, pp. 929-936, 2019.
- [116] A. B. Maydirova, R. A. Baizholova, L. K. Sanalieva, G. T. Akhmetova and A. A. Kocherbaeva, "Strategic Priorities of Kazakhstan Innovative Economy Development," *Opción*, vol. 36, no. Special Edition 27, pp. 779-793, 2020.
- [117] G. F. Galiullina, T. G. Mansurova and E. F. Gallyamova, "Qualitative Assessment of the Potential of Innovative Development of Territories," *Journal of Environmental Treatment Techniques*, vol. 7, Special Issue, pp. 1195-1199, 2019.
- [118] I. A. Kapitonov, "Peculiarities of Applying the Theory of International Business by Russian Oil and Gas Companies," *Space and Culture, India*, vol. 6, 4, pp. 5-14, 2018.
- [119] A. Balabanova, V. Balabanov, E. Dotsenko and N. Ezdina, "Neo-Industrialization of Kuzbass Economy in Innovative Development of Coal Industry and Machinery," *E3S Web of Conferences*, no. 15, article number 04013, 2017.
- [120] B. M. Nurgaliyev, K. S. Lakbayev, A. V. Boretsky and A. K. Kussainova, "The Informal Funds Transfer System "Hawala" as A Segment of the Shadow Economy: Social Impact Assessment and Framework for Combating," *American Journal of Applied Sciences*, vol. 12, no. 12, pp. 931-937, 2015.
- [121] O. M. Omelchuk, S. D. Hrynko, A. M. Ivanovska, A. L. Misinkevych and V. V. Antoniuk, "Protection of Human Rights in the Context of the Development of the Rule of Law Principle: The International Aspect," *Journal of the National Academy of Legal Sciences of Ukraine*, vol. 28, no. 1, pp. 32-42, 2021.
- [122] D. Ushakov, "Dynamics of International Economical Relationships in the Global Context of Innovative Modernization," *International Journal of Environmental and Science Education*, vol. 11, no. 18, pp. 12937-12945, 2016.

- [123] M. N. Rudenko, "Development of a Sustainable Mechanism for the Economic Security of the Region," *Rivista di Studi sulla Sostenibilita*, vol. 2020, no. 2, pp. 33-47, 2020.
- [124] V. S. Pashtetsky, V. V. Khomenko, N. P. Demchenko, N. Y. Poliakova and R. V. Kashbrasiev, "Sustainable and Competitive Agricultural Development of a Water-Deficient Region (Case of the Crimean Peninsula)," *Geography, Environment, Sustainability*, vol. 13, no. 2, pp. 65-72, 2020.
- [125] A. Kisiołek, O. Karyy and L. Halkiv, "The Utilization of Internet Marketing Communication Tools by Higher Education Institutions (On the Example of Poland and Ukraine)," *International Journal of Educational Management*, vol. 35, no. 4, pp. 754-767, 2021.
- [126] I. S. Glebova, S. N. Kotenkova and R. A. Abramov, "The Analyses of Socio-Economic Development Tendencies of the Capital Cities in the Modern Russia," *Social Sciences and Interdisciplinary Behavior Proceedings of the 4th International Congress on Interdisciplinary Behavior and Social Science, ICIBSOS*, Jakarta: CRC Press, 2016.
- [127] M. N. Rudenko, "Mechanisms for Development and Realization of Economic Capacity of the Regional Population from the Perspective of Sociocultural Approach," *Journal of Advanced Research in Law and Economics*, vol. 9, no. 2, pp. 645-663, 2018.
- [128] L. Drobiec, R. Wyczółkowski and A. Kisiołek, "Numerical Modelling of Thermal Insulation of Reinforced Concrete Ceilings with Complex Cross-Sections," *Applied Sciences (Switzerland)*, vol. 10, no. 8, 2642, 2020.
- [129] A. Kisiołek, "The Market of Flooring Systems in Poland," *Innovative Marketing*, vol. 14, no. 1, pp.13-22, 2018.