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**Проблемы управления как фактор  
воздействия на социально-политическую  
и экономическую ситуацию  
в Ростовской области**

**Management problems as a factor of influence  
on the socio-political and economic situation in  
the Rostov region**

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**Аннотация.** В статье сформированы сводные представления и аналитические выводы в отношении общих и специфических проблем управленческой деятельности в Ростовской области, как ключевом регионе Юга России. Исследуется значение административно-организационных мер в сохранении стабильности и развитии социально-политической и экономической ситуации, в частности, в условиях разворачивания СВО, усиления санкционного давления. Сформулированы отдельные предложения по оптимизации рассматриваемых процессов.

**Ключевые слова:** управление, эффективность, Ростовская область, социально-политические и экономические процессы, статистические сведения, национальные проекты, валовый региональный продукт, агропром, Содружество Донбасса

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**Abstract.** The article contains consolidated ideas and analytical conclusions regarding general and specific problems of management activities in the Rostov region, as a key region of the South of Russia. The importance of administrative and organizational measures in maintaining stability and developing the socio-political and economic situation is explored, in particular, in the context of the deployment of the SVO and increased sanctions pressure. Separate proposals for optimizing the processes under consideration are formulated.

**Keywords:** management, efficiency, Rostov region, socio-political and economic processes, statistical information, national projects, gross regional product, agricultural industry, Commonwealth of Donbass

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**Introduction.** The relevance of the study is due to the dramatic changes in the “era of the breakdown of the entire world order” [1], inevitable changes in foreign and domestic policy due to the unprecedented level of sanctions pressure on the Russian Federation, the emergence of new trends and pressures in the socio-political and economic sphere. Fundamental changes are clearly evident at the regional level. In particular, reception and accommodation in the Rostov region or ensuring the transit of refugees, expenses inevitable for the front-line region, and much more require new approaches from the state apparatus and all involved structures, the ability to adequately respond to dynamic changes in the situation, new solutions and algorithms.

**Materials and research methods.** The sources of the study were information from official structures of the region (the website of the Government of the Rostov Region, the Legislative Assembly of the Rostov Region and the like), the Territorial Body of the Federal State Statistics Service for the Rostov Region (Rostovstat), scientific research on the above-mentioned issues, media materials, data from socio-political and other networks were used. resources affecting the situation in the Don region. The restrictions imposed on the publication in the Russian Federation of certain information about economic and socio-political processes [2] are explained by the situation of the SMO and the imposition of sanctions against Russian enterprises, organizations and individuals. Nevertheless, the mentioned sources allow us to get a fairly complete picture of the topic under study.

Among the research methods, accumulation and selection of facts and comparative analysis were used. In modern conditions, the problem of assessing management effectiveness is extremely important and affects the interests of all Russian citizens. At the same time, existing systems are often subjective. Thus, foreign institutions have repeatedly demonstrated a high degree of politicization of judgments and biased ratings. The sharp escalation of the confrontation with the West has forced the publication of many information to be limited; statistical and other data may be distorted for political purposes. Based on this, the study applied a critical approach to the available materials, used the principles of historicism and determinism, as well as general scientific methods of logical analysis, source analysis of documents, and the comparative method of working with data.

**Research results and their discussion.** In the socio-political and economic development of the Rostov region there are elements characteristic of most constituent entities of the Russian Federation, which make it possible to study standard and generally significant situations related to methods of managerial influence on various processes, ways to improve their characteristics and achieve optimal results. At the same time, the position of the region adjacent to the territory of the SMO, as well as the specifics of the development center of the South of Russia, makes the experience of planning, organizing, motivating, controlling and forecasting the development of the region especially significant.

