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NATIONAL ECONOMICS AND MANAGEMENT

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ORGANIZATIONAL AND ECONOMIC CONDITIONS OF BALLAST WATER MANAGEMENT

Published: 20 December 2021

Abstract. *The article deal with the problems of protection of the marine environment and coastal areas from the consequences of shipping operations. Institutional precautionary measures are proposed, as well as mechanisms for ballast water management.*

Keywords: *shipping, environmental protection, ballast water management, institutional approach, ecosystem monitoring.*

Citation: Burkynskyi, B.; Ilchenko, S. (2021). Organizational and economic conditions of ballast water management. Conferencii, (1) 1. <http://doi.org/10.51586/BMESS2021-1>

Introduction

In recent years, there has been increasing pressure on the marine environment due to progressive volumes and globalization in international trade. This situation has the effect of growth the negative impact on the quality of the marine environment by oil spills rise, emissions of chemicals and other harmful substances, air pollution and the indirect impact of these processes on water bodies, waste disposal, noise and radioactive load. The forecast assessment of the dynamics of the world economy shows a gradual increase in the volume of shipping due to the increase in the world's population and consumption.

At the present stage of economic development, transport plays a leading role, as it is an important part of industry, use, agriculture. As noted, maritime transport accounts for the vast majority of international traffic, resulting in negative consequences of its work. It is known that any of the modes of transport, including maritime, is one of the biggest polluters of the environment, but the vital needs of mankind should not be met by future generations.

In addition, the marine environment is usually an area of interest for different countries and stakeholders, being a cross-border area where not only the interests and needs of different countries should be taken into account, but also a single legal basis for economic, environmental and recreational activities within maritime borders.

Enhanced use of the seas requires new modern management initiatives with the development of tools to ensure the ecological sustainability of marine ecosystems by calculating the threats and risks of their introduction to the marine environment.

The peculiarity of protecting the marine environment from shipping is that ships do not always operate within the flag state, and the farther the ship moves away from it, the less the state relies on traditional sovereignty within its jurisdiction. Involvement of many stakeholders in the process of sea transport, lack of full autonomy of the flag state to regulate the ship outside its jurisdiction requires the development of methodological approaches and practical measures to design ways and methods of developing institutional and organizational impact on ships based on international requirements and standards.

Under the ballast water management mechanisms, the International Maritime Organization has proposed various physical, chemical and biological measures to treat ballast water before dumping, but none of these measures has yet been shown to be cost-effective or viable. For example, heat treatment and filtration, even if they are efficient, consume a lot of energy and contribute to air pollution. Thus, the lack of fully effective alternative measures was recognized and it was found that mid-ocean ballast water exchange is the best available solution, despite the concomitant shortcomings.

The International Convention for the Control and Management of Ships' Ballast Water and Sediments (BWMC) [1], has been launched, divided into main articles and an Annex containing technical standards for the control and management of ballast water and sediments. In general, BWMC is based on a two-tier approach. The first level of standards subject all vessels - new and existing - to the basic requirements for ballast water management at any time worldwide. This universally applicable first tier is complemented by tier two rules, which allow States parties to designate special ballast discharge control zones, within which additional measures

may be introduced. At the same time, coastal states reserve the right to take more stringent measures if they comply with international law.

Based on the date of construction of the vessel and the volume of its ballast water, the first level standards [2] provide for a certain end date after which the vessel must comply with the ballast water efficiency standard specified in Regulation D-2. Alternative ballast water management methods may be adopted if they provide at least the same level of protection for the environment, human health, property or resources and are in principle approved by the MEPC.

All vessels must have a ballast water management plan approved by the flag State administration. Similar to the AFS-Convention, enforcement procedures will comply with the requirements of MARPOL 73/78, which means that flag states remain the main executors, while coastal and port states have law enforcement powers only for violations occurring within their jurisdiction. A mechanism for inspection and certification of [3] vessels that meet the requirements should be introduced, and an international ballast water management certificate should be issued. State port control officers may check the ship's certificate, inspect the ballast water register, take ballast water samples and, if necessary, carry out detailed inspections and take measures to prevent discharges [4]. States Parties are required to provide sludge collection equipment at ports or terminals where ballast tanks are cleaned or repaired [5].

The possible effects of marine alien forms are very diverse and can be grouped as follows [6]:

- environmental impacts, including loss of natural biodiversity due to interference or competition with native species;
- reducing the availability of habitats for local species;
- increase in parasites and diseases, as well as hybridization, which causes genetic mutations;
- environmental impacts, including changes in nutrient cycles and declining water quality, which in turn may have a negative impact on, for example, shipping, fishing and drinking water availability;

- impact on human health and well-being, including reduced opportunities for recreation, overgrown aquifers and reduced recreational areas, as well as the growth of parasites and pathogens;
- cultural impact resulting from the extinction of populations of native species used for subsistence;
- reduction or degradation of culturally important habitats.

That is, today the solution to the problems of fouling, transfer of alien species and other environmental problems are not only damage to the environment that has a direct impact on human interests (e.g., oil pollution), but also damage that is associated with less significant biological effects (for example, the movement of organisms or the emergence of mutated species).

To assess the risks of the negative impact of the discharge of non-Black Sea ballast waters into the Black Sea, it is based on the conclusions that the coastal waters of the Black Sea are susceptible to acclimatization of alien species, including pathogenic ones.

Instrumental control of ballast density before the beginning of cargo operations is carried out within the framework of the Manual for sampling of ballast water MEPC 58/23. The program of ecosystem monitoring of pollution factors in the port area at ballast water discharge sites should be implemented on the basis of the MEPC Guideline 162 (56) and include:

- assessment of the risk of environmental compatibility, based on the comparison of the conditions of the ballast water location for the reception (replacement) and their discharge;
- identification of alien species with a high level of acclimatization risk;
- assessment of biogeographical risks based on the comparison of species diversity of the donor area (source of pathogenesis) and the recipient according to shipping data.

Today, there are a number of countries that have defined their national requirements for ballast water management in territorial waters to support their

ecosystems depending on the legal, organizational conditions, national geographical and biological aspects of ecosystems.

