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## EVALUATION OF THE QUALITY AND EFFECTIVENESS OF GOVERNANCE IN MODERN RUSSIA

**Abstract:** *This article is devoted to evaluation of the quality and efficiency of state and municipal management, training of chiefs in Russia. Particular attention is given to research the concepts of authority quality, quality and efficiency of governance.*

**Keywords:** *quality of governance, quality of life, social efficiency of governance, quality of life as a criterion for evaluating of the social efficiency of governance, monitoring*

### 1. Introduction

One of the main tasks facing the Russian society in overcoming the crisis and further development is the formation of high-performance and high-quality management system. In this connection, naturally raises the question actually about the quality of government, according to its objectively foldable and predictable foldable the public relations of government and public institutions, and the future of the socio-cultural realities and socio-economic basis.

Material and observations presented in the article are based on the results of a six-year monitoring "Quality of life and assessment of the social effectiveness of the government bodies in the Central Federal District", conducted by the Center for Social-Conservative Policy - "Center" in the period from 2008 to 2014, as well as an integrated

Eurasian Studies "the quality of municipal government and the elite", carried out TSSKP- "Center" in conjunction with the International Research Center of Modern Humanitarian Academy and Kazakh-Russian University in the 2013-2014 years. Foretelling some evaluative judgments, it is advisable to make a number of methodological explanations concerning the use of a number of concepts in the article and, above all, the category of quality power.

One of those who has most succinctly described the category of quality, was Aristotle, which was meant, "... what makes the objects are recognized, one way or another, the qualitative determination" (Aristotle). In Russian, the word "quality" is understood (Ozhegov, 2003):

- on the one hand, the presence or absence - the «the essential features, properties, characteristics that distinguish an object or phenomenon from others and give it a certainty», «properties or accessories, everything - that is the

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essence of a person or thing»,  
«something of this, it ceases to be  
what it is, when it loses its quality»,

- On the other hand, the degree of compliance or non-compliance - «dignity, events, things, actions - what they should be».

Thus, under the quality of governance we understand hierarchically organized system of properties, including the social, value-world vision, spiritual and moral, intellectual, activity-knowledge-components, which must satisfy the criterion of professional readiness of the public authority to the management of complex socio-economic, socio-cultural, environmental, etc. objects. What criteria and indicators characterize the quality of power or high-quality power? Measure of the quality and performance of the government bodies act the performance indicators to achieve the goal - quality of life (Tyurikov and Tyurikov, 2014).

The administrative and legal sense the quality of power appears as the sum of its properties and activities that determine their compliance with the requirements of the public and state enshrined documented. In other words, power is considered to be high quality if it complies with the needs of social and state, and in practice is in the legal field, in accordance with the objectives of the Society. Ie the qualitative power - is the power to drive complex objects by lawful methods, forms and techniques.

In the social sense the quality of power is represented as the degree of compliance and adequate reflection of its competence and activities taking place in society, and managed objects and their design processes for the future, as the degree of conformity of the results of its activity to social expectations of society as the ability to predict the possible ways of development of public relations.

Quality of life is considered by us as the result of purposeful activities of state and municipal government, business, civil

society and the person to create the optimum conditions to satisfy basic human needs and to maintain its existence of generic. Under the social efficiency of governance by the criterion of quality of life, we understand compliance of social results of activity of the government bodies to ensure the completeness and quality of public services in the basic areas of life established by the federal and regional social standards of quality of life and social expectations of the population (Saveliev and Tyurikov, 2014).

The results of these researches allow us to do a number of conclusions, here are some of them. First of all, I want to dispel the myth among chiefs that allegedly population does not notice all that positive, efficiently and effectively that state and municipal authorities makes, that "... how much good does not do, and the population sees only the bad and the unresolved problems" etc. Thus, findings of our survey clearly indicate that the population and regional experts note a sufficient number of positive and advantages in the activities of government. Among them it is possible to unambiguously attributed and business activity of governors, heads of municipalities to ensure the political and socio-economic stability, and concrete work on landscaping and infrastructure development, and significant contribution to economic development and investment attractiveness of areas and industries.