Speaking about reliability, it is necessary to identify points that require a careful approach and verification. Thus, according to experts, state and municipal structures often make changes to statistical information [3, p. 106]. This is explained by the use of official statistics to assess the effectiveness of government activities, resulting in its politicization. Such adjustments are fraught with a distortion of ideas about the real situation, and can also distort analytical conclusions. The discrepancy in statistical indicators may be due to both unintentional distortions during data collection and systemic manipulation. Often there is a radical simplification of reality, and schemes that do not correspond to actual processes and phenomena are used.

Management structures strive to highlight the main parameters of the objects of their influence, but sometimes they miss very significant socio-political characteristics. Schematization leads to the displacement of real parameters of reality by constructed images of processes and objects. However, there may also be intentional distortion in statistical accounting systems, since the activities of departments are assessed according to statistical indicators, and the funding of organizations often depends on them. This forces us to double-check statistical data through various sources, which are also subject to various kinds of distortions.

Opinions regarding the effectiveness of the management system depend on the criteria for evaluating the relevant activities. Thus, in the four-level system for assessing the social policy of government authorities, proposed by E.G. Vasilyeva [4, p. 32], key importance is attached to the level

of well-being of the majority of the population. The second group of parameters consists of accessibility and need for social services, taking into account the individual needs of residents of the region and the provision of resources to perform professional functions. The third level reflects the population's satisfaction with social services, as well as the degree of loyalty to the social support system in general and to social security institutions in particular. At the fourth level there are criteria demonstrating the ability and interest of government structures in solving social policy problems.

Several other parameters were classified as the main criteria for the effectiveness of regional management in the study by E.V. Kurchatchenko: indicators such as the contribution of local authorities to the realization of the socio-economic potential of the territory, the ability of the authorities to rationally use available resources, the creation of a favorable investment environment, interaction with legal entities and individuals are highlighted [5, p. 237]. The proposal to evaluate budget programs according to the criteria of efficiency, timeliness, quality, and effectiveness is also of interest [6, p. 156].

Many researchers have assessed the success of solving the main problems of government through indicators of quality, efficiency and effectiveness of management [7, p. 39]. At the same time, the final assessment of management is a complex indicator that integrates the largest possible number of economic, socio-political and other parameters aimed, first of all, at meeting the needs and demands of the population. The significance of the results achieved is determined by the relationship with the expenditure of resources.

A significant number of heterogeneous approaches and, often, subjective criteria created a certain inconsistency and made it difficult to use the obtained data in assessing the effectiveness of regional management. Thus, by the beginning of the third decade of the 21st century in the Russian Federation, the need for systematization, unification and legitimization of the criteria for relevant assessments became obvious.

The interpretation of indicators was based mainly on the analysis of indices. Many experts considered the gross regional product per capita to be an integrating evaluation criterion, supplementing it with the volume of industrial production, budget revenues, investments in fixed capital per capita, and the unemployment rate. The analysis of statistical data was supplemented by expert assessments in three main areas: political and managerial, social and financial and economic [8, p. 352]. At the level of the Government of the Russian Federation, it was necessary to establish indicators of the effectiveness of the functioning of regional government bodies, to generate periodic reporting by the heads of regional authorities on the results achieved and planned indicators.

When choosing indicators, foreign experience was also studied, where efficiency assessment using the Integral Indicator of Public Administration is common. It has been used at the initiative of the World Bank since 1996 in more than 200 countries [9, p. 28]. Six indices related to voice and accountability, political stability, control of corruption and others are taken into account. However, the objectivity of the indices is questionable, since they are derived from the summation of expert assessments, which are often politicized to the detriment of the objectivity of statistical data.

In the scientific community and administrative and management structures of Russia, there is an opinion about the multi-element content of management, the effectiveness of which depends on the quality of plans, the economy and effectiveness of measures taken, carried out in many directions - socio-political, economic and others. The management reforms unfolding in the Russian Federation were aimed at revealing its multi-element content, taking into account the diversity of interrelated processes in society, and their mutual influence with natural factors.