Measures to eliminate the problems of environmental damage, leveling its consequences are quite expensive, so a reasonable, modern and timely strategy to prevent such problems is certainly useful. Moreover, the need to develop a national strategy is justified by a number of factors:

- the problem of the spread of invasive species due to their transfer and emissions of ballast water from ships is quite serious;
- international conventions and other agreements outline only framework conditions, requirements and standards, which are quite general and often do not take into account national characteristics and needs;
- issues of ballast water management, which should be regulated and unified by law for a certain area with meticulous establishment of procedures for resolving routine and emergency situations, are practically not specified in the national legal field, which defines only the framework conditions for the maritime sector;
- requires the establishment of certain statutory organizational rights and responsibilities related to the management of ballast water and the prevention of the introduction of native species into the territorial waters of the country.

The algorithm for developing the National Strategy for Ballast Water Management, the tasks and responsibilities of its developers are crucial, as they are the basis for the introduction of mechanisms for optimal management of processes to create safe conditions for the technical sphere, environment and population.

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3. BWMC, art. 7.
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WORLD ECONOMY

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MANAGEMENT OF OUTER SPACE ECONOMIC RESOURCES – LEGAL AND POLITICAL CHALLENGES

Published: 20 December 2021

Abstract. *Outer space resources of celestial bodies are accessible for the leading space-faring nations and their private space corporations. The absence of international legal mechanisms of distribution and management of space resources could lead to a severe international conflict, pollution of celestial bodies, and duplication of space projects. The US interpretation of article II of the Outer Space Treaty, which allows usage of the resources of celestial bodies, leads to competition and even conflict with an alliance of Russia and China. There is a strong need for an above-national vision, which can consolidate the efforts of states and private actors, enlarge their capacity for space exploitation and decrease the tension in international relations.*

Key words. *outer space, space resources, space economy, space resource management*

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Introduction

In the last three years, outer space exploitation by states and private actors has entered a new stage of extracting and managing material resources from celestial bodies. There are several reasons for this shift. Firstly, the successful technological innovation of reusable rockets will allow a much faster and dozens of times cheaper way of sending space objects and personnel in Earth's orbit and on the Moon. Secondly, the attempts of the USA to remain a leader, which is working, in a US-centered format of cooperation triggered a response of China, Russia, India and even the European Union to strengthen their positions and be ready to participate in a competition for the exploitation of near-Earth celestial bodies. Thirdly, the ambitions and capacity development of the US private space industry to perform expensive long-term projects has incentivized competition with governments and private industry from other states.

International legal regulation of utilization of outer space resources

The international legal regulation of usage of outer space has existed since the beginning of international space law as a separate branch. The primary norm is in article II of the Outer Space Treaty, which foresees that "*outer space is not subject of*

*national appropriation by claim of sovereignty, by means of use or occupation, or by any other means."*¹

The second relevant international treaty that was supposed to regulate the utilization of the resources on the Moon is in the Moon Agreement. However, the lack of ratifications by leading space-faring nations led to the low status of the treaty and rejection of the legal principles and international institutional mechanisms agreed in it.

The recent position of the President of the USA, expressed in Executive order from April 2020,² illustrates an understanding of the US government that article II of the Outer Space Treaty permits appropriation of space resources and complete rejection of the Moon Agreement and objection to its capacity to reflect international legal custom.³ Mosteshaar rightly concludes that this is a unilateral attempt to circumvent the Outer Space Treaty and general international law.⁴ Even if we accept the argument, initial bases on the Moon might comply with Art. II of the Outer Space Treaty, in time, that national settlement would violate this norm that prohibits national appropriation and occupation on celestial bodies.⁵ The norms of Article II of the Outer Space Treaty have been accepted as international legal custom, and they carry the obligations for non-appropriation and non-occupation of the outer space to all states, private organizations and people.⁶

The future establishment of a facility, also named Moon Base Camp⁷, is also a clear violation of Article II of the Outer Space Treaty, as this is a form of occupation and appropriation of parts of the Moon. The purpose of the rejected Moon Agreement⁸ was to avoid such initiatives led by a group of countries in competition with other groups of countries. The Russian and Chinese responses to the accords

¹ Article II of Outer Space Treaty, 1967

² Exec. Order No. 13,914, 85 Fed. Reg. 20,381 (Apr. 6, 2020)

³ Mosteshaar, Sa'id. "Artemis: The Discordant Accords." *J. Space L.* 44 (2020): pp.596-597

⁴ Ibid. p.597

⁵ Salmeri, Antonino. "Developing and Managing Moon and Mars Settlements in Accordance with International Space Law." In Proceedings of the 71st International Astronautical Congress 2020. International Astronautical Federation, 2020, p.4

⁶ Вылегжанин, А. Н., М. Р. Юзбашян, and М. А. Алексеев. "МЕЖДУНАРОДНО-ПРАВОВЫЕ ПЕРСПЕКТИВЫ ИСПОЛЬЗОВАНИЯ ПРИРОДНЫХ РЕСУРСОВ ЛУНЫ И ДРУГИХ НЕБЕСНЫХ ТЕЛ." (2021).

⁷ <https://www.nasa.gov/specials/artemis-accords/index.html> Last access November 30, 2021

⁸ The Agreement Governing the Activities of States on the Moon and Other Celestial Bodies, Resolution 34/68 Adopted by the General Assembly. 89th plenary meeting; 5 December 1979.

culminated in deeper cooperation between the two states and a robust Sino-Russian alliance. Both countries initiated the International Lunar Research Station, consisting of a space station in Moon's orbit, a moon base, and mobile rovers and robots on the surface. Other countries are invited to join this initiative as well. It remains to be seen the attitude of India and most European countries.

The future of utilization of outer space resources could be supported by the good practices from the institutional mechanism of usage of the seabed resources, specifically the International Seabed Authority.⁹ The comparison between the seabed and outer space reveals several common characteristics. They both have the legal status of a common heritage of all mankind; both are not subject to national appropriation and declaration of sovereignty; both have enormous economic potential. Koch argues that the International Seabed Authority provides a precedent for global commons' sustainable and equitable commercial development (the deep seabed).¹⁰ The risks to conducting mining activities on the Moon, Mars, and other celestial bodies are related to these relatively new territories for exploration and mining. Other commercial activities could contaminate and destroy their essential scientific value.¹¹ Mining mineral resources from celestial bodies is an invasive act, leading to pollution and possible depletion of non-renewable resources.¹² In the case of the International Seabed Authority, the Central Data Repository manages the designation of areas of environmental interest, which are reserved for marine scientific research. Companies interested in commercial activities in those areas are required to receive an extraction license. Koch concludes that a similar embargo on specific sites in outer space could be feasibly considered.¹³

The role of the private space companies in the utilization of space resources

Viikari correctly summarized that the dominating attitude of treating outer space, including celestial bodies, is a mere resource reserve and a dump for the refuse

⁹ The United Nations Convention on the Law of the Sea, part XI, section IV, 1982

¹⁰ Koch, Jonathan Sydney. "Institutional Framework for the Province of all Mankind: Lessons from the International Seabed Authority for the Governance of Commercial Space Mining." *Astropolitics* 16, no. 1 (2018): p.7

¹¹ Ibid. p.16

¹² Sachdeva, G. S. "Space Mines: Dialectics of Legality." *Astropolitics* 7, no. 2 (2009): p.146.