Secondly, for the period from 2008 to present, monitoring of the quality of life and of the evaluation of social efficiency of the government bodies in the CFD has become into the institute of a comprehensive evaluation of the government and the institution of the feedback of government with the population, was established a tradition of public discussions of the results of research and dialogue with regional authorities with the experts. And if the first results caused misunderstanding on the part of regional government, today we can state with satisfaction that the government has become more open and adequate to assessment of the effectiveness of their own

activities.

Thirdly, it is gratifying to note the fact that the range of organizations included in the evaluation rating activities of government bodies is constantly expanding. Since 2007, the rating of the political survival of governors performs Fund "Petersburg politician" and communications holding "Minchenko Consulting". Since 2008, the Ministry of Regional Development of RF annually evaluates the effectiveness of the governors and local authorities, and the evaluation of the results was made in 2012 using the new method, in accordance with the requirements of Presidential Decree №1199 from 21.08.2012 "On the performance evaluation of the executive authorities of the Russian Federation." Since 2013, evaluation of the effectiveness of governors carried by Civil Society Development Foundation, the Agency of Political and Economic Communications, and other analytical centers. At the same time, which is very important, all research results are publicly available.

Fourth, can be traced quite steady downward trend in the level of social efficiency of state and municipal government. For example, in the Central Federal District of the Russian Federation - level of social effectiveness of regional governors declined from 5.1 in 2011 to 3.8 points (on a ten-point scale) in 2014 and the activities of the deputy regional and municipal housing - from 4.3 to 3.8 points.

Fifth, the negative trend in the evaluation of the effectiveness of the social authorities According to experts and members of the focus groups is caused, first of all, by the absence positivity in the housing sector; lack of prospects, clear plans and programs of development of territories; declining quality of social services, especially in health care, rising tensions fiscal relations and regional budget deficit.

Sixthly, deserves special attention the conclusion that from year to year does not increase citizens' own activity to achieve a higher quality of life, as in the areas of

health preservation, physical and general culture, beautification of the area, as well as in employment and material prosperity. Most of the population continues to rely on state aid.

Of course, raises a number of legitimate questions: first - marked tendency to decrease the effectiveness of government in the Central Federal District is the regional specificity of Central Russia or systemic phenomenon in Russia today? And the second question - how the effectiveness of the government related to the quality of power and quality of education? However, these issues arise on the background of the fact that in Russia for the functioning of state and municipal service conditions are favorable, where on the one hand:

- was established the legislative framework and strict vertical and horizontal of state municipal authorities;
- the vast majority of civil servants have been or are being trained and retrained in "state and municipal administration," many successfully defend scientific candidate and doctoral degrees in management issues;
- wages and powers of civil servants have grown many times over the past decade;
- sociological surveys show a trend of growth in popularity and priority of public service when choosing a career for young people in Russia, which should enhance competition and selection of the best of a large number of applicants (according to ARPORC, one in five adults and one in three young people in Russian wants to be the clerk);
- In country has been developed a system of vocational training and retraining of state and municipal governments.

And, on the other hand:

- the number of officials is increasing, and the population and the number of controlled objects decreases from year to year;
- In government came in and used the new social and information technologies, including the Internet, electronic document management, electronic government services, telecommunications, conferencing, electronic databases and statistics, powerful analytical programs, etc.

At the same time today in Russian society there is a consensus that the country has a crisis of state and municipal government system, and the government itself is not very effective and urgently needs to "reset". This is indicated by the President of the Russian Federation, about this assert politicians, experts and representatives of the media and the public.

Confirms no optimal condition of the control system and the fact that in recent years, none of the indices and indicators, which directly or indirectly evaluate the effectiveness of control in Russia has not improved, but on the contrary - they show a negative trend (Human Development Report 2010). In world practice, since 1996 the quality of governance is measured by the annual Index of Governance (Governance Effectiveness Index) World Bank in 212 countries on 10 criteria: the quality of public services, the quality of the bureaucracy, the competence of civil servants, the level of independence of the civil service from political pressures, the level of confidence in the policy pursued by the government. Over the past ten years the quality assessment of Russian state administration - 42.2 points out of a maximum possible 100. And for Finland - a 100, in Germany the same rate - 91.9, in Sweden - 98 and in the US - 88.6. In this ranking we are at 120-125 places side by side with the Kingdom of Tonga and Ethiopia.