The administrative reform of 2006-2010 in Russia contributed to the formation of a system for assessing the effectiveness of state and municipal government. A basis was prepared for the adoption of criteria for assessing the effectiveness of the regional management system, which were systematized and legalized at the federal level in the list of performance indicators established by the Government of the Russian Federation for the functioning of executive regional government bodies. In 38 annexes to the Decree of the Government of the Russian Federation of April 3, 2021 No. 542 "On approval of methods for calculating indicators for assessing the performance of officials..." [10] approved methods for calculating key indicators. The date for annual reporting has been determined

- until April 15 of the year following the reporting year. The obtained indicators are sent to the Ministry of Economic Development of the Russian Federation.

Thus, the heads of the constituent entities of the Russian Federation annually submit to the central office a report on the results of an independent assessment of the quality of services by healthcare, social service, cultural, and educational institutions in the region, as well as on measures to improve the activities of these institutions. Based on the results of consideration of the report, the representative body of government makes a decision with recommendations to the head of the region on improving the organization of the work of institutions. The report is published on the Internet on the official website of regional executive bodies of government and on the websites of state and municipal institutions. The approaches outlined make it possible not only to monitor the work of executive authorities at the regional level, but also to improve it, promptly identify shortcomings in management activities and take the necessary measures.

A new strategic management system has been developing in the Rostov region since 2018, when fundamental strategic planning documents were adopted. The Decree of the Government of the Rostov Region dated December 26, 2018 No. 864 approved the “Strategy for the socio-economic development of the Rostov Region until 2030”, the updated version of the resolution was adopted on December 19, 2022 as No. 1100 [11]. Relevant documents were developed and approved in all municipalities of the region. In the context of the implementation of Decree of the President of Russia dated May 7, 2018 No. 204, 48 regional projects were approved on the Don. Among the key documents, it is also worth noting the “Budget Forecast of the Rostov Region for the period 2017-2030”, approved by Decree of the Government of the Rostov Region dated March 1, 2017 No. 121. It can be stated that by the beginning of the 2020s, an interconnected system of strategic planning was formed on the Don, in which national and regional priorities were identified and ways of their implementation were outlined.

The needs for optimization of management activities and accelerated resolution of problematic issues in the regions were reflected in the formation of Regional Management Centers (RMC), created in pursuance of the order of the President of the Russian Federation dated March 1, 2020 No. Pr-354. In the Rostov region, the RMC was created by Decree of the Government of the Rostov Region dated August 3, 2020 No. 703 [12]. The RMC project office periodically creates comprehensive reviews of problems based on an analysis of requests received by the executive authorities of the Rostov region. Its significant functions include assessing the work of regional executive authorities of the region and local self-government in processing appeals, developing recommendations on priority areas of work of executive authorities. The RMC can identify conflict situations and mistakes of executive authorities, offer recommendations on the interaction of executive authorities of the Rostov region and local governments with citizens. The RMC has the right to conduct sociological surveys and analytical studies, as well as monitor the quality of state and municipal services, which allows it to obtain the necessary information that is significant for organizing measures to influence the situation in the region.

Of particular importance is work for the future, the formation of new management personnel, the development and dissemination of advanced management technologies. Thus, in the Rostov region, since 2019, the gubernatorial competition “Leaders of the Don” has been held, aimed at forming a corps of managers of tomorrow, identifying promising entrepreneurial and technological projects and forming project teams [13]. Similar algorithms with an emphasis on achieving socially significant results and implementing sustainable development goals were used when organizing the “School of Social Entrepreneurship” project [14].

One of the indicators of the effectiveness of the strategic management system in the regions is the implementation of national projects adopted for the purpose of breakthrough development of the Russian Federation, creating conditions for population growth, and improving the living standards of citizens. According to the decrees of the President of Russia V.V. Putin dated 05/07/2018 No. 204 and dated 07/21/2020 No. 474 “On the national development goals of the Russian Federation for the period until 2030”, 47 regional projects are currently being implemented in the Rostov region [15]. In pursuance of the Decree of the Government of the Russian Federation dated October 31, 2018 No.

