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## Национально-ориентированная модель политического управления: концептуальные основы и механизмы реализации

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**Аннотация.** Трансформация политической системы России в условиях вызовов требует новой модели управления, обеспечивающей суверенитет и идентичность. Россия внедряет механизмы для защиты национальной идентичности и укрепления стабильности. Т.А. Шебзухова и другие отмечают, что многие государства пересматривают модели управления из-за внутренних и внешних изменений. Это требует анализа и переосмысления существующих подходов. Формируется национально-ориентированная модель управления (НОМПУ), основанная на национальных интересах и ценностях. Этот подход ориентирован на самостоятельное развитие и учитывает региональную специфику. Критериями эффективности становятся реализация задач по укреплению суверенитета и благосостояния граждан, а не международные стандарты. НОМПУ предполагает интеграцию в международное сотрудничество, учитывая национальные особенности. Исследование строится на комплексном анализе НОМПУ для всестороннего изучения трансформации политического управления. В статье представлена концепция национально-ориентированной модели политического управления. Рассмотрены институциональные преобразования, дискурсивные практики, технологические решения и механизмы встраивания ценностно-нормативных оснований в рамках исследуемой модели.

**Ключевые слова:** политическое управление, национально-ориентированная модель, ценностно-нормативные основания, политические технологии, суверенитет.

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Research article

## National-oriented political management model: institutional structure and implementation mechanisms

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**Abstract.** The transformation of Russia's political system in the face of challenges requires a new governance model that ensures sovereignty and identity. Russia is implementing mechanisms to protect national identity and strengthen stability. T.A. Shebzukhova and others note that many states are reviewing governance models due to internal and external changes. This requires an analysis and rethinking of existing approaches. A nationally oriented management model (NOMPU) based on national interests and values is being formed. This approach is focused on independent development and takes into account regional specifics. The criteria for effectiveness are the implementation of tasks to strengthen the sovereignty and welfare of citizens, rather than international standards. NOMPU involves integration into international cooperation, taking into account national specifics. The study is based on a comprehensive analysis of NOMPU to comprehensively study the transformation of political governance. The article presents the concept of a nationally oriented model of political governance. Institutional transformations, discursive practices, technological solutions, and mechanisms for embedding value-normative foundations within the framework of the model under study are considered.

**Keywords:** political management, nationally oriented model, value-based regulatory foundations, political technologies, and sovereignty.

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**Introduction.** The relevance of this article stems from the transformation of Russia's political system in response to the growing need to develop a model of political governance capable of ensuring sovereignty in various spheres of public and state activity, as well as Russia's civilizational identity in the face of increasing internal and external challenges.

L.Kh. Dzakhova and M.A. Astvatsaturova emphasize that "the contemporary Russian political and administrative process, due to obvious and severe external challenges and risks, is acquiring particular significance in terms of efficiency, reliability, quality, and effectiveness" [1:184]. Thus, at the current stage of development, Russia is actively implementing mechanisms aimed at protecting its national identity and strengthening internal stability.

Focusing on national priorities and interests covers a wide range of areas of public and state activity, resulting in the adoption of regulatory and legal acts aimed at strengthening sovereignty, developing the national economy, preserving cultural heritage, and ensuring social stability.

T.A. Shebzukhova, A.A. Vartumyan, and M.V. Limareva note that "many modern states are faced with the need to transform political governance under the influence of internal and external changes. Frequently, such transformations are included in the group of priority political goals.... All this requires political scientific understanding, including a comparison and assessment of ongoing events, and subsequently, an expansion of the categorical apparatus" [12:7-8].

A model of political governance based on national interests and priorities is emerging, demonstrating the crisis of universal governance models, which are unable to fully realize their potential in Russian realities due to their failure to take into account Russia's specific characteristics. Therefore, the development and further implementation of a nationally -oriented model of political governance ( *hereinafter referred to as* NOMPU) is particularly important. It proclaims the priority of national values, priorities, and interests, as well as the preservation of cultural identity in governance.

This approach to planning and management reflects the state's aspirations to independently determine development paths without external interference. As a result, the entire system of political governance is reoriented, with the criteria for effectiveness shifting from

compliance with international standards to the ability to ensure the implementation of established objectives, the primary goal of which is to strengthen state sovereignty and improve the well-being of the people. Importantly, this approach does not oppose global ideas and processes, nor does it imply isolation or rejection of international cooperation. Rather, it charts its own development path, taking into account the specific characteristics of the country and its structurally diverse regions.