Regulatory Quality of Russia is also far

behind: Canada, Sweden, Finland received more than 96 points, but the result of Russia - only 38.2. According to this index, our country is adjacent to Tanzania and Gambia.

Of course, it is impossible not to see positive changes in the rating of Russia's position: in Doing Business rating at the end of 2012, we went from 112 to 92 place, and at the end of 2013 it is planned to rise to 50th place in the world.

However, global statistics in some way confirmed by the results of the monitoring study CSCP - "Center", according to which the effectiveness of the activities of state and municipal authorities on the example of the Central Federal District in recent years has tended to decline (Saveliev and Tyurikov, 2014).

Analyzing the quality of government, it is necessary to pay attention to a very important conclusion of the World Bank that the quality of governance does not depend on the income level of the country and the level of income of civil servants themselves. For example, in terms of average salary Russian official after the announced increase in 2013-2014 we have already surpassed European officials.

Time series analysis on the ten-year interval for 212 countries showed that the dependence is quite different: the wealth and prosperity of the country followed by the improvement of the quality of governance, and not vice versa ([http://www.vedomosti.ru/opinion/news/2480261/za\\_chto\\_](http://www.vedomosti.ru/opinion/news/2480261/za_chto_)).

So, if in the top ten countries (Table 1) with a high level of efficiency of public administration, anti-corruption settled countries: Denmark, Sweden, Finland, Singapore, Canada, Norway, Germany, France, Iceland, Japan, and then in the global HDI, duration, quality of life and happiness - the same countries topped the list with a very high index of development.

**Table 1.** Comparative table of the world rankings (2012-2013)

Rating name	Countries with the best performance	Russia: rank in the ranking, the environment
Education Index	New Zealand (1.00), Norway, Australia, Ireland, USA, South Korea, Slovenia, the Netherlands, Germany, Canada	Russia (0.78) - 49 place Tonga, Grenada, Belarus
Better Life Index	Australia, Sweden, Canada, Norway, Switzerland, USA, Denmark, the Netherlands, Iceland, United Kingdom	Russia – 32 place Brazil, Chile
The Happy Planet Index	Costa Rica (64.036), Bangladesh, Colombia, Germany, Austria, Japan	Russia (34.518) - 122 place Congo, Bulgaria, Cameroon
Life Expectancy Index	Japan (83.6 years), Hong Kong, Switzerland, Monaco, Australia, Italy, Iceland, Israel, San Marino, France	Russia (69.1 years) - 124 place Bangladesh, Nepal, the Philippines, North Korea
World Development Indicators	Monaco (\$ 186,950), Liechtenstein, Norway (\$ 98,860), Qatar, Denmark, Luxembourg, Bermuda, Australia, Sweden, Switzerland	Russia (\$ 12,700) - 59 place
Human Development Index	Norway (0.955), New Zealand, Germany, USA, Australia, the Netherlands, Ireland, Sweden, Switzerland, Japan	Russia (0.788) - 56 place Kuwait Saudi Arabia
Government Effectiveness	Sweden (98), Norway, Denmark, Germany, Singapore, Finland, Canada, France, Chile	Russia (41.6) - 122 place Kingdom of Togo, Ethiopia
Transparency International, The Corruption Perceptions Index	Denmark (91), Finland, New Zealand, Sweden, Norway, Singapore, Switzerland	Russia (28) - 127 place Nigeria, Lebanon, Kyrgyzstan, Iran, Cameroon
The Global Competitiveness Index	Switzerland (5.67), Singapore, the Philippines, Germany, USA, Sweden, Hong Kong, Japan, Netherlands, United Kingdom	Russia (4.25) - 64th place, Hungary, Sri Lanka, Rwanda
Rule of Law	Sweden, Finland, Norway, United States, Netherlands, UK, Japan, France	Russia (25) – 55place
Gallup index of economic expectations (group ROMIR)	Globally, in 2013 it increased by 9% (from -2% to + 7%) Brazil + 45%; China + 32%; India + 27%;	Russia – 22%

World Bank studies clearly demonstrate to citizens for what do we need qualitative bureaucracy: when a country moves from the bottom quarter of the rating the quality of governance in the middle, this corresponds to an increase in per capita income four times! About the same time reduced infant mortality and illiteracy.