1288 “On the organization of project activities in the Government of the Russian Federation,” the Government of the Rostov Region adopted Resolution No. 1 dated January 11, 2021, regulating the implementation of regional projects.

In the process of monitoring the implementation of national projects, both the constructive properties of the regional administrative and management system and certain shortcomings were revealed, and abuses were also identified.

Thus, serious claims against the responsible structures of the region were put forward by the prosecutor’s office of the Rostov region in 2021 in connection with the slow implementation of the program “Formation of a comfortable urban environment” under the national project “Housing and Urban Environment” [16]. Under this program, less than 18% of the allocated funds were spent, with the regional average being 39%. The regional prosecutor made a presentation to the governor V.Yu. Golubev in connection with the criminalization of national projects, since during inspections more than 600 violations were revealed during their implementation. In the first half of 2021, about 20 criminal cases were initiated on relevant grounds. The governor placed personal responsibility on the regional Ministry of Housing and Communal Services and municipal leadership, promising to punish officials guilty of violations.

Judging by the criticism voiced in November 2021 by the Plenipotentiary Representative of the President of Russia in the Southern Federal District V.V. Ustinov, management measures did not work fully and in the Rostov region less than half of the funds allocated for the implementation of projects in the field of demography, healthcare, improvement of public areas, ecology and education were used [17]. The plenipotentiary reproached the authorities of the Rostov region for failing to meet deadlines for fulfilling obligations and non-compliance with legislation in the procurement process, mentioning corruption and fraud in the distribution of municipal and state orders, formal or even fictitious execution. It should be noted that the negative dynamics of the disbursement of funds also had objective reasons, in particular, a jump in prices for building materials in 2021. The government of the Rostov region took management measures to neutralize the problems; payments for work or services began to be made after their acceptance, the timing of which usually fell at the end of the year [18].

However, the misuse of budget funds at the managerial level poses a serious danger to the implementation of national projects, as can be seen from the materials of high-profile criminal cases against the former Minister of Housing and Communal Services of the Rostov Region A. Mayer. The court found the official guilty of abuse of official powers during the improvement of a number of objects, which resulted in damage in the amount of about 290 million rubles [19].

Despite the existence of significant problems, there are many examples of successful management of the implementation of national projects in the region. According to the regional Ministry of Construction [20], as part of the implementation of regional projects for the first half of 2023, 10 objects are being built with the involvement of federal budget funds under the national projects “Education”, “Demography”, “Healthcare” and the Russian state program “Comprehensive Development of Rural Territories”.

Under the national project “Education”, 87% of the total budget of the current year has been spent. Among the most visible results are high rates of road repair and construction. Of the 150 objects in the Rostov region that are being brought into standard condition according to the “Safe Quality Roads” project, 56% have been completed by September 2023, including 45% significantly ahead of schedule, and acceptance commissions are working on another 27%. Opening road facilities in three regions, including the Rostov region, Deputy Chairman of the Government of the Russian Federation M.Sh. Khusnullin emphasized that “despite all the difficulties, we continue to introduce an unprecedented volume of roads” [21].

However, road construction does not unfold easily. Thus, in 2022, the antimonopoly service recognized the State Unitary Enterprise of Rostov region RostovAvtoDor and Stroitel LLC as violating antimonopoly legislation and fined the cartel participants more than 228 million rubles [22]. Less than a year later, the FAS found that six road companies in the Rostov region entered into a cartel agreement when participating in government procurement, including the national project “Safe

Quality Roads,” receiving contracts worth 24.1 billion rubles [23]. The materials were transferred to law enforcement agencies for possible initiation of criminal proceedings.