**Materials and methods.** The methodological basis of the study is formed by a comprehensive approach to analyzing the National Organization of Public Administration (NOMPA). The research toolkit includes general scientific methods (analysis, synthesis, induction, and deduction), as well as specialized methods of political science analysis, ensuring the comprehensive nature of the study. The foundation is systems analysis, which allows for the examination of management processes as a holistic structure of interconnected elements, in which each element mutually influences one another and the system as a whole. A civilizational approach is also employed, revealing the specifics of Russian political governance through the prism of cultural and historical development. This approach is complemented by a value-normative analysis used to trace the transformation of national priorities and values in management decisions. Furthermore, discourse analysis is actively used, necessary for studying the methods of articulating national interests and legitimizing management decisions. This comprehensive approach allows us to uncover the mechanisms of the National Organization of Public Administration (NOMPA) and identify the specifics of its implementation in modern Russia. The article presents the author's methodological tools that allow us to identify and highlight five key areas of the NOMPU, which, when interacting with each other, ensure the implementation of the model in practice:

1. Institutional (structure and interaction of institutions);
2. Normative – legal (legislative consolidation of priorities);
3. Functional (mechanisms for making and implementing decisions);
4. Communicative and discursive (channels and language of interaction between the authorities and society);
5. Technological (preservation of national identity and integration of modern practices).

The study was based on regulatory legal acts: national security strategies, development concepts, laws, and bylaws defining and enshrining the principles and mechanisms of nationally oriented political governance. Public speeches by government officials and experts, as well as scholarly articles devoted to the theoretical and applied aspects of nationally -oriented political governance, constituted an important part of the empirical base.

**Results and discussion.** L.A. Ityuridze identifies the following basic postulates of the modernization of political governance in the Russian Federation: “based on ‘traditional values’, strengthening the welfare state, improving the quality of life of citizens, democratic political representation, active civic and political participation” [2: 15-16].

In the course of this study, the author proposed and substantiated the concept of a nationally oriented model of political governance (NOMPG), which represents a comprehensive system in which political processes and management decisions are largely determined by national interests, values, and identity. This emerging model represents a response to the contemporary challenges of globalization. The essence of this model of political governance lies in the systemic transformation of the value-based and normative foundations of both the mechanisms for developing strategic decisions and the reconstruction of the political institutions necessary for implementing these decisions.

An analysis of Russia's current regulatory -framework suggests that the country is consistently developing and strengthening its normative-based public administration system. Systemic integration of value-based normative foundations into the mechanisms for making and implementing political decisions is evident.

Thus, the Constitution of the Russian Federation was adopted by popular vote on December 12, 1993, with amendments approved during the all-Russian vote on July 1, 2020, and contains principles and norms that reflect the national interests of the country: sovereignty, social justice, publicity of people's power, territorial integrity of the country, and others [3].

We also note the Decree of the President of the Russian Federation of July 2, 2021, No. 400 "On the National Security Strategy of the Russian Federation." The document defines the country's national interests and priorities, as well as the goals and objectives of state policy in the area of ensuring national security and sustainable development of Russia [4].

A key shift in the formation of the NOMPU was the use of traditional values as legally significant criteria.

This translation is recorded in the Decree of the President of the Russian Federation of November 9, 2022 No. 809 "On approval of the Fundamentals of State Policy for the Preservation and Strengthening of Traditional Russian Spiritual and Moral Values" [5].

- A list of values recognized as the basis of the all-Russian identity is outlined;
- The obligation of government officials to take into account recognized values when developing and reviewing regulatory legal acts has been established;
- A course has been set to protect cultural sovereignty as one of the main elements of the national security of the Russian Federation.

As a result, a comprehensive system for evaluating draft laws is being developed, in which compliance with established traditional values and guidelines becomes a mandatory and fundamental criterion.

One aspect of implementing the NMPU is the functioning of a multi-level governance system, in which government bodies formulate strategic directions for national development based on public opinion, national interests, and principles. The system is based on the principle of centralized governance, which ensures unified strategic direction and coordination across all levels of government, a particularly important aspect for our country. The highest authorities determine key development priorities, create a regulatory framework that meets new standards, and monitor the implementation of decisions made, making adjustments as necessary. This governance system is based on the following principles:

1. Participation of senior officials in defining and developing strategic decisions (personal oversight of key development areas by the President of the Russian Federation and the Presidential Executive Office, approval by the President of the Russian Federation of fundamental documents and strategies, annual addresses to determine the development course and key objectives, etc.); One of the fundamental elements is the system of annual presidential addresses, which sets the course for the country's development and ensures the unity of political course.