Confirms this pattern and the results of the

annual monitoring CSCP Center "Assessment of the effectiveness of the social authorities on the criterion of the quality of life in the regions of the Central Federal District" (Saveliev and Tyurikov, 2012) presented graphically in Figure 1 and 2.

Analysis of the data presented in the diagrams can be concluded that in those

regions where the quality of life is higher (Belgorod, Voronezh, Kaluga, Tambov, Tula Oblast and Moscow), in the same regions above and evaluation of the effectiveness of

social government. Conversely, where the quality of life is lower (Tver, Orel, Kursk and Lipetsk region), there is performance evaluation government is extremely low.

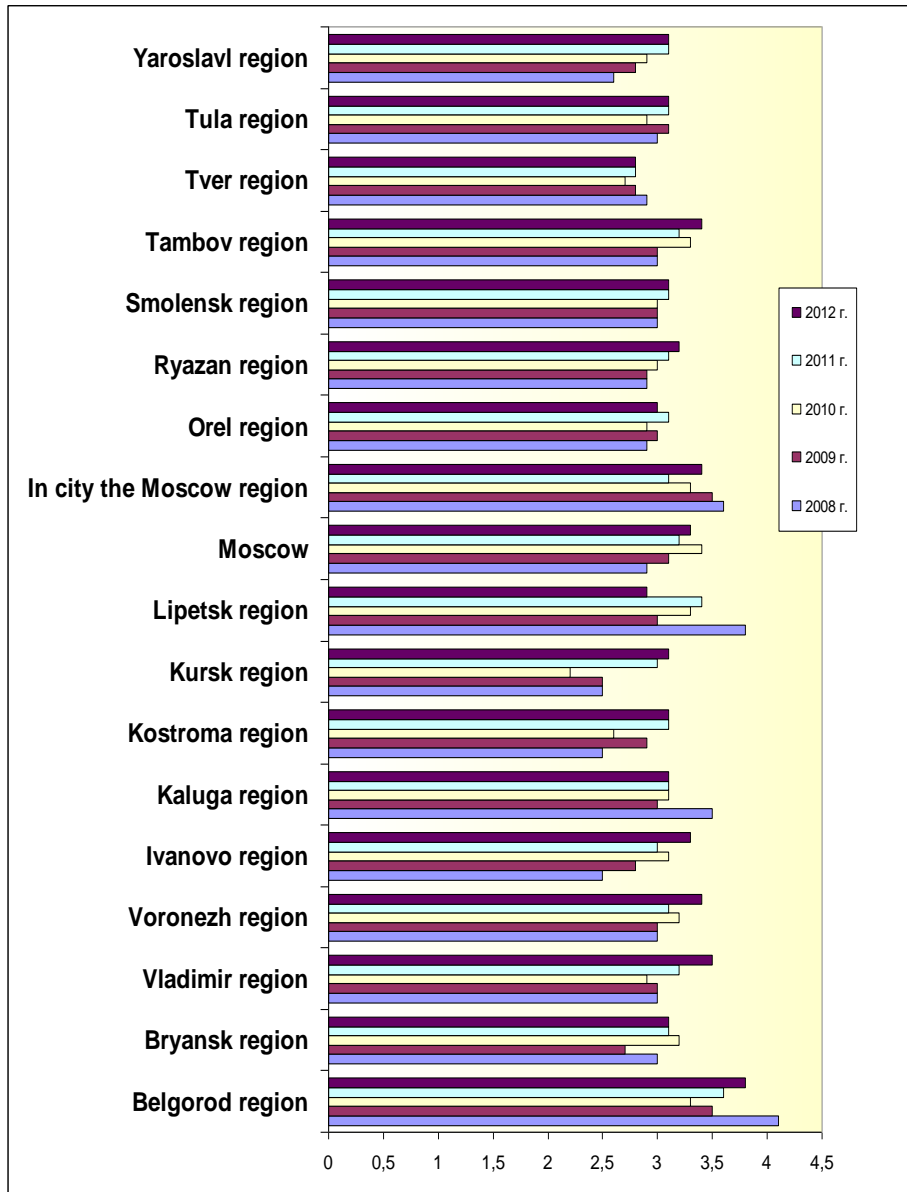
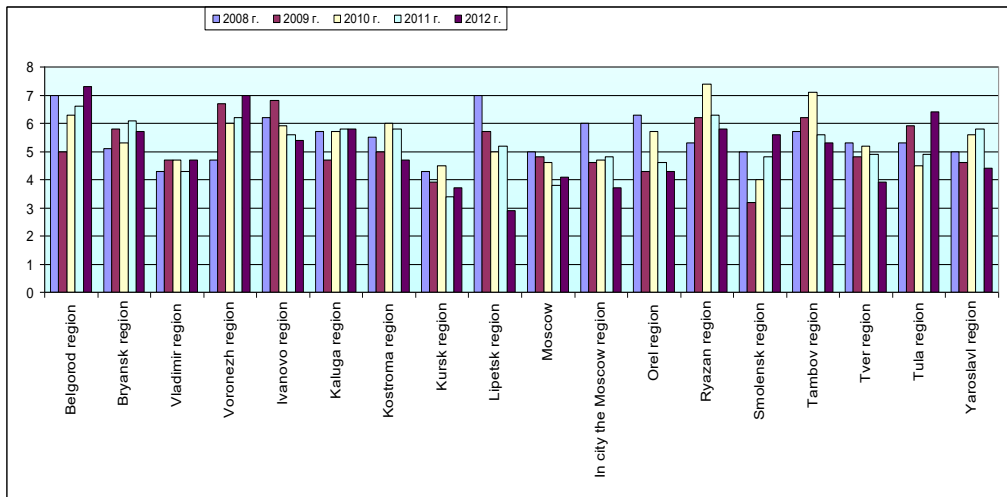


