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CITIZEN AND THE STATE:  
NEW PARADIGM OF INTERACTION  
AND STEPS OF ITS INSTITUTIONALIZATION

The article is devoted to the search of a new model for interaction between the state and the citizen which has taken place worldwide during the last decades.

The article considers the causes of the common fall of the authority of the traditional bureaucratic structures, in particular, some lack of their capability to respond adequately to social and technological challenges. This article shows serious changes that have been taking place in the national systems of public administration focusing on the specifics of Russia in this context.

**Key words:** state; bureaucracy; citizen, civil service, new public management; paternalism; post-veberism; reform.

Litvintsev V.V.

TERRITORIAL ASPECTS OF THE  
MODERNIZATION OF THE BUDGETARY  
PROCESS IN MOSCOW CITY

One of the problems, decreasing the effectiveness of the budgetary process in Moscow city, is an imperfection of the existing scheme of the territorial governance. Given the strict centralisation of the governance system, the staffing and resources potential of the local government's authorities is not fully utilized.

In the present article we consider a comparison analysis of the powers of the local governments and the inter-city municipal establishments of Moscow city, their budgetary and resources adequacy. We also suggested proposals on the modernization of the governance system at the level of the districts of Moscow city as a factor of the increase of budgetary process effectiveness.

**Key words:** centralisation, budgetary process, inter-city municipal establishments, local government's powers, effectiveness.

Scalon V.A.

## LOCAL SELF-GOVERNMENT: THEORY AND PRACTICE BASED ON THE INSTITUTIONAL APPROACH

The article is devoted to the analysis of the phenomenon of local self-governing, with a new institutional theory being the basis of the analysis. The article analyses the institutional costs of local authorities in small towns and regions when they perform their functions. These costs are, in most cases, unproductive, which make the work of the municipal governments worse.

The author introduces a new term “unproductive institutional costs” and proposes their genetics classification.

**Key words:** local self-government; municipal government; unproductive institutional costs; quality of management; local authorities.

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## EXERCISE OF CONTROL (SUPERVISION) BY STATE AND MUNICIPAL INSTITUTIONS (STATE-FINANCED ORGANIZATIONS): PROBLEMS AND SOLUTIONS

In accordance with the general rule established by the legislation on state control and antitrust legislation, the implementation of control powers by state and municipal institutions (state-financed organizations) is not allowed.

However, despite the prohibitions, other federal laws and laws of subjects of the Russian Federation provide for the possibility of certain types of control (supervision) by institutions (state-financed organizations). In some cases, institutions are endowed with supervisory powers by bodies of executive power regulations.

The study identified 6 types of audits exercised by federal institutions (state-financed organizations), 5 types of control (supervision), exercised by institutions of the RF subjects and 4 types of municipal control exercised by the municipal institutions (municipality-financed organizations).

The article deals with the disadvantages of control by state and municipal agencies, as well as different options for solving this problem.

**Key words:** state control (supervision), municipal control, state and municipal agencies.

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EFFECT OF ENTERPRISE RELATIONS  
WITH AUTHORITIES OF PARTICIPATION  
IN PUBLIC PROCUREMENTS:  
AN EMPIRICAL STUDY

In this paper, we regard public procurements as an instrument used by the state for indirect support of enterprises. In this context, we have posed the following questions: what place do the public procurements occupy in the system of relations between business and the state? Can we regard them as a component in “the system of exchanges” between enterprises and authorities? To what extent do public procurements are combined with measures for direct support of enterprises? To answer these questions, we used the data from a survey of enterprises conducted by the Institute for Industrial and Market Studies at the National Research University – Higher School of Economics in 2009. Our analysis gives us grounds to believe that as economic development of a region rises, direct support of enterprises declines giving way to indirect support by means of public procurements.

**Key words:** Public procurements, enterprises, state.

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Troitskaya E.A.

PRACTICE OF USING OF MAIN INSTRUMENTS  
OF NPM IN PERM KRAI

The present article is devoted to studying of ideological foundations of administrative reform in Perm Krai. The factors which have been influencing realization of the reform are considered, legal foundations and stages of reformation of public administration at the regional level are identified in the article. The authors come to the conclusion that the transformations of public administration in Perm Krai are based on stable ideological foundations and correspond to main principles of the new public management in general. Simulation of market processes within the public sector and a stress on private sector styles of management have both unquestionable advantages, and considerable shortcomings which are also analyzed in the article.

**Key words:** new public management, market mechanisms in public sector, administrative reform, perm experience, functional and goal-oriented model of government, executive bodies of state power.