¹³ Koch, Jonathan Sydney. "Institutional Framework for the Province of all Mankind: Lessons from the International Seabed Authority for the Governance of Commercial Space Mining." *Astropolitics* 16, no. 1 (2018): p.16

produced by space activities.¹⁴ This attitude is the leading risk with respect to polluting celestial bodies.

Private companies planning to use celestial bodies for tourism are interested in a safe ecosystem and lack of pollution in the long term. On the other side, other companies have commercial plans of exploitation of asteroids or the Moon through the mining of valuable resources. These activities would cause pollution and production of space debris that could jeopardize touristic activities or essential scientific projects. Sreejith is correct in his observation that space science is split into fragments and further divided into scientific projects for bids.¹⁵ It is true that space activities include much more private actors presently than in the past and that space law development depends on commercial actors' interests in outer space.¹⁶ The biggest problem that privatization and commercialization of outer space activities present to the development of international space law and achieving safety in the outer space environment is the lack of a philosophy to utilize outer space in the interest of humankind and its many scientific areas. The increasing commercialization of space activities requires adopting adequate and comprehensive liability rules, covering damages caused by space debris to goods and the environment.¹⁷ In order to avoid the interests behind these different commercial activities colliding, it would be beneficial and practical to adopt governing mechanisms and long-term plans for the utilization of celestial bodies in advance.

A higher above-national vision of utilization of resources

There is a strong need to adopt a higher above-national perspective of governance that includes different commercial and scientific interests. It is also needed because particular locations on celestial bodies carry different scientific importance today regarding various scientific fields. For example, in radio astronomy, specific craters on the far side of the Moon have been identified to

¹⁴ Viikari, Lotta. The environmental element in space law, Martinus Nijhoff, 2008, p.14

¹⁵ Sreejith, S. G. "Unmaking a National Space Legislation for India: Indigenizing Space Law through the Organic Science of the Indian Space Program." J. Air L. & Com. 83 (2018): p. 118

¹⁶ Benkö, Marietta, Kai-Uwe Schroll, Denise Digrell, and Esther Jolley, eds. Space law: current problems and perspectives for future regulation. Vol. 2. Eleven International Publishing, 2005. p.2

¹⁷ Diederiks-Verschoor & Kopal, An introduction to space law, Kluwer Law International, 2008, p.121

become "lunar quiet zones", as defined by ITU.¹⁸ Other locations, such as the Daedalus crater, have been identified as suitable to become a new radio-quiet zone, and a proposal is made for receiving official status as such.¹⁹ Maccone also substantiates that the far side of the Moon needs to be chartered as a special zone with a diameter of 1820 km only for scientific studies. This zone is referred to as Protected Antipode Circle.²⁰ Mining activities and touristic activities on celestial bodies should not be allowed to occur without regard to the need of other scientific fields, such as radio astronomy. Waste production on the Moon should also be meticulous, not significantly affecting radio frequencies. Touristic activities in outer space should be perceived as an increased risk for the generation of space debris and a source of financial resources necessary to fund orbital space cleanup.²¹

Conclusion

The increasing competition between states in outer space exploitation will lead to tensions and possible conflict in international relations, pollution of celestial bodies, and smaller long-term projects and investments. The alternative of competition is integrating national interests and consolidating the resources to culminate in more extensive space initiatives. The attempts of the USA to dominate in international relations and to set plans for colonization and mining of celestial bodies are in contradiction of Art. II of the Outer Space Treaty. This pattern of behaviour could trigger the next cold war in outer space, which this time will include an alliance between Russia and China to contain the USA and its allies.

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¹⁸ Presently the crater Saha is designated such status after the adoption of ITU recommendation 479-4

¹⁹ Maccone, Claudio, June 9-11, 2010, COPUOS session.

²⁰ Ibid.

²¹ Akers, Agatha. "To infinity and beyond: Orbital space debris and how to clean it up." *U. La Verne L. Rev.* 33 (2011): pp. 295-296

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ENTERPRISES ECONOMICS AND MANAGEMENT

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ADAPTIVE DEVELOPMENT OF THE ENTERPRISE

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Abstract: *The article examines the category of "strategy", "adaptation" and its relationship with enterprise development. The essence of strategic planning is determined. The relevance and importance of planning in the activities of enterprises is also determined. The study revealed a variety of and fundamental differences of opinion of scientists on the understanding of the concept "Adaptive development", because many scientists are not unanimous in defining it concept. The most common is the claim that adaptive development is the emergence of new or improvement of existing properties of the positive content, the value of which for the organization is related to the action of direct and indirect influences of the external environment on the activities of the enterprise. A modern enterprise in conditions of international competition should be inherent in leadership and high professionalism.*

Key words: *development, planning, enterprises, strategy, adaptation, strategic planning*

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Introduction

The economic conditions in which enterprises operate are constantly changing in recent years, which makes serious demands on the system of strategic business management, leads to the formation of new goals, mechanisms, tools not only in current activities but also in the long run. The main prerequisites for the success of the company and risk factors are now not only internal but also external factors, and success is associated with how well the company fits into the ever-changing, dynamic environment and adapts to new trends.

Enterprises are directly involved in the creation of fixed assets, have a significant impact on the economy as a whole, research on the ability of such enterprises to adapt to changes in their operating environment are especially relevant in today's economy of Ukraine. The aim of the work is to study and plan the theoretical foundations and analyze the adaptive development of enterprises in

modern conditions. The subject of research is a set of theoretical, methodological and practical tools for enterprise development. The object of research is the enterprises of Ukraine.

Literature review

A. Subbotin, I. Kalaikov, L. Rastrigin, J. Tsypkin, V. Skurikhin, Y. Sukhoverkha, E. Pettigrew, R. Vipp, P. Yarzabovsky, E. Lofqvist, I. Stenzaker, T. Landina, M. Budnik, B. Efendiev, T. Pilat, T. Grinko and other researchers.