The implementation of national projects - large all-Russian events aimed at implementing the most important economic and socio-political plans in a short time, allows us to give a noticeable acceleration to the development of the country. But at the same time, centralized budget financing and the huge scale of projects attract unscrupulous managers and contractors pursuing selfish interests. According to the Plenipotentiary Representative of the President of Russia, in the Southern Federal District V.V. Ustinov, a decrease in the effectiveness of program implementation is contributed to by “failure to comply with deadlines for the fulfillment of obligations under state and municipal contracts, unlawful expenditure of budget funds, non-compliance with legislation during procurement, as well as corruption and fraud in the distribution of municipal and state orders, and sometimes their formal or even fictitious execution” [24, p. 14].

However, based on the results of nine months of 2023, in the Rostov region, national and federal projects were implemented according to schedules, the total rate of disbursement of funds exceeded 81% [25]. The funds allocated to the region for the implementation of the projects “Resettlement of the Emergency Fund”, “Clean Water”, modernization of school education systems, the national project “Safe Quality Roads”, the federal project “Employment Promotion” and others are being utilized at a faster pace.

The new plans reflect changes in the situation in the country and on the geopolitical scene. Thus, in 2023, the Governor of the Rostov region approved a regional program designed until 2030, within the framework of which a research and production center for unmanned aerial systems of various functionality will be created in the Don. As a result, it is planned to increase the production of drones in the region by 10 times [26].

Particular attention in the Rostov region is paid to environmental issues, since a high level of economic development also has negative consequences in terms of impact on the environment: degradation of water bodies, soil depletion, formation and growth of landfills, air pollution. The difficult environmental situation requires the implementation of health measures. During the implementation of the national project “Ecology”, a new system of strategic management in the field of ecology is being formed in order to strengthen the protection of the environment from negative impacts and ensure the safety of human life. In recent years, concrete positive results have been achieved in this area. Thus, the Rostov region entered the top ten best regions of Russia in eliminating landfills as part of the implementation of the All-Russian Popular Front project “General Cleaning” [27]. It was possible to achieve significant success in the process of rehabilitation of the Temernik River in Rostov-on-Don and the creation of an ecological park in the adjacent territories. The river was used for almost three centuries as a city-wide drainage pit; its restoration was considered impossible. However, the combination of a powerful initiative from a community of concerned Rostovites and targeted management support from local authorities made it possible to save the reservoir and create a new recreational area in the industrial metropolis [28]. Large Russian cities that have similar problems became interested in this experience.

The scientific and organizational potential of institutions in the Rostov region is also used for the development of ecosystems in the southern macroregion. In particular, with the participation of scientists from the Southern Scientific Center of the Russian Academy of Sciences in Rostov-on-Don, the First All-Russian scientific and practical “Dokuchaev Conference” was held in November 2023, at which the problems of rehabilitation of the ecosystems of Donbass and Novorossia were discussed [29]. The deadlines for sending environmental humanitarian missions to the LPR and DPR and training personnel for the government structures of these entities for 2023-2025 have been set.

The level of economic development of a region is determined by a number of indicators, among which the gross regional product is considered key. GRP reflects the process of production of goods and services for final use, as well as the gross added value created by residents of the region. In terms of GRP volume among Russian regions, the Rostov region in 2021 ranked 12th with a physical volume index of 106.3%, which amounted to RUB 2,017,007.3 million. at current prices [30]. It is significant that according to the indicators of 2022, which was marked by crisis foreign

policy events and unprecedented sanctions, the Rostov region was able to maintain economic stability and even showed positive dynamics: the GRP physical volume index amounted to 100.1% (RUB 2,156,572.7 million at current prices), and investments in fixed capital increased by more than 2% [31]. At the end of 2022, the index of industrial production in the Rostov region, despite the objective difficulties of the front-line region, was above the average for the Russian Federation. In January-September 2023, the industrial production index amounted to 105.6% compared to January-September 2022 [32], which indicates sustainable economic growth. Let us note that the preservation and rise of industrial production is to a large extent due to the increase in production volumes of defense industry enterprises, of which there are at least several dozen in the Rostov region.