Figure 1. Comparative evaluation of the quality of life of the population regions of the CFD in 2008 - 2012 years (in points)



**Figure 2.** Comparative evaluation of the effectiveness of social CFD regional governors by the criterion of the quality of life in the 2008 - 2012 years (in points)

How the relation between the quality of government, quality of life and quality of education, especially training for the administrative links? Directly, and if you do not go into a detailed analysis of the causes and conditions that determine the systemic crisis in the management and poor quality of life in Russia (Tyurikov, 2013), it is advisable to analyze the quality of the actual power. And we will do this with the example of the municipal authorities.

The main result of this research is the conclusion that the current quality of the municipal government does not meet the level requirements of the society to ensure a decent quality of life. Overall assessment of the quality of municipal authorities in the Russian Federation - 2.46 points on a five-point scale. Below are the estimates of the main block describing the quality of power (see Figure 3).

Analysis of the data indicates that the municipal communities of Russian have higher rating to the specific performance of the municipal authorities to ensure the quality of life in the areas of life (3.02 points) than the actual personality government (1.88 points) - spiritual and moral and intellectual, social and systemic

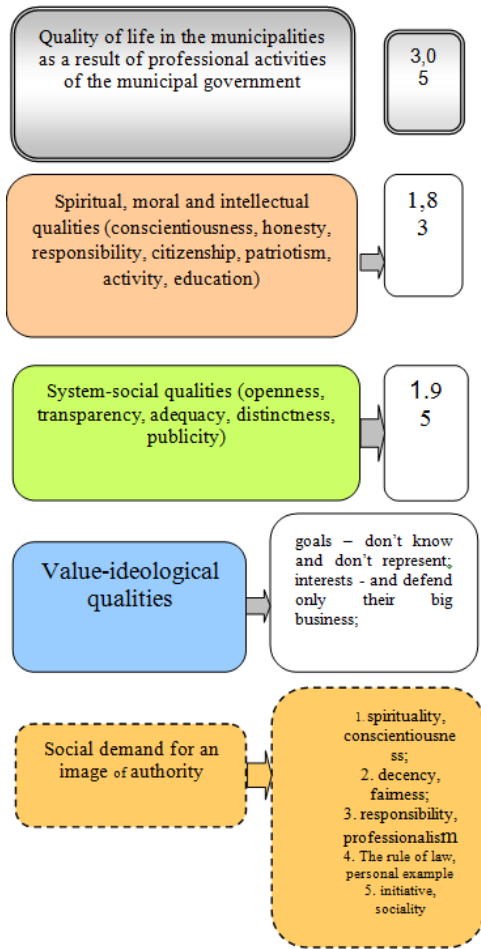
value-ideological.