When conducting research on the development of the enterprise, first of all, it is advisable to define its essence as an economic indicator. Issues related to the definition and study of adaptive development of the enterprise are given considerable attention in the works of leading scientists [1-4].

Results

It should be noted that the process of development of any systems, including economic ones, presupposes that economic entities have the property of adaptation, which is manifested in the generally accepted form as an adaptation to the external environment and to the existing conditions. The emergence and survival of organizations is possible only if the conditions of their internal and external environment [5]. Development, the transition of enterprises to a higher degree in the economic system due to the need for adaptation. Thus, development and adaptation are inseparable processes.

The study revealed the diversity and fundamental differences of opinion of scientists on the understanding of the concept of "adaptive development", as many scientists are not unanimous in the definition of this concept.

For a comprehensive study of the theoretical aspects of adaptive development, it is advisable to explore areas of adaptive development of enterprises [7].

The main ones are:

- 1) Organizational and managerial;
- 2) Economic;
- 3) Technical and technological;
- 5) Unconventional.

Within the framework of the subject of work it is expedient to pay special attention to the technical and technological direction, which includes modernization, development and implementation of programs of technical and technological renewal of production, introduction of new innovative materials and technologies of their processing.

An important role in planning requires high-quality provision of all necessary resources: human, financial, energy, information, technology. [3].

External factors of influence include:

- economic, political, social and epidemiological situation in the country;
- inflation rate;
- demand for products, works and services;
- income level of the population; [9].

Each of the above factors directly affects both the formation of trends in enterprises and the process of their adaptation to modern business conditions.

Considering external factors, it should be noted that all industries are very sensitive to economic, political, social and, as it turned out, epidemiological changes in the country.

The strategic goals of this reform are:

- reducing the number of inspections, regulatory procedures and reasons for contact between business and government;
- creation of an effective regulatory environment;
- creating a favorable environment for doing business.

The presented reform envisages reduction of the number of permitting documents in the field of economic activity subject to licensing, abolition of regulatory acts that complicate business activities, reduction of the number of state supervision (control) bodies, as well as provision of electronic services to citizens and businesses. is especially relevant in connection with the deterioration of the epidemiological situation in the country and the introduction of quarantine restrictions [9].

Recently, issues related to the introduction of energy-efficient technologies and equipment in all sectors of the economy have become increasingly important. These include:

- introduction of new and improvement of existing energy-saving technologies and equipment;
- reduction of energy costs;
- improving product quality, reducing raw material costs.

There are two types of key goals and results of the enterprise: financial and strategic.

Conclusion

At the enterprises of Ukraine strategic planning is almost not carried out and therefore specialists and managers domestic enterprises, including trade ones, do not have experience, knowledge and do not know the advantages of strategic planning. One of the reasons is that the methods of strategic planning used in foreign practice are not adapted to the domestic market, and as a result, the results of their use are not always satisfactory.

Another reason is the inconsistency of planning methods and tools used, which, in turn, is due to a lack of understanding of the importance of existing relationships between tools and methods of strategic planning. Many practitioners, focusing on some popular methods and tools, overlook strategic planning as a whole [10].

Strategic planning is planning from the future to the present based on global ideas and goals of the enterprise. Strategy is not a function of time, but a function of the set goal of development, a specific, spatially oriented direction of development. It is based, on the one hand, on the goals and objectives set during the development of the strategy, and on the other - on the forecasts in various areas of development. It should always be remembered that the application of strategic planning creates the most important advantages in the functioning of the enterprise: it prepares the enterprise for changes in the external environment; connects its resources with changes in the external environment; clarifies the problems that arise; coordinates the work of its various structural units; improves control at the enterprise.

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THE IMPACT OF THE COVID-19 CRISIS ON HUMAN RESOURCE MANAGEMENT: BETWEEN CHALLENGES AND OPPORTUNITIES

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Abstract. *The study is devoted to current economic and management issues. They are related to the need for timely adaptation of human resource management policies in the raw material enterprises in Bulgaria in the context of the coronavirus pandemic (COVID-19). Some theoretical and applied issues are addressed and covered together with the different economic and management aspects of the research question. The aim is to establish the impact of the COVID crisis on human resource management process and to discuss the challenges and opportunities.*

Keywords: *COVID-19 crisis, industrial enterprise, human resource management, strategy.*

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Introduction

The study is devoted to current economic and management issues related to the need for timely adaptation of human resource management policies in the raw material industry enterprises in Bulgaria in the context of the coronavirus pandemic (COVID-19). Some theoretical and applied issues are addressed and covered together with the different economic and management aspects of the research question. They are conditioned by the study and systematization of theoretical formulations concerning the crisis business management and the practices of adaptation to the new circumstances in relation to the need of enterprises to continue their activities, but also to comply with the changes in their external and internal environment.

The outbreak of the pandemic, and the crisis that followed as a result, affected the activities of industrial enterprises acutely and rapidly. Consequently, the transformation of the production process and the human resource management process becomes prerequisites not only for business survival and the preservation of the previous production capacity, but also for further business development and

growth [1]. The consequences of the pandemic are significant and manifest in different forms. They are difficult to predict, but at the same time visible, measurable and long-lasting, which determines the need for a sustainable meaningful change of HRM strategies, policies, models and practices. They need to be adapted to new health, economic, social, and legal realities and regulations. The pandemic crisis has steadily changed and continues to change the imposed economic and governance models of all systems, including enterprise as an open system. This requires their constant improvement, as well as more creativity, flexibility, dynamism, and search for new opportunities [2, 3, 4].

The practical experience of enterprises in adapting to new circumstances and the need to continue operations while taking changes in environmental factors into account is studied and summarized. Studying the good practices created and implemented over the past year and a half also allows us to check how adequate, effective and efficient they are. The question arises whether there is a way to achieve even greater adequacy, effectiveness, and efficiency, given that the pandemic has steadily changed and continues to change economic and governance models. This also requires their continuous improvement and prolonged search in this direction, in line with sustainable changes, new requirements, and process dynamics.

Theoretical and methodological foundations of the study

The relevance of this study is proved by the fact that the topic is widely discussed at the national, European and international level. The question of what practices are applicable when considering these processes is highly debatable given the high practical relevance of HR to the overall operations and performance of the enterprise. The research problem at hand is broad and touches many aspects, extending beyond the boundaries of a single industrial enterprise and an industrial sub-sector. The research problem on which this paper focuses goes beyond the boundaries of a single enterprise, a single economic sector and even a single country. The problem is comprehensive and concerns a wide range of economic actors and their behaviour.