In terms of volumes of non-resource, non-energy exports, the Don region is the leader of the Southern Federal District and ranks second in Russia. Thanks to the diversification of export directions, support from the Government of the Russian Federation and effective management activities of the regional leadership, it was possible to increase exports in a number of areas. In the first half of 2023, the share of Asian countries in Don export volumes increased by 13%, African countries – by 4% [33, p. 2]. Today, there are about four thousand participants in foreign economic activity in the region, about 90% of which represent small and medium-sized businesses, which confirms the favorable business climate in the region. One of the main results of 2023 Governor V.Yu. Golubev believes that investments are growing in the economy of the Rostov region [34].

The situation in the field of agricultural production indicates the dynamic development of the region. This direction is of global strategic importance. As noted by Russian President V.V. Putin, “the fundamental law, which fits into the very simple and well-known phrase “Bread is the head of everything,” is one of the most important, taking into account what is also happening in the world in food markets” [35].

In 2023, Don farmers again set an all-Russian record, harvesting more than 15.4 million tons of early grain, with more than 80% of the grain being of the highest export category [36, p. 5]. It should be noted that the achievement of high results was facilitated not only by generally favorable natural conditions and the famous Don black soils, but also by the use of advanced agrotechnical and management technologies. For example, consistently high performance is demonstrated by Rassvet LLC in the Kuibyshev region, which uses drip irrigation and other scientifically based methods. Due to this, in arid climates and on soils insufficiently suitable for agriculture [37, p. 14], regularly obtain record yields [38]. In general, the agricultural production index in the Rostov region in January-September 2023 was 105.2% compared to January-September 2022 [39].

Such significant success of farmers is facilitated by serious government support. Subsidizing the purchase of agricultural machinery has been carried out for more than ten years; in 2022, about 8 billion rubles were allocated from the federal and regional budgets of the Rostov region, in 2023 more than 8.6 billion rubles [40]. There is also a mechanism for targeted preferential lending to facilitate field work; by the fall of 2023, more than 17.5 billion rubles of preferential loans have been issued to Don agricultural producers. It is important that lending is aimed at purchasing domestically produced equipment. This contributes, among other things, to the implementation of the strategic goal of import substitution.

Considering the importance of arable farming, it is advisable to use the example of the Rostov region to identify risks and security threats in this area, which may worsen in the coming years. The main problems are related to high export duties in recent years and new sanctions. A difficult situation has arisen that could lead to massive bankruptcy of small farms, as well as low-profit farms in risky farming areas. A balanced response is necessary, first of all, rational changes in the duty system [41]. Lack of attention to this problem and postponing management actions is fraught with a decrease in yield and a drop in profits.

The legitimate pride of Don farmers in connection with the record harvest of 2023 was overshadowed by concerns about its conservation, as storage facilities were largely full and exporter purchases slowed down. Profit from the sale of grain, even after the adjustment of the export duty on 06/07/2023, remains low; increased transport costs and logistics prices also reduce it [42, p. 23].

Geopolitical factors also pose serious risks, in particular, the departure of the largest foreign trading companies Cargill, Vittera, Louis Dreyfus [43] from the Russian market, which is fraught with damage for farmers, since competition for their products decreases. In addition, logistics in the Black Sea region have become more complex, which has changed export directions. Terminal congestion in southern Russian ports is due to a shortage of dry cargo ships and the increasing difficulty of passage through the Kerch Strait. The inspection time for ships has increased, and the insurance amounts for grain carriers going to Novorossiysk and Taman have increased.

A significant place in the actions of regional administrative and management bodies, production associations and business structures in recent years has been occupied by the protection and minimization of damage from sanctions of unfriendly states. The measures taken turned out to be quite effective. A study of the largest companies in the Southern Federal District demonstrated that the main indicators of the leaders of southern Russian business in the busy 2022 were significantly better than in the two previous pandemic years. The favorites were food industry, transport and retail enterprises. In 2023, the performance of leading firms decreased, but only by 3%, while the total net profit remained at approximately the same level [44, p. 11]. This allows us to characterize the damage from sanctions as symbolic.