Hence the logical conclusion of the experts that the government loses the confidence to a greater extent because of their low personal qualities than on specific performance. It seems appropriate in this context to bring one of the wisdom of the Chinese philosopher Confucius. One of his disciples asked him, "What is the government of the state?" And he replied: "This is when enough food, enough weapons and here is the confidence of the people."

Pupils further asked, "And what of the title can be the first to eliminate if necessary?" Followed by a second response to the sage: "You can exclude weapons." And what of the remaining can be the first to eliminate if necessary?" – Followed by another question of Pupils. Answer: "You can exclude food. Death of old no one can escape. When people do not believe, do not resist."

On expression of Nobel Prize-winning economist Robert Arrow. Trust - is a form of social capital. So when experts argue that the government loses the confidence today, we mean the loss of her that is called "soft power." In this sense - soft power - is the potential attractiveness of power, trust and sympathy for her people.

What is today request to the municipal communities on the image of the master power? In the first place - is spirituality and conscientiousness, the second - decency and justice, the third - responsibility and professionalism, and further - the Law and personal example, initiative and social.



**Figure 3.** Integral assessment of the quality of municipal authorities in the Russian Federation.

Obtained results allow us to compare a comprehensive study assessing the quality of municipal authorities in Russia and Kazakhstan. Table 2 shows the comparative evaluation of the results of the activities of government in the basic spheres of life.

**Table 2.** Comparative evaluation of the municipal authorities in the basic spheres of life in the Russian Federation and the Republic of Kazakhstan

	<i>Spheres of life</i>	<i>Russia</i>	<i>Kazakhstan</i>
1.	Preschool education	3,5	3,6
2.	General and further education	3,2	3,5
3.	Culture and spiritual development	3,0	3,6
4.	Social services and social protection	3,0	3,3
5.	Economic development, including creation of new jobs	2,5	3,2
6.	Ensuring the safety of the individual	3,3	3,4
7.	Housing and communal services	2,4	3,1
8.	Road facilities and the quality of roads	2,3	2,9
9.	Transport service	3,4	3,5
10.	Housing construction and housing	2,4	2,8
11.	Habitat and Ecology	3,4	2,6
12.	Physical Culture and Sports	3,7	3,8
13.	Improvement and landscaping yards, playgrounds	3,1	3,5
14.	E-Services	3,5	4,1
	<b>Overall Rating for spheres</b>	<b>3.05</b>	<b>3.3</b>

The presented data suggest that in Kazakhstan the results of the municipal government are priced higher than in Russia (3.3 to 3.05 points)

The most significant difference in the estimates is visible in the following areas: culture and spiritual development, housing



and public services, roads and quality of roads, electronic services, economic development, including job creation and development of small and medium-sized businesses. An exception is the evaluation of the environment and ecology - 3.4 points in the Russian Federation against 2.6 points in the Republic of Kazakhstan.

Comparison of quality in all spheres of municipal authorities are presented in Table 3.

**Table 3.** Comparative evaluation of the quality of municipal authorities in the Russian Federation and the Republic of Kazakhstan

	<i>Areas of government quality</i>	<i>Russia</i>	<i>Kazakhstan</i>
1.	Value-ideological and intellectual	1,83	2,82
2.	System-social	1,95	2,74
3	professionally trained	1,99	2,82
4.	Activity-resulting	3,05	3,3
	<b><i>integral assessment</i></b>	<b>2,2</b>	<b>2,92</b>

Results of the research suggest that the quality of the municipal government is not sufficiently high (2.2 to 2.92 points) and ranked higher in the Republic of Kazakhstan.

The quality of the government, its initiatives and examples in complying with the rules directly affects the quality of life and community cohesion. In this regard, it is important to evaluate not only what the government is doing, but what power does the fact that should and must do. So, the results suggest that the government has ceased to produce meaning, ideas, values, norms and behaviors, in other words, a world of power and values are blurred.

