

## SUMMARY

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### **MODERN TRENDS IN THE DEVELOPMENT OF PUBLIC GOVERNANCE CONCEPTS**

The article discusses theoretical and methodological approaches to the transformation of the model of public governance in the context of global challenges of a socio-economic and geopolitical nature. The main stages of the evolution of the theory of public governance are investigated, and a meaningful description of modern key development trends is given. Special attention is paid to the problem of political and administrative dichotomy, achieving a balance between political and administrative functions of public governance in order to increase the validity of managerial decisions. In the course of the research, in addition to theoretical concepts and practices, the fundamental principles and prerequisites for improving the effectiveness of public governance in order to achieve the strategic goals of the country's development are considered.

**Keywords:** public governance, evolution of the theory of public governance, political and administrative dichotomy, transformation, interdisciplinary approach, public management model, management efficiency.

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### **CHOOSING AN ECONOMIC DEVELOPMENT MODEL FOR RUSSIA**

The article examines the development directions of the Russian economy in the foreseeable future. It analyzes the prerequisites for the formation of a more

progressive economic model in post-Soviet Russia to replace the completely discredited liberal market model in its raw materials export version. Taking into account some clearly visible features of the new model, favorable conditions for and growing trends in its formation, the authors conclude that this will be a model of state capitalism. According to the authors, it is this model that will equally and to the greatest extent correspond to the economic interests of the state, business and society in Russia.

**Keywords:** liberal market economy, raw materials export model, strategic public-private partnership, bureaucracy, oligarchy, corruption, choice of development model, digital revolution, state capital.

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## **ON THE TRANSFORMATION OF RUSSIAN SAVINGS INTO INVESTMENTS AND ON THE OBSTACLES HOLDING BACK THIS PROCESS**

The article aims to uncover the relationship between the total national savings and real sector investment of the Russian economy, as well as to identify ways to ensure their dynamic alignment at an optimal level in the foreseeable future. In justifying the reasons and methods for overcoming the existing imbalance, the author emphasizes the impact of the paradox of thrift, which leads to deterioration of the investment climate due to people's low consumer activity. Additionally, the article highlights the significant share of unorganized savings among Russians due to their lack of trust in the domestic financial system, their preference for keeping their savings in convertible currency, and the relative immaturity of the Russian stock market.

The article also explores the mechanism of the negative impact of the deficit (as well as the surplus) of the federal budget on the level of private and public investments in the domestic economy. The main focus of the article is on analyzing the reasons for the net capital outflow from Russia as a factor resulting in insufficient real investments compared to the level of domestic savings. This includes an examination of the contribution to this outflow not only from households and private companies but also from the government, which, during the pre-sanction period, preferred to invest the funds of sovereign wealth funds in financial assets of other countries instead of using them to stimulate investment in the national economy.

**Keywords:** gross national savings, real investments, unorganized savings, de-dollarization of savings, stock market, budget deficit, crowding-out effect, budget surplus, capital outflow, capital flight.

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### **ON THE ISSUES OF FINANCING AUTHORITIES TRANSFERRED TO REGIONAL AND MUNICIPAL BUDGETS**

The article presents several points of spatial and economic development of Russia taking into account modern trends. The need to improve the model of authorities (powers) delegation in the context of fiscal federalism evolution in the Russian Federation is discussed in the Article. Particular attention is paid to the model according to which obligations are imposed on regional and municipal budgets taking into account their provision with sufficient funding.

**Keywords:** fiscal federalism, spatial and economic development, imposition of obligations on regional and local budgets, consumer price index, state regulation.

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### **THE DEVELOPMENT OF MECHANICAL ENGINEERING IN RUSSIA IN THE CONTEXT OF FULFILLING TASKS TO ACHIEVE NATIONAL DEVELOPMENT GOALS**

The article discusses the prospects for fulfilling the tasks of achieving the national development goals of Russia in relation to the engineering sector. The preconditions for their implementation and the necessary government measures are described.

Based on the values of target indicators for achieving national development goals, the ratio of the main structural elements of the domestic market of mechanical engineering products in the perspective of 2030 is calculated. A conclusion is made about the upcoming significant reduction in the volume of imports and the recovery increase in exports while maintaining the existing level of availability of mechanical engineering products in the domestic market.

The problem of changing the potential of the economy in these conditions is considered.

The key role of recreating research competencies in domestic mechanical engineering is determined.

**Keywords:** mechanical engineering, knowledge intensity, technological sovereignty, import substitution, economic potential, national development goals.

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### **RUSSIAN AGRICULTURAL CHEMISTRY IN THE CONTEXT OF THE POLICY OF TECHNOLOGICAL SOVEREIGNTY OF THE NATIONAL AGRO-INDUSTRIAL COMPLEX**

In the article the features of agrochemistry as a factor of crop production efficiency are revealed, as well as some structural and institutional features of the global agrochemical production. The specifics of Russian agrochemistry are analyzed in the context of achieving technological sovereignty of the national agro-industrial complex. It is shown that technological sovereignty of Russia in the production of mineral fertilizers is beyond doubt and the main limitation to its development is dependence on foreign logistics, which is overcome by attracting investments in the development of specialized port terminals. The technological sovereignty in the production of pesticides and other agrochemical products is ensured by investments of specialized companies in the development and production of necessary active substances. The strategic reduction of import dependence in the seed segment is associated with a set of measures aimed at gradually reducing the share of imported products by developing domestic selection and industrial seed production. It is concluded that, given the tough competition in the global market for Russian agrochemicals, consolidation is necessary through the formation of conglomerates that combine financial, human, technological and information resources for the production of fertilizers, pesticides and seeds.

**Keywords:** technological sovereignty, agrochemistry, agrochemical production, production of mineral fertilizers, production of plant protection products (pesticides), seed production.

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### **ON THE EMPLOYMENT OF ELDERLY CITIZENS**

## **FOR THE SOLUTION OF STAFFING PROBLEMS OF ENTERPRISES**

The article considers the employment of elderly citizens as one of the possible ways to solve the recently aggravated personnel problem caused by both the aging population and the falling birth rate. It has been established that, despite the gradually changing attitude of employers to older employees, a significant proportion of employers are still not ready to hire people of pre-retirement and retirement age, being convinced that employees over fifty years old are not ready for changes that require constant updating of knowledge. It is emphasized that the efficiency of older employees who are already working at enterprises is noted by both their colleagues and employers. Nevertheless, it's young employees to whom employers usually provide the opportunity to undergo training in order to improve their professional qualifications, although people of all ages experience the need to update their professional knowledge and skills. Having analyzed the facts, the author comes to the conclusion that employers need to reconsider their attitude to the hiring of elderly citizens.

**Keywords:** personnel problems, elderly citizens, retirement age, vocational training.