It is obvious that the US anti-Russian sanctions, like their entire modern business model, is to prevent states that have been declared undemocratic, and, frankly speaking, competitive countries, from conducting effective business. German experts note that United States sanctions harm not so much Russia or China as the European Union, forming a monopoly on sanctions and destroying market mechanisms. Thus, as a result of the forcible restriction of Russian exports, Europeans are forced to purchase expensive liquefied gas in the United States, which reduces the competitiveness of EU countries. Among the unpleasant consequences for the West, the fact that Russia's economic growth parameters are beginning to outstrip those of Germany, the leader in the EU, stands out [45].

The processes of development of management technologies and solutions in the development of the region are reflected in the report of the Governor of the Rostov region [46]. Thus, taking into account the fundamental change in conditions, at the end of 2022 the "Development Strategy of the Rostov Region-2030" and its Implementation Plan were updated, namely, an emphasis was placed on the knowledge economy. Feedback from citizens is also provided: the Unified Government Services Portal has fully ensured the provision of all mass socially significant services, which has significantly increased the satisfaction rate of citizens.

The governor also noted that, despite the decrease in water levels in the Lower Don, the population and all sectors of the region's economy are provided with water in the declared volumes. In this regard, we emphasize that among the problems of new regions being solved by the Rostov region, the problem of providing water to the Donetsk agglomeration was also solved: from April 2023, the Don Donbass water pipeline, built in difficult conditions in a record four months, began operating [47, p. 15]. Thus, the Kyiv regime's attempt to implement a water blockade of Donbass failed.

Let us note that the Don region is solving a significant amount of reintegration problems related to neighboring regions, interaction is deepening, and the number of tasks is growing. Expenses associated with the special operation are under special control. All issues related to participation in the SMO are resolved by the Operational Headquarters of the Rostov Region in accordance with Decree of the President of Russia dated October 19, 2022 No. 757 on the introduction of a medium level of response in the Rostov Region.

The organizational and managerial role of the Don Territory in the southern macroregion is much broader than military and economic issues. In the first half of 2022, Governor V.Yu. Golubev proposed, instead of the Euroregion Donbass, whose activities began in 2011 and suspended in 2014, a plan for the socio-economic integration of the Rostov and Voronezh regions with the LPR and DPR [48]. The corresponding agreement on the creation of the Commonwealth of Donbass was signed on November 28, 2023 in the Rostov region [49]. Cooperation and economic ties are planned to be developed within the framework of medium- and long-term development plans, including the dissemination of competencies, the exchange of human capital and technology, and the development

of a transport and logistics network. The Rostov region is becoming a center for personnel training, including in the field of state and municipal administration.

But at the same time, experts warn that the accelerated inclusion of new regions in the structure of economic interaction in the south of Russia may force us to reconsider the development strategies of some areas. In particular, in the reunited territories with agricultural potential, there are deep-sea ports and elevators, which creates competition for granaries and port facilities, and the Rostov region [50, p. 5]. Obviously, balanced management decisions will be required to build updated logistics in the region.

One of the indicators of the effectiveness of management activities is socio-political stability. It was possible to maintain it despite the exacerbation of potential threats to the health and life of the population of the region after the start of the SMO, price fluctuations, psychological pressure, etc. The response algorithms of the management structures of the Rostov region to the escalation of risks and security threats are similar to the measures that were taken during the COVID-19 outbreak in 2020-2021 [51, p. 6]. Let us note that at that time the indicators of social tension on the Don remained in a stable zone and gradually decreased. The general decline in the social tension index continued in 2022-2023 [52]. There was also no significant decrease in the population's trust in government institutions, no significant increase in protest activity or other signs of destabilization of society.

