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Prospects for the Implementation of National Projects of the Russian Federation for the Period 2025–2030, Taking into Account the New Model of Economic Development

A.P. Prokhorov

Ministry of economic development of the Russian Federation, Moscow, Russia

ABSTRACT

The relevance of the research topic is conditioned by the prolongation of the implementation of national projects of the Russian Federation, taking into account the new model of economic development of the country proposed by the President of the Russian Federation V.V. Putin. The country's development plans for the coming years, including ensuring technological and personnel or human resources sovereignty, infrastructure development, and the creation of fundamentally new industries, require sound strategies and effective implementation mechanisms. The analysis of promising areas (new tasks) will ensure the effective achievement of the set goals in accordance with the requirements of the new economic model and the challenges of the modern global environment. **The purpose** of this article is to determine the prospects and priorities for the implementation of national projects for the period 2025–2030, taking into account the new model of economic development of the Russian Federation, focused on the supply-side economy. **Methods.** The study was carried out using up-to-date data and analytical reports of public authorities, as well as a theoretical analysis of the basic principles and methodological approaches to the implementation of national projects. **Scientific novelty.** The author, based on the analyzed data, proposes an indicative list of new (reformatted) projects of the 2025-2030 cycle. **Research results.** The article substantiates new tasks that need to be solved within the framework of extending the implementation of national projects, the author finds that national projects should be complemented by breakthrough measures aimed at a significant increase in added value, qualitative growth of the revenue side of budgets of all levels, large-scale attraction of investment resources, creation of new high-performance jobs. **Practical significance.** The results and conclusions of the article can be useful for decision makers on the development and implementation of the country's development policy, for the project offices of government authorities. **Keywords:** national projects; national goals; state programs; project management; state strategic planning; portfolio of national projects; new model of economic development

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INTRODUCTION

In 2018, the President of the Russian Federation V.V. Putin outlined the key objectives of the national projects for the next 6 years, which were enshrined in the Presidential Decree of 07.05.2018 No. 204 “On National Goals and Strategic Objectives for the Development of the Russian Federation until 2024”¹ (hereinafter — Decree No. 204). The Decree, which is still in force today, includes 47 indicators (parameters) of national projects aimed at the socio-economic development of the country and touches upon all key areas of citizens’ life — starting from education and healthcare and up to increasing labour productivity and developing the digital economy [1, 2].

It should be noted that the national development goals are now directly defined in Presidential Decree No. 474 of 21.07.2020 “On the National Development Goals of the Russian Federation for the period up to 2030”,² and national projects are not the only tool for achieving them. All state programmes and initiatives of socio-economic development are aimed at achieving the national goals.

In assessing the current state of implementation of Decree No. 204 in terms of national projects, it is worth noting that 8 out of 47 indicators have been implemented ahead of schedule, 9 are at the final stage (more than 80% implemented), 17 are under implementation, and 13 are not included in the national projects/programmes. Solving the tasks of the national projects set by the President within the framework of the Decree required a comprehensive approach due to the fact that the target indicators, despite their specificity and measurability, were formulated on a large scale and required the inclusion of additional indicators capable of forming logical chains of business processes to achieve the tasks. As a result, comprehensive instruments capable of becoming a driving force

for the industry’s development were formed in all areas — national projects.

Due to the advantages of the project approach, consisting in the targeted and rational use of allocated resources, it became possible to ensure the implementation of large-scale social and investment projects within a limited timeframe, increasing the achievement of indicators included in the projects [3–5], on average, by more than 40 p.p. compared to 2018. These changes have significantly accelerated the socio-economic development of the constituent entities of the Russian Federation and the country as a whole.

During the development of national projects, it became clear that the achievement of the indicators chosen as a benchmark for socio-economic development is impossible without improving the quality of infrastructure and social sphere, the development of which is within the sphere of authority of the constituent entities of the Russian Federation [6–8]. That is why, out of 11.1 trillion roubles spent by mid-2023, more than 30% of the federal budget funds were allocated to finance the constituent entities of the Russian Federation, which amounted to 3.7 trillion roubles in the form of inter-budget transfers. At the moment, these amounts exceeded the regional budget’s own expenditures for the implementation of measures within the framework of national projects by more than 10% (RUB 3.7 trillion of federal funding versus RUB 3.4 trillion of own regional funds).

Thus, thanks to the national projects, the activities of which have been implemented in more than 70% of municipalities, the constituent entities of the Russian Federation have accelerated the development of the social sphere, created new jobs, and implemented large-scale projects in the areas of transport, housing, education, health care and demography, aimed at ensuring the well-being and improving the standard of living of citizens, as well as providing ample opportunities for self-realisation and unlocking the talent of each individual [9, 10].

¹ URL: <http://www.kremlin.ru/acts/bank/43027>

² URL: <http://www.kremlin.ru/acts/bank/45726>

The presented article uses the theses of the speech of the President of the Russian Federation V.V. Putin at the St. Petersburg International Economic Forum 2023,³ analytical annual reports of the Ministry of Economic Development of Russia,⁴ analytical annual reports of the Ministry of Finance of Russia,⁵ reports of the Analytical Centre under the Government of the Russian Federation,⁶ as well as publications of Russian researchers and economists focused on the regional socio-economic development of the country.

WHAT WILL BE THE PRIORITIES FOR THE IMPLEMENTATION OF THE NATIONAL PROJECTS OF THE 2025–2030 CYCLE?

The scale and significance of the tasks to ensure breakthrough socio-economic development of the Russian Federation within a limited time-frame required high concentration of managerial resources, attraction of funds from federal, regional and local budgets, as well as extra-budgetary sources, with simultaneous coordination of actions in the constituent entities of the Russian Federation, relevant sectors and areas of economic activity.

The national projects defined by Decree No. 204 have brought about tangible changes in both large and mostly small towns and villages; in the constituent entities of the Russian Federation, spheres and industries have been brought to a

new level. Modern schools, cultural institutions, health care facilities of various levels providing high-quality medical care have been built, and a comfortable urban environment has been created.

An analysis of the success of the national projects shows that despite their positive contribution to the country's development, there is still a huge potential not only to maintain the results already achieved, but also for further development. In this regard, it would be advisable to retain the institution of national projects and continue to work within the framework of the existing set of projects. At the same time, it is important not just to extend the terms of the existing projects, but to form a new composition of activities, to reorient the priority tasks, the achievement of which at the initial stage is impossible to provide with 100% of private financing.

Since the beginning of the implementation of the national projects, the political and economic environment has changed, and therefore the current set of measures no longer fully meets the current challenges. We believe that in the new cycle (2025–2030) within the framework of the national projects it is necessary to focus on the directions and activities that ensure the creation of a new model of economic development (NMED) [11–14]. It implies a large-scale build-up of the production and service sectors, strengthening of the infrastructure network, creation of new industries and facilities, introduction and mastering of modern technologies (based on data and artificial intelligence) with the use of scientific capabilities and creative capacity [14].

The main priority in the formation of the new portfolio of national projects should be their immediate (direct) focus on addressing the 6 key objectives identified by the President during the meeting of the Presidential Council for Strategic Development and National Projects on 15 December 2022,⁷ as well as during his Address to the Federal Assembly of the Russian Federation on 21 February 2023⁸ (Fig. 1).

³ URL: <https://www.vedomosti.ru/economics/articles/2023/06/19/981092-kak-budet-rabotat-predstavlenaya-putinim-novaya-model-razvitiya-rossii>

⁴ URL: https://www.economy.gov.ru/material/file/f5ef8f3012ce0e063013de4ddf52011a/otchet_o_realizacii_gos_programmy_rf_ekonomicheskoe_razvitiye_i_innovacionnaya_ekonomika_za_2022_god.pdf; https://www.economy.gov.ru/material/file/9b08323447cd1956c463979e0dab96a2/itogi_deyatelnosti_za_2022_god_i_zadachi_na_2023_god.pdf; <https://wciom.ru/analytical-reviews/analiticheskii-obzor/nacionalnye-proekty-2023-itogi-i-ozhidaniya>

⁵ URL: https://minfin.gov.ru/common/upload/library/2023/10/main/0749_Budget_2024-2026_corr.pdf.

⁶ URL: https://ac.gov.ru/uploads/2-Publications/analitika/2022/_%D1%87.2_web.pdf; https://ac.gov.ru/uploads/2-Publications/analitika/2022/_2021_short.pdf; <https://ac.gov.ru/news/page/novosti-prosedsey-nedeli-glazami-ekspertov-ac-5-11-fevrala-2024-27719>

⁷ URL: <http://www.kremlin.ru/acts/assignments/orders/70412>

⁸ URL: <http://www.kremlin.ru/acts/bank/49010>

CRITERIA AND PRIORITIES FOR THE FORMATION OF A NEW PORTFOLIO OF NATIONAL PROJECTS

1. The National Project activities should be mainly aimed at solving systemic problems in the short and medium term (until 2030) (which at the initial stage is impossible only through private investment) in areas corresponding to 6 key objectives.

2. The national project should address the development of several spheres and sectors of the economy in interdepartmental cooperation with a single project management centre; special attention should be paid to the interconnection of inter-sectoral activities to ensure maximum synergistic effect.

3. The goals and objectives of a national project should be measured by specific and understandable socio-economic effects. The activities of the national projects can be divided into three groups: prolonged process activities already contained in the national projects (within the basic allocations); ongoing project activities of the current national projects (e.g., construction and reconstruction of drinking

water supply facilities, construction of nuclear icebreakers, etc.); new project activities. At the same time, it is not allowed to include in the project new activities of a process nature, which were not previously included in the national projects [maintenance of government bodies and budgetary institutions, fulfilment of public obligations of a permanent nature (social payments, benefits)].

THE PRESIDENT'S NEW MODEL OF ECONOMIC DEVELOPMENT: PROSPECTS FOR COMPOSITION OF A NEW PORTFOLIO OF NATIONAL PROJECTS

The new model of economic development is proposed to focus on domestic demand: to strengthen investment and develop own capital, to support national technologies. At the same time, the economy should remain open to international trade in goods and services.

The model implies a transition to a new level of economic development that not only responds to market conditions, but also actively generates demand. This approach involves expanding production and services, strengthening



Fig. 1. Key tasks of forming a new portfolio of national projects

Source: compiled by the author.

Direction “Technological sovereignty”	Direction “Infrastructure”	Direction “Human resources sovereignty”	Direction “New sectors”
<ul style="list-style-type: none"> • National Project “Data Economy” (Digital Economy of the Russian Federation) • National project “New technologies” 	<ul style="list-style-type: none"> • National Project “Safe and quality roads” • Comprehensive plan for modernisation and expansion of highway infrastructure 	<ul style="list-style-type: none"> • National Project Labour productivity • National Project Training and recruitment of Personnel 	<ul style="list-style-type: none"> • National Project SMEs and Support for individual entrepreneurial initiatives • National Project International co-operation and exports • National Project Tourism and the hospitality industry • National Project Unmanned aircraft systems

Fig. 2. The proposed list of new national projects of the 2025–2030 cycle

Source: compiled by the author.

infrastructure, introducing modern technologies and developing new sectors of the economy even in areas where there is no significant presence yet, but where there is potential for development. The model is simple and logical: on the one hand, striving for economic growth by expanding the production of high-quality goods and services, and on the other hand, stimulating demand for these quality products. To achieve the latter, it is necessary to ensure the availability of qualified specialists on the labour market and to improve the welfare of the country’s population as a whole.

Thus, it seems very logical to reformat the current national projects and supplement the list with those that meet the new priorities and criteria, including the 6 key objectives. Below is an indicative list of new (reformatted) projects for the 2025–2030 cycle (excluding the national projects that will be extended, which was mentioned at the meeting of the Chairman of the Government

of the Russian Federation M. V. Mishustin⁹), proposed by the author on the basis of the analysed data, which, among other things, will work for the development of the supply-side economy¹⁰ (Fig. 2).

Following the results of the meeting held at the end of 2023 under the chairmanship of the First Deputy Prime Minister of the Russian Federation A. R. Belousov, the Ministry of Economic Development of the Russian Federation should create an interdepartmental working group headed by the Minister of Economic Development of the Russian Federation, which in the summer of 2024 will form the basic composition of the activities of the new national projects.

From the author’s point of view, let us consider possible directions and tasks of the national projects aimed at the development of the supply-side economy.

⁹ URL: <http://government.ru/news/50527/>

¹⁰ URL: <https://tass.ru/ekonomika/18038125>



DIRECTIONS AND OBJECTIVES OF NATIONAL PROJECTS WITHIN THE FRAMEWORK OF SUPPLY- SIDE ECONOMIC DEVELOPMENT

1. Direction “Technological Sovereignty”. This priority envisages the implementation of national projects that address the creation/implementation of new technological solutions that will enable the formation of integral technological and production chains in various spheres and sectors of the economy, the widespread introduction of big data-based management and, ultimately, the creation of a basis for the transition to the next technological mode. [13, 14].

1.1. National project “Data Economy” (“Digital Economy of the Russian Federation”).

The objective of the project — is to transfer the country’s economy, social sphere, and public administration to modern principles of work based on data management.

New tasks: implementation of data-based management systems; generation of necessary and quality data.

1.2. National project “New technologies”.

The objective of the project is to ensure technological sovereignty, which implies both national control over critical and cross-cutting technologies and their full inclusion in the economic sphere of the country.

New tasks: formation of a technological forecast (foresight) and on its basis — adjustment and prioritisation of the state technological order; implementation of technological projects — “beacons”; fine-tuning of institutional conditions.

The project should also create an organisational framework of scientific and technological activities, providing an order for scientific research with subsequent production of competitive finished products based on these developments [13, 14]. It should be noted that federal executive authorities have formed megaprojects¹¹ for the development of the supply economy, which are implemented in addition to the national project.

2. Direction “Infrastructure”.

It is proposed to include two national projects in this direction: “Safe Quality Roads” and the transport part of the Comprehensive Plan for Modernisation and Expansion of Highway Infrastructure.

New tasks: development of transport and logistics corridors to meet the new needs of exports and imports; increase in cargo flows along international transport corridors (including the directions: North-South, Russia-China, Northern Sea Route, Azov-Black Sea); implementation of measures to eliminate infrastructure constraints, construction of new Highway infrastructure; expansion of the airport network.

3. Direction “Human resources sovereignty”. Within the framework of this priority, it is necessary to address the issues of improving the employment structure of the population and increasing its economic activity and mobility, creating high-productive and high-tech jobs. It is also necessary to fine-tune the system of personnel training and retraining oriented to the needs of economic sectors in the future.

3.1. National project “Labour Productivity”.

The objective of the project — is to develop the production systems of enterprises, including the application of lean production technologies; launch an ecosystem of digital solutions and retraining of working personnel.

New tasks: to ensure advanced growth of labour productivity by increasing the coverage of enterprises and expanding the list of industries; to form sectoral competence centres for the introduction of lean technologies at enterprises in a particular industry by order of the responsible federal executive body; to create corporate competence centres on the basis of state-owned companies in order to improve their efficiency.

3.2. National project “Training and recruitment of personnel”.

The objective of the project — in view of changes in the structure of the economy superimposed on long-term demographic trends, it is required to facilitate both territorial mobility of the population

¹¹ URL: <http://government.ru/news/48571/>

and inter-sectoral redistribution of labour force (reduction of geographical and social inequality).

New tasks: adjustment of the education system to new needs: development of secondary vocational (initiative “Professionalitet”) and additional education; provision of the system of secondary vocational and higher education with the necessary domestic equipment; state support for the creation of high-tech and high-performance jobs; addressing issues related, among others, to labour and educational migration (initiative “Russia — an attractive country for study and work”).

4. Direction “New Sectors”. National projects of this group should be oriented towards stimulating the growth of productive forces, development of business and tools to support foreign economic activity, promotion of systemic investment projects, and, as a result, the creation of new industries and markets of the future.

4.1. National project “Small and medium-sized entrepreneurship and support for individual entrepreneurial initiative”.

The objective of the project — is to focus on structural changes in both the SME sector (by stimulating the growth of specific indicators of the entities) and the economy as a whole; to increase the share of SMEs in industries oriented towards domestic demand.

This will increase investment, stimulate the growth of productive forces and the level of wages, and create favourable conditions for the development of new industries and the development of own production.

New tasks: to identify indicators that will characterise the elimination of the identified barriers to the qualitative growth of small and medium-sized enterprises.

4.2. National project “International co-operation and export”.

The objective of the project: in the conditions of the crisis, disintegration of global production chains and restrictions on international cooperation, the focus should shift to deepening integration with friendly countries (especially with

members of the EurAsEC (Eurasian Economic Community), BRICS and SCO (The Shanghai Cooperation Organization), multidirectional and multi-speed development of integration processes.

New tasks: reformatting the mechanisms of preferential crediting and insurance of export supplies and adapting them to the increasingly difficult conditions for Russian products and Russian companies; expanding crediting and insurance programmes for critical import supplies, taking into account the strengthening of secondary sanctions; building the skills and competencies of the personnel of export-oriented companies; developing digital services to support exporters.

4.3. National project “Tourism and hospitality industry”.

The objective of the project — is to address the issues of satisfying the demand exceeding supply through domestic tourism and the development of related industries and spheres (trade, catering, transport, culture, construction, etc.; multiplier effect).

New tasks: integrated development of tourist infrastructure in the territories; training of personnel for the industry; increasing the number of rooms (preferential lending for construction of new and reconstruction of existing accommodation facilities, development of small accommodation facilities) and ensuring its utilisation in the off-season.

4.4. National project “Unmanned Aviation Systems”.

The objective of the project — is the implementation of key federal projects aimed at the development of such systems in the reporting period.

New tasks: infrastructure development, security, and formation of a specialised certification system for unmanned aerial systems; personnel training; development of advanced technologies; stimulation of demand for domestic unmanned aerial systems; integrated development, standardisation and mass production of unmanned aerial systems and components.



CONCLUSIONS

Based on the analysed data, it can be concluded that the national projects have made a significant contribution to the programme of socio-economic development of the Russian Federation until 2024. Thanks to an integrated approach and targeted use of resources, it has been possible to ensure accelerated development of the social sphere, create new jobs and implement large-scale proj-

ects. However, given the changes in the model of economic development, it is necessary to revise the current national projects and supplement them with new ones corresponding to the current tasks and criteria. The list of projects (tasks) of the new cycle (2025–2030) proposed by the author takes into account 6 key tasks of the President and is aimed at comprehensive development of the supply-side economy.

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ABOUT THE AUTHOR



Alexey P. Prokhorov — Lead Consultant, Department of Budget Planning, Government Programs and National Projects, Ministry of Economic Development of the Russian Federation, Moscow, Russia
<https://orcid.org/0000-0001-7504-0363>
alek.pro2014@gmail.com

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