The ability to think deeply and to analyze the nobility of feelings, ie moral principle, remains outside the training and selection of governments.

What is the basis of ideology and government elite, what its value orientations today? Maybe it's the idea of social justice, the idea of equal opportunities, rights and freedoms or idea - equality in poverty for the majority. So what are the ideas that put forward and defend our government, including municipal? The answer should be unequivocally clear and understandable for both the elite and society.

Great effectiveness of policies and managers, which need to be equal, are the people with ideas. They are looking for a way, resources and technology to implement these ideas. Experience in the operation and development of society shows that are engaged in activities to achieve the ideas, managers coordinate and take into account the interests of various social groups, territorial, creating an atmosphere of competition, inclusion and solidarity. In fact, if managers do not have in front of them and for themselves most important task then disappears and professional motivation, managerial healthy ambitions. And if it is not, then, as the results of our study assessing the quality of the municipal government, the population formed a strong opinion that the government has no other purpose than to stay in power by any means, and that progressive, inspiring people and the government have no ideas and the image of the future is not presented.

It appears that this state of affairs contributes to a number of conditions.

*Firstly*, you can not form and convey a clear position that the control is a complex system of purposeful, organizing and regulating effects on the subjects of government awareness, behavior and activities of people (Atamanchuk, 2014). Unfortunately, now has formed the ideology of government, according to which government is like some kind of self-contained, self-sufficient phenomenon exists for itself and meet its functioning itself (Atamanchuk, 2008). In this paradigm, everything that makes a chief - a management activity, and results-based

on management are like outside. For these "chiefs" - the main is a process, not the result. Therefore it is considered appropriate that the management absorbs more and more public resources for their maintenance, and this is due to the fact that they themselves determine the amount and structure of management decisions. However while we ignoring management results all other things in the management becomes subjective and not a specific character. As a result, each head itself determines what is good and what is bad in its management or how it determines the superior officer.

*Secondly*, the government sincerely believes that the state and officials are the same. But the state - is not the power, and not officials, and integrity-trinity "of the population - and territory - power", ie the state - is a natural natural-public education (Atamanchuk, 2014). The state - is the form in which took place and goes the livelihoods of different peoples, nations and ethnic groups. State - is not patrimony of officials, and the form of society in which there are a variety of relationships between people. The drama of human history and modernity is largely determined by what the ratio of state power and society.

Russia's eternal dilemma around which broken and brokening intellectuals swords of various kinds, and there was a contradiction between the goals and aspirations of the state and citizens. In the Russian tradition to the present day - is the primacy of state interests, national development, formulated by the government, over the interests of the individual. However, the features of the modern world in which competition for human capital and the competition of their own human capital becomes the main mode of competition at all, remove the contradiction.

The Constitution of the Russian Federation clearly and specifically stated that the bearer of sovereignty and source of power in the state is its people - the multinational people. And those people delegate state and

municipal authorities to manage social phenomena, relationships and processes. And most importantly - to achieve what purpose it "contains the power"? In order to ensure the rights and freedoms of every citizen, to create conditions for qualitative of life.

*Third*, with an emphasis in teaching on the universality of the principles, methods and technologies of control and management, we are making the foundation of a vicious position, according to which, having mastered these entire management arsenal, no matter what and who manage, this is secondary. Interviewing government officials and businessmen, one can often hear that they are ready to take up work in any position and at any level. In this case, it does not matter to them that they have no experience in the management of territorial entities, groups, manufacturing, industry, country. Today, I am heading commercial firm "buy-sell", and tomorrow I'm ready to lead the Department of Agriculture or the country's defense, today I - officer, tomorrow I - heading the subject of the federation or the state. A striking example is the Russian practice of appointment to public office representatives' general civil law enforcement agencies. Experience has shown that the vast majority of the generals appointed to the post of governors of the Russian regions, the ultimate failure of the operation. Although before that they were effective military leaders of large military groups and households, but under their leadership regions were not developed.