The importance of the topic is proved by the great scientific interest, the constant search for new solutions, the rapid increase in the number and type of papers

in national and international scientific networks. The object of study is human resource management policy. The subject is the strategies applied to adapt this policy so that it's adequate, applicable, and effective in the current complex and dynamic situation in which business finds itself and which it must overcome in due course.

The aim is to collect, summarize and analyze various theoretical formulations - the basis for the transformation of human resource management policies and strategies in the raw material industry enterprises as well as in other industrial sectors where there is a continuous labor- and time-intensive production process. The collection, aggregation and analysis of different practices is justified as they can be borrowed and improved and, after taking into account the specific circumstances and profile of the enterprise, can be applied in other enterprises. This is the main contribution of the study.

The scope of this study includes, analyzes, and summarizes best practices in human resource management in the raw material industry enterprises in Bulgaria. The following methods and research approaches are applied for the purpose of the study: theoretical study, survey, analysis, synthesis, abstraction, generalization, systematic, heuristic, and graphical approach. Based on the use of these methods and approaches, conclusions are drawn and recommendations are made according to the research objective.

The present survey was conducted on the basis of a questionnaire (in online format) over a three-month period, from March to May 2021. This is the time span of the survey, and it allows to analyse what has been done in the raw material companies more than one year after the pandemic, and to explore what is planned to be done in the future. The summaries of the questionnaire and the results obtained are of significant value and are indicative of the formulation of conclusions and guidelines for recommendations, as well as directions for future research. The information was collected on the basis of the anonymous completion of the questionnaire. Participation in the survey is free and optional, subject to all requirements of interviewer neutrality, confidentiality, aggregation, and use of results for scientific purposes only. It should also be stressed out that not all invited managers were interested in participating in the survey for one reason or another.

This study is analytical and applied in nature and aims to draw conclusions and recommendations of an applied nature. Its methodological foundations are based on the development of an online questionnaire and the conduct of a survey of the attitudes and opinions of ten business representatives who are managers in enterprises in the raw material industry. This survey covers a significant number of the largest enterprises with large workforces ranging from 200 to over 5,000 employees.

Respondents hold a leadership position and are responsible for planning and/or making management decisions and are actively involved in the development and implementation of HRM strategies, approaches, and models. In interpreting the results, it should be made clear that the study cannot claim to be exhaustive, although the respondents include the majority of large enterprises in the raw materials industry in Bulgaria. However, the summaries of the survey results have significant value and are indicative for the formulation of conclusions and directions for recommendations, as well as problem areas for future research. The information was collected based on the self-completion of the questionnaire by the respondents.

The distribution of respondents is focused on including professionals who have real insight and involvement in the ongoing processes of change and adaptation of HRM policies, strategies, and models. All the respondents have a view and an attitude towards the processes taking place in the respective enterprises and the changes that have been made in line with the new realities imposed by this kind of crisis. This circumstance is set as a prerequisite for participation in the survey in order for the survey to have utility and analytical value. Therefore, the distribution of respondents by department and the fact that they occupy different positions doesn't change the importance and contribution of the answers given. Based on the answers to the questions, certain conclusions are drawn and recommendations are formulated.

Analysis of the survey results

The first question of the questionnaire aims to find out the size of the respective enterprise where the respondents work. The size criteria are of great importance and has strong analytical value. It's assumed that in large and very large enterprises, more changes can be planned and implemented due to the larger organizational capacity. Therefore they are objects of interest. At the same time,

changes are particularly necessary there due to the large number of employees working together in one workplace and the more complex structure and organisation of the activity. The business representatives included in the survey work for an enterprise that has a range of 200 to over 5 000 employees. Under a conditional criteria, which is accepted in the survey's framework, the sample includes predominantly large and very large enterprises. A total of 70 % of them fall into the range of 500 to 2 000 employees, and 30 % are in the range of more than 5 000 employees, which means that they are in the category of very large enterprises.

The main focus of the study is to track the changes in strategies and policies that have been made or are planned to be made in large and very large enterprises in human resource management. These types of businesses also have the greatest potential and the greatest need to make changes more quickly and purposefully. At the same time, their activities and the continuous production process are very severely affected by the direct and indirect effects of the COVID crisis. The specific answers to these effects are tracked through the following questions.

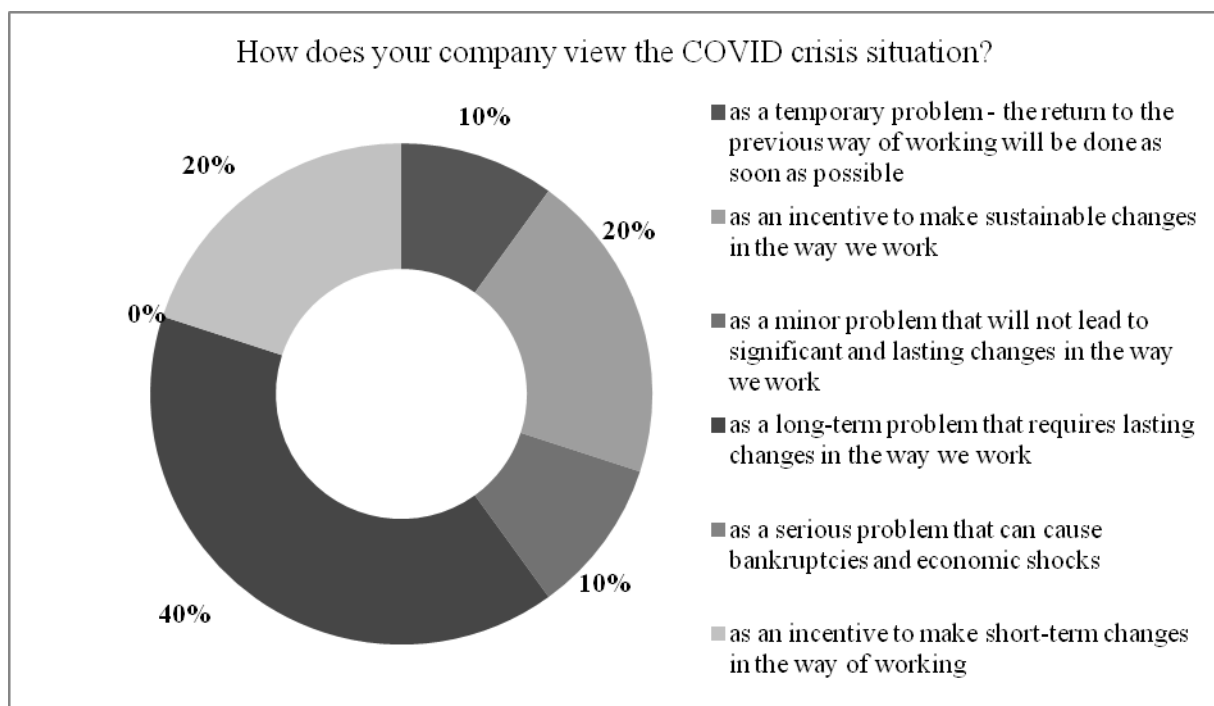


Figure 1. Question: "How does your company view the COVID crisis situation?"