2. Formation of specialized institutions necessary for the implementation of the National Public Health Program (formation of specialized departments, expert platforms, development and integration of communication and coordination systems between the government and society, as well as scientific communities, etc.).

3. Integration of value guidelines and the creation of criteria for assessing work and regulatory legal acts for compliance with recognized national interests and values (implementation occurs through the legislative consolidation of values, the introduction of criteria for assessing the compliance of decisions made with national interests and priorities, the development of public oversight mechanisms through civil society institutions and experts, etc.).

4. Formation of a unified system for decision-making and execution (implementation occurs through ensuring a clear hierarchy of powers, creating mechanisms for interdepartmental interaction, introducing modern management practices that meet new standards, etc.).

The National University of Public Administration (NUMPU) places a special emphasis on integrating value criteria into the functions of ministries, departments, and agencies. This manifests itself in the specification of the department's assigned tasks. (For example, the Ministry of Education develops methodological support for education based on historical

traditions and national values, while the Ministry of Culture develops regulations that counteract the falsification of history, etc.)

Each of the outlined principles works together, thereby creating a holistic management system that enables prompt responses to internal and external challenges, maintaining internal stability and sustainable development. The NOMPU system is structured so that all involved structures operate within a unified legal framework, simultaneously ensuring the transmission of value systems and their implementation in everyday management practices.

Another important element of the NOMPU, necessary for its effective functioning, is the mechanism of discursive legitimation, which allows for the consolidation of management decisions in the public consciousness through the formation of a special political discourse.

This process is realized through the use of specific language by government officials, where the constructs used in speech are inextricably linked to practical actions. Thus, public speeches by government officials serve a dual function. On the one hand, they proclaim legislatively enshrined values, and on the other, they demonstrate their connection to specific management decisions. The discursive field demonstrates that the NOMPU is not simply an ideological construct, but acts as a response to existing challenges, both internal and external.

V.N. Panin notes that "spiritual security is integrated with political, economic, informational, religious, intellectual, demographic, environmental, and national security components" [6: 76]. Educational initiatives aimed at educating and training young people also complement this picture. Thus, a course entitled "Fundamentals of Russian Statehood" has been developed and presented at many Russian universities. It systematically explains the value foundations of governance, linking them to historical and legal realities.

In addition, the NOMPU envisages the active development of qualitatively new mechanisms of interaction between society (represented by civil society institutions, experts, scientists, dialogues in open spaces, etc.) and government representatives.

Rosenko M.I. and Bratus I.A. believe that it is "civil society institutions that allow for the proper channeling of civic initiative, the timely and adequate exercise of control over the state, and the mitigation of potential conflicts within society" [7:64]. The state provides support to civil society institutions whose activities fall within the scope of priority areas for the state. The NOMPU assumes involvement in governance through:

1. Grant support in priority areas (family support, childhood, patriotic education, longevity, etc.).
2. Creation of expert councils under ministries to actively involve independent experts in the discussion of draft regulatory acts.
3. Inclusion of representatives of civil society institutions in commissions for the hiring of officials for an objective assessment.
4. Supporting open dialogue between government officials and society on issues related to the development of the state in various areas.

According to L.V. Smorgunov, "network political management is a stable, complex structure of interactions between all interested parties in a certain area of politics or formed to solve a certain political problem" [8: 8-9]. Concept is based on connections between participants in the political process, where they act as equal parties to achieve common goals

It should be noted that the National Management System of Political Administration (NMP) includes a comprehensive system of mechanisms for making and implementing management decisions, aimed at modernizing political governance through technological development and adaptation. In examining this aspect, it should be noted that the functional component is closely intertwined with the technological component of the NMP. This is implemented through the integration of various analytical decision support systems, enabling the rapid processing of large data sets in real-time mode, ensuring the formation of optimal management decisions by taking into account multiple factors and determining potential consequences.

Digitalization of management processes is becoming especially important, enabling the modernization of political governance. Modern technologies significantly improve the efficiency of decision-making and monitoring of their implementation:

1. Big data technologies is one of the key tools of modern management, which allows for a comprehensive analysis of various indicators in real time to ensure optimal management decisions.

2. Artificial intelligence (AI) is now being actively implemented into management processes to automate routine administrative procedures, allowing for the optimization of resource allocation and the timely detection of anomalies using predictive analytics, which, in turn, increases the effectiveness of control and oversight.

3. Blockchain technologies enable a high level of transparency in management processes and protect data from unauthorized access. These technologies also simplify interdepartmental cooperation and significantly reduce the risk of corruption.

4. Secure information channels are a strategically important element of a modern management system, ensuring the secure transfer of data between government agencies, the protection of personal data, and the counteraction of cyber threats.

R.Kh. Usmanov asserts that "to minimize trust risks, the state is forced to increase its presence in the online space and utilize digital technologies to shape images, perceptions, and values that help build trust among citizens" [10:533]. Thus, the introduction of modern technologies enables the creation of a flexible and adaptive governance system capable of rapid response and effective solution of tasks in the context of the digital transformation of society.

It should be noted that the problem under study has a number of fundamental circumstances. Let's examine them in more detail:

1. The National LMP cannot be viewed or interpreted as a simple reproduction of traditional, established political processes, mechanisms, and institutions. This model of political governance presupposes the incorporation of national priorities, values, and interests into modern management ideas and decisions. This clearly distinguishes between the simple application of a national agenda in the management process and the actual integration of value systems into decision-making mechanisms for the implementation of nationally oriented policies. Without such a distinction, the National LMP risks remaining a mere declarative construct, devoid of any real significance.

2. The content of the NOMPU has undergone significant transformation in recent years. Previously, the emphasis was on cultural -and historical continuity, but today, the NOMPU is presented as a comprehensive, structured model integrating several interconnected components: the legal and regulatory consolidation of national priorities and values, the organizational design of governance mechanisms (through the restructuring of political institutions), a communications strategy aimed at legitimizing political decisions, and the analysis and formation of public opinion.

3. It's worth noting the complexity of implementing the NLPU in today's Russian context, which calls for a balance between levels and forms of governance. While vertical power structures must be preserved to ensure the system's stability, it's also crucial to develop horizontal systems to actively engage civil society institutions in the governance process. Furthermore, open platforms for dialogue and the coordination of interests, such as expert communities and public debates, play a crucial role. An imbalance leads to the following risks: excessive centralization leads to bureaucratic stagnation, while excessive decentralization will lead to the fragmentation of the political space, which in turn will weaken governance.

D.S. Chekmenev notes that "the goal of construction is ultimately the "formation of a certain socio-political reality" [11: 45]. The process of constructing socio-political reality is a key mechanism for implementing the NMPU, which forms a holistic system of governance and relations based on national values and priorities.

Political governance, as part of the establishment and development of the National Public Administration of Ukraine (NLPAU), is taking on a new meaning, aiming to achieve sovereign

development focused on national priorities, avoiding isolation and external pressure. It is envisaged to establish mechanisms for assessing and filtering global trends in order to select and adapt international practices based on their feasibility and compatibility with Russian realities. It is worth noting that establishing and maintaining sustainable communication between the government and society plays a particularly important role in ensuring effective feedback.

It is important to emphasize that the conceptual foundations of the NOMPU resonate with V.Yu. Surkov's ideas of sovereign democracy. Back in the mid-2000s, he formulated the concept of sovereign democracy, which implies a way of political life in society in which the authorities, their bodies, and their actions are elected, formed, and directed exclusively by the Russian nation in all its diversity and integrity for the sake of achieving material well-being, freedom, and justice for all citizens, social groups, and peoples that make it up [9].

However, the NOMPU offers a more comprehensive system, unlike the original understanding of sovereign democracy, which focused primarily on political sovereignty. The NOMPU includes not only an institutional architecture but also implementation mechanisms, a system of criteria for assessing governance effectiveness, and mechanisms for dialogue and feedback. This allows the NOMPU to be viewed not as an ideological construct, but as a working tool for political governance, capable of ensuring the sustainable development of the state in the context of globalization.

**Conclusions.** The nationally oriented model of political governance is a complex system based on the interaction of various structural elements aimed at achieving set objectives. A new model of political governance is being constructed, aimed at satisfying domestic needs rather than conforming to globalist notions.

The institutional component creates political institutions with a stable structure and connections, enabling the effective implementation of political decisions at all levels of government. The regulatory and legal aspect is fundamental, enshrining national development priorities in legislation and indicating the direction of action for all participants in the political process. The functional and technological elements ensure the practical implementation of management decisions, integrating modern management practices and preserving national identity and sovereignty. The communicative and discursive component plays a special role, aiming to facilitate interaction between government and society and to create a unified information field that serves as the basis for communicating development values and priorities.

Thus, the identified elements of the NOMPU are closely interconnected, forming a single, well-coordinated mechanism capable of quickly responding to modern challenges. Further development of this model of political governance can be aimed at strengthening the interaction of all components and increasing their adaptability to a dynamically changing political reality.

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