At the same time, there are potentially dangerous situations that, if timely and effective measures are not taken, can significantly complicate the socio-political situation. Analysis of the media allows us to identify the so-called infill development as one of the elements of tension that causes mass criticism. Claims against new apartment buildings, mainly in Rostov-on-Don, are not limited to criticism of violations of the historical appearance and architectural ensemble of the city. Often, huge "human settlements" are built in violation of legal norms [53], without calculating new loads on existing infrastructure, without taking into account the availability of jobs, schools, kindergartens, clinics, parking lots, capacity and the degree of deterioration of engineering support networks, and much more. In addition, some processes associated with construction require study. Thus, the massive purchase of new apartments by high-income individuals as a commercial investment does not reduce the need for housing among low- and medium-income groups of the population and creates the preconditions for growing discontent and intensifying social confrontation. Obviously, the situation with infill development and related problems requires legal, sociological and other studies, which must be taken into account in a number of management measures within the framework of the planned integrated development of territories [54].

**Conclusion.** To summarize, let us formulate some conclusions and proposals.

The effectiveness of management activities in the region is illustrated, among other things, by the progress of implementation of national projects. In general, the development of industrial production, construction, and agriculture has been confirmed. However, the criticism expressed by the Plenipotentiary Representative of the President of the Russian Federation in the Southern Federal District regarding the insufficiently effective use of budget funds forces us to state that the obstacles to the implementation of national projects are not only facts of corruption, misuse of budget funds and the like, but also insufficient management discipline.

In terms of gross regional product in the difficult year 2022, the Don region maintained economic stability and even demonstrated growth. The relatively high level of development of the industrial sector of the Rostov region is confirmed by the fact that Don is the leader of the Southern Federal District and ranks second in the Russian Federation in terms of volumes of non-resource, non-energy exports, including due to the diversification of export directions. It is necessary to pay increased attention to the further development of algorithms for the formation of managerial personnel in the region, to the identification and support of the most promising production projects.

In the field of agricultural production in 2023, Don farmers again set an all-Russian record. However, new sanctions and high export duties create new risks. A rational adjustment of duties is necessary. The risks of lower incomes for agricultural producers have also increased due to decreased competition in grain purchases. But the departure of foreign traders also means that the control of the Russian Government over the supply of food products to the world market has increased, and Russia

will be able to receive more income. As Bloomberg analysts noted: “grain exports have become a symbol of geopolitical power” [55]. In this situation, it depends on the decisions of regional management structures to ensure that in the process of resolving geopolitical issues, the local producer in the South of Russia is not overly disadvantaged and, accordingly, grain production does not decrease.

In the socio-political sphere, balanced management measures contributed to maintaining stability. Despite the escalation of the military threat in the region after the start of the Northern Military District, price fluctuations, psychological pressure, etc., in 2022-2023, a decrease in the social tension index was noted. The trust of the majority of the population in the institutions of power remains; no growth in protest activity or other signs of destabilization has been recorded. However, it is necessary to proactively identify and study conflict situations, as well as scientifically based forecasting of possible options for the development of the situation.

The problems of collecting and implementing statistical information and its objectivity are of key importance for the organization and goal-setting of management activities and are acquiring political significance. It seems necessary to establish a broader discussion of official methods for obtaining, processing and using statistical data with the involvement of specialists in the field of sociology, political science, law and other sciences.

When developing long-term plans, it is obvious that the key areas of development of the Rostov region, as well as the Russian Federation as a whole, should be associated, first of all, with the development of science and technology, which not only contribute to overcoming inflation, but also determine the level of defense capability, the quality of life of citizens and prospects further existence of the country.

The main conclusion of the study is that in the radically complicated conditions of a change in the vector of global development, open confrontation with a bloc of Western countries, unprecedented sanctions pressure and other negative factors, the management system of the Rostov region, as well as the Russian Federation as a whole, demonstrated stability and ability to progressive development.

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