Source: Survey based on a questionnaire

One of the questions is "How does your company view the situation?". It allows us to find out the managers' views with regard to the nature and seriousness of the situation according to their judgement and attitudes. It gives a clear idea of the

attitude towards the complex situation. It should either confirm or reject the hypothesis that the COVID crisis is a significant factor and generates the need for changes in HRM policies and strategies. Whether or not the pandemic crisis was the impetus for such substantial changes is being examined.

The summary picture of the results is as follows: the vast majority of answers consolidates around the perception that the COVID situation is still a problem, with only 10% indicating that it's a minor problem. 40% believe that this is a long-term problem that will require and imply long-term changes by management. An equal number (20%) of respondents shared the view that the COVID situation is a stimulus for either short-term changes or long-term ones, respectively.

The results presented in Figure 1 show that 40% of respondents perceive the COVID situation as a long-term problem that requires and will continue to require lasting changes in the way they work. From this point of view, the assessment of the business representatives is that the reaction to the situation is inevitable and justified. At the same time, changes that have been made or are planned to be made are assessed as sustainable and lasting. They will persist for a longer time, more likely after the change of situation that causes them. This group of respondents allows for the possibility that changes may be necessary and remain after the health and medical part of the crisis subsides. In this way, they will be maintained as a sustainable element of HRM policy and strategy. Twenty percent of respondents have a different opinion. According to them, the COVID crisis is causing and will cause changes, but they are rather of a short-term nature. It's therefore an impetus to make short-term changes, focused mainly on how workflow is organised, administered and managed.

A further 20% said that the type of crisis was an incentive to make sustainable changes in the way they work. This group shares the view that HRM strategy and policy will change permanently, and the reason for this will be precisely the onset of the business crisis. In summary, a total of 80% of the respondents indicated that the kind of crisis is a factor for change - either in the short or longer term. It's important to point out that 10% of the respondents are of the opinion that the COVID crisis and the effects it is having are short-term problems with limited effects over time. This predetermines their orientation and attitude to return to the old version of

organization, administration, and management in a short period of time after the elimination of the pandemic situation. Of significant importance is also the fact that not a single respondent indicated that they took the crisis as a serious problem that has the potential to lead to bankruptcies and economic shocks. All business representatives view the crisis situation in terms of the opportunities it implies, not just the problems it brings. The difference in attitudes can be seen in the attitude towards the time definition of the situation and the durability of the changes that have already been introduced or are about to be introduced in the production process and/or in the working environment.

The results lead to the conclusion that the majority of the managers accepts the situation as a more long-term and therefore more complex problem to solve, which requires a certain managerial intervention and leads to a revision of certain attitudes. The acceptance of the problem situation as a impulse is also a favourable tendency that indicates a certain degree of maturity in the attitudes and mindset of managers. Consequently, an overwhelming majority of respondents confirm that the COVID situation is rather a serious problem that requires appropriate changes as a response to the crisis.

The next question focuses on the elements of the corporate environment that the crisis has worsened (Figure 2). It is examined whether there are such elements that are deteriorating. When completing the survey, respondents indicated all valid responses for their company. In this case, all respondents gave two or more answers. Those responses that were most frequently mentioned are sought in order to draw appropriate conclusions. Employee relations, organizational and work culture stand out with the highest share (60%). These results are worrying, given that relationships, and the culture, and the way of working that is enforced are a key factor in effectiveness and efficiency. At the same time, the outcome is not surprising and is to be expected, as during a pandemic there is a lack of opportunities for meetings between team members and different teams in person and in a traditional working environment, discussing important work issues. This exacerbates the need for more and better quality and regular communication, removing communication noise and changing traditional approaches and channels of communication.

It can be argued that the crisis is a prerequisite for the deterioration of communication, and a reduction in its frequency and intensity. On the other hand, communication is mainly taking place in a digital environment through the use of modern advances in technique and technology. This creates good conditions for communication, but it's clear from the responses that the results of this communication are not good enough. In this sense, it's advisable not to rely solely on online communication, but to have periodic meetings and live operations in a safe environment and in compliance with the requirements and regulations related to the species restrictions, whenever possible. A combination of online communication and face-to-face meetings would contribute to addressing the recorded deficits. The frequency of this communication is also important, and all other things being equal, less frequency makes teamwork worse and vice versa. The reason for this is that irregular communication does not allow for discussion, the exchange of ideas, and solutions to problems. In team tasks, active communication and a proactive stance by the leader, combined with initiative by team members, yield a good level of efficiency and results.

Thirty percent of the respondents indicated that the COVID pandemic had negatively affected the speed at which tasks were completed. This result is logical given that some staff, in particular those in administrative positions, work remotely or in hybrid mode. This could, in all likelihood, lead precisely to delays in certain administrative and organizational issues. Combined with delayed and intermittent communication and difficulty connecting employees, speed can be reduced. Difficulties also arise when working in teams in which some members work at their workplace and others are online or in hybrid mode. This has a negative impact, especially on the administrative and organizational activities of the enterprise. It may be recommended to find the right approach to combine the possible options and find the workable one for the respective enterprise in order to increase speed. It is logical and justified to analyse the results in terms of the speed achieved in the completion of activities and tasks and to identify the reasons for delays. If they are removed and a suitable formula for adapting the processes is found, the speed will be increased.

The answers "strategic management", "work productivity and results", and "initiative and action orientation" each have 10%. This means that respondents do not think that labor productivity has decreased as a result of the sovereign crisis, which is a positive fact. The hypothesis that work performance deteriorated because of the specific setting is not supported. This trend is favourable because it confirms that enterprises have managed to find the right approach and maintain the level achieved in terms of labour productivity.