So Is it possible to basically to manage not core to its basic activities with new actors? Perhaps, but under certain mandatory conditions, which, first and foremost, spiritual, moral and professional qualities of a manager and his knowledge of the subject of management. It is good if the manager is learning on the go and a lot of such examples, but unfortunately, most of these practices are negative.

Because all control objects vary in quality

and structure, functioning in their objective laws. They have a number of characteristics and qualities. According to the properties, capabilities, they are able to:

- To their own self-organization based on their needs, interests, goals, motivations, attitudes, and so on. Etc.;
- Targeted to the content of its activity due to the conditions and factors of their lives;
- To adaptability to circumstances and situations of their life;
- To a certain self-management in emerging real life processes;
- To perceive and process of changing the objective conditions and elements of the subjective factor, as well as technical equipment and production technologies.

Therefore, for the subjects of management is crucial knowledge the here and now, what are the control objects, as well as the orientation of the character of relations between them. Moreover the subject of management must constantly study and monitor the quality and dynamics of the subject of management. And when you consider that they are constantly changing under the influence of objective and subjective factors, the management is becoming the main factors of efficiency.

Today, in the control system "subject - object - interaction", are having serious imbalances and simplification. For example, if the subject of management, both in practice and in the scientific literature has been overlooked, here's to control objects and the relationships between them are extremely dismissive attitude. Although only managed objects - productive forces of society - creating customer value, benefit, infrastructure elements. And what make subjects of management? They are able to do only make management decisions and management actions.

And, perhaps most importantly, in the

managerial agenda must be present ideas, samples, objectives, models of the future and the mechanisms for solving the pressing problems. The agenda must not be tilted in the past.

Thus, the results of our research clearly demonstrate that over the years the most acute problems for the population are in the areas of: housing and communal services, health care, employment, economic development and material sphere, the road sector and the quality of roads, housing construction and housing, self-activity of the population to improve the quality of life (table 4), and the experts added to the list of issues indecision and inconsistency in overcoming corruption.

Analysis of legislative initiatives, government regulations, budget priorities, media materials naturally leads to the question of supply: or our state and municipal authorities consider that the above problems are solved and they either yesterday or today, there is no place in the political or social, economic or in the public agenda, or - in today's agenda are a priority for society and governance questions?

It is the isolation and populism authorities, the lack of confidence it draws the attention of German Gref, president of Sberbank. Moreover, it identifies the causes that force people to take to the streets to protest against the government. There is:

- power isolation from the society and a large number of unresolved pressing issues;
- populism and lack of strategic leadership;
- not involved so-called creative class in the process of government decision making;
- the absence or lack of transparency of social mobility, allowing talented people in all areas to realize their potential;
- absence of clear criteria for evaluating the effectiveness of the authorities;

- voting every few years for a particular leader or party is not sufficient to allow citizens to express their satisfaction with the policy and to influence it» (Gref).

**Table 4.** The dynamics of Quality of Life in problem areas of life in the period of 2009-2014.

Estimated period	Average rating QOL in the areas of life (on a five-point scale)	
	Below average (2.5 to 2.7)	Unsatisfactorily (2.0 to 2.5)
2009	Material prosperity road maintenance and the quality of roads, the social activity of the population	Housing and communal services, economic development
2010	Health care, material wealth, road maintenance and the quality of roads, the social activity of the population	Housing and communal services, housing and provision of dwelling
2011	Health care, material wealth, Activity population, roads and quality of roads	Housing and communal services, housing and provision of dwelling
2012	Health care, material wealth, road maintenance and the quality of roads, the social activity of the population	Housing and communal services, housing and provision of dwelling
2013	Health care, material wealth, economic development, social activity of the population	Housing and communal services, roads and quality of roads, housing and provision of dwelling
2014	Health care, economic development, social activity of the population	Housing and communal services, roads and quality of roads, housing and provision of dwelling

It is hard to disagree. Especially because not only Russia is in a state of systemic crisis inefficient outdated management model. In the format of the existing model of state and municipal government can not be solved for a long time already overripe problems in Russian society.

This means that the objective is the need to generate and implement a fundamentally

new management paradigm and a model based on the maximum involvement of citizens in all stages of the adoption of the most important state decisions at the federal, regional and municipal levels. And this model is obliged to take into account the fundamentally new quality requirements for power.

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