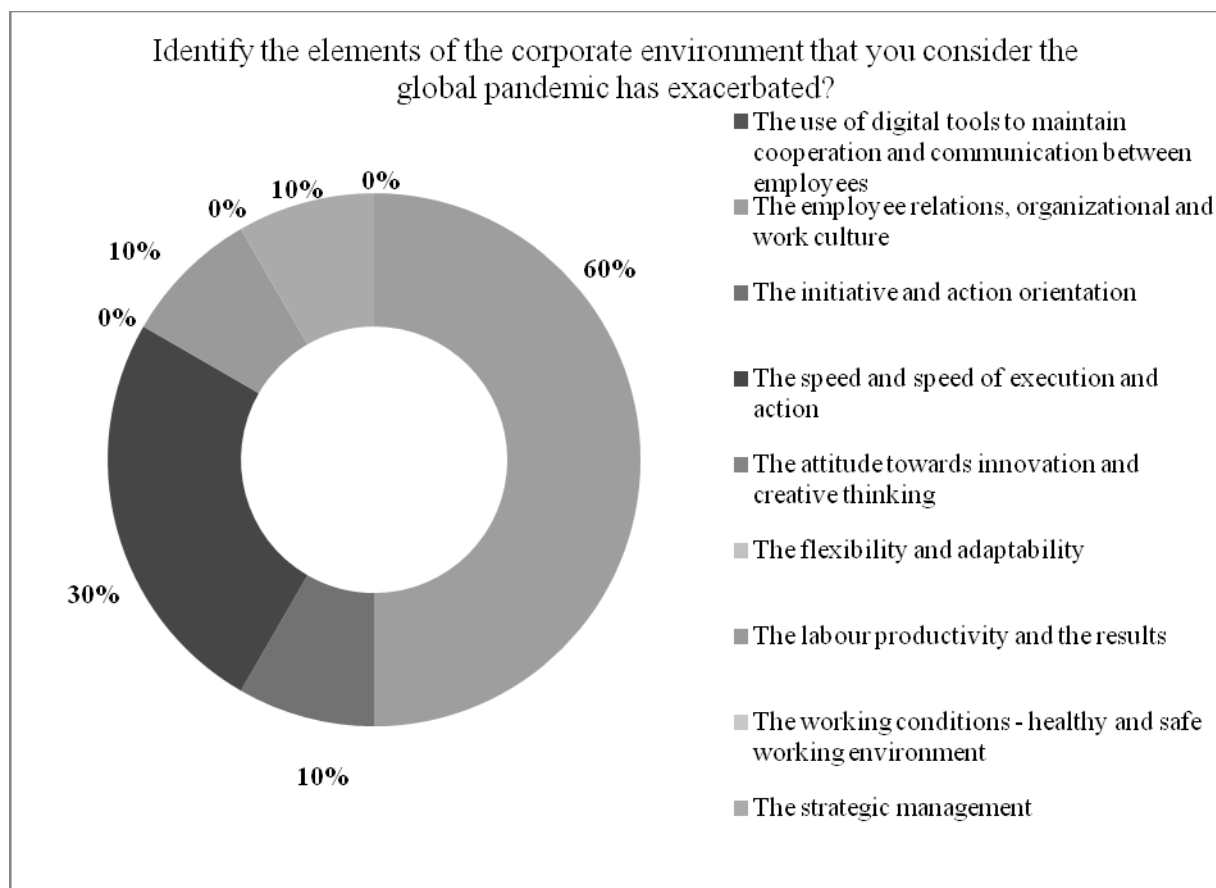


Figure 2. Question: "Identify the elements of the corporate environment that you consider the global pandemic has exacerbated"

Source: Survey based on a questionnaire

The question "What challenges have faced your enterprise in working remotely since the beginning of the pandemic?" presents the views of managers in the complex pandemic situation. When completing the survey, respondents indicated all valid responses for their company. In this case, all respondents gave two or more answers. Those responses that were most frequently mentioned are sought in order to draw appropriate conclusions.

In Figure 3, the responses are mixed, although a few stand out.

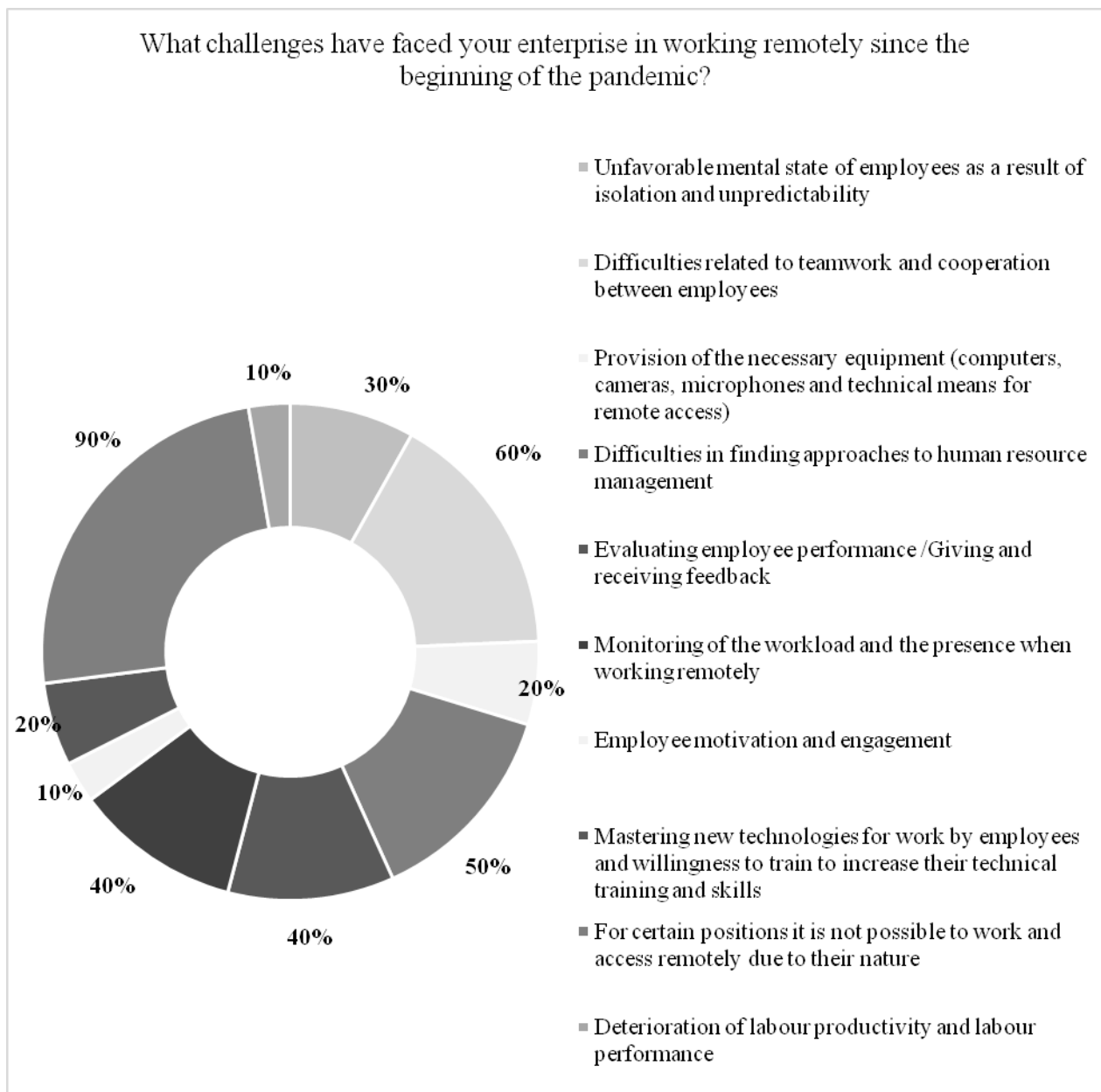


Figure 3. Question: "What challenges have faced your enterprise in working remotely since the beginning of the pandemic?"

Source: Survey based on a questionnaire

Thirty percent cite the main challenge is the adverse (deteriorated) mental state of employees who are forced to work in isolation and alone in order to comply with restrictive measures. Company leaders need to keep in mind that emotions play an essential role [6].

Sixty percent reported difficulties with the teamwork and the collaboration between team members, which is due to the inability to communicate directly in person and in real time. Twenty percent have experienced difficulties in relation to the need to provide equipment and to be able to take advantage of the digitalization of the processes and in mastering new technologies with their specificities. With the

same proportion are also those who were hampered by the fact that employees had to learn and master new technologies for work, having to motivate them to increase their technical literacy. Fifty percent had difficulties finding approaches to managing employees in the new environment.

Difficulties related to the teamwork and collaboration among employees have been observed, as well as the challenges related to the management approaches of employees by their supervisors. Only 10% reported a deterioration in work productivity, performance, and problems with employee motivation and commitment.

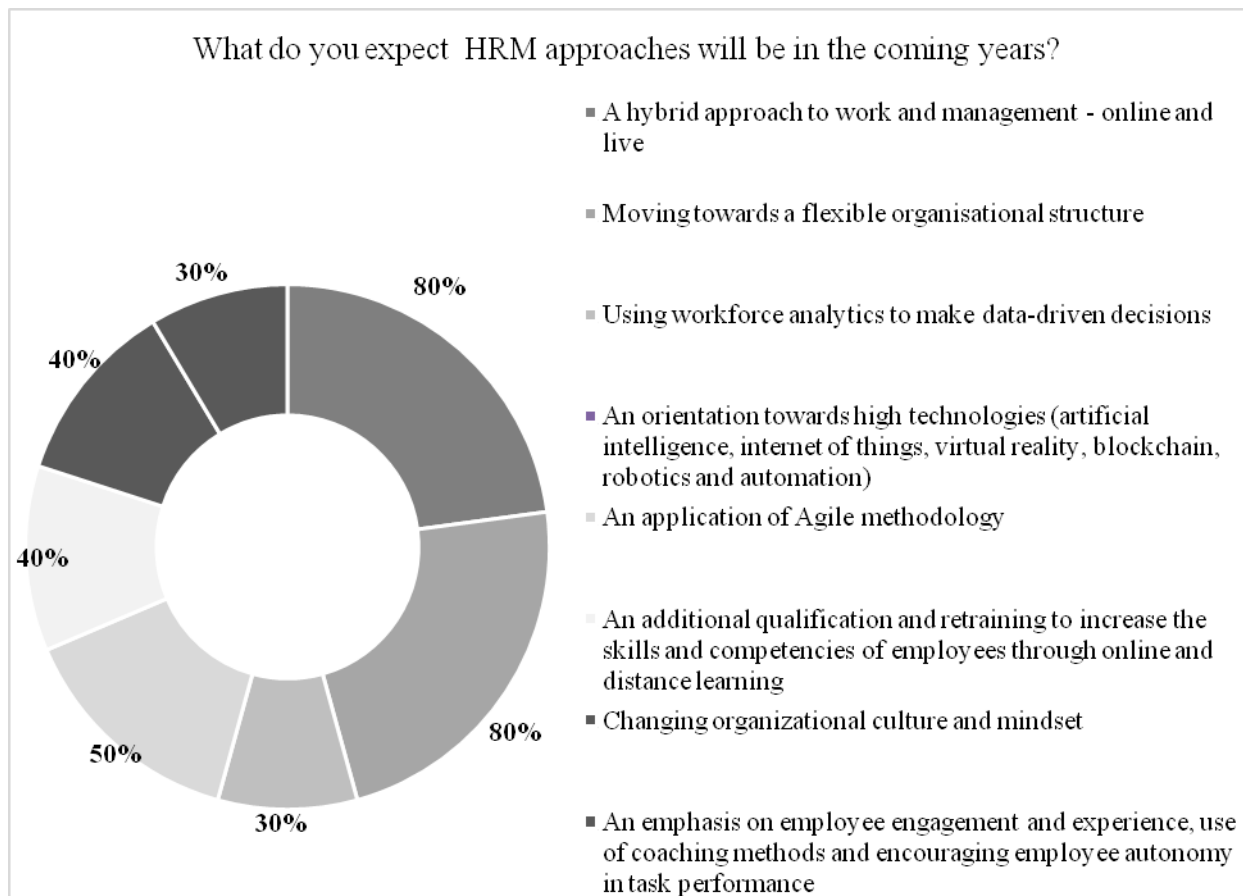


Figure 4. Question: "What do you expect HRM approaches will be in the coming years?"

Source: Survey based on a questionnaire

Management activities which are also problematic: monitoring workload and attendance when working remotely (40%), evaluating employee performance (40%) and giving and receiving feedback (40%). These management challenges are a problem that all businesses face when working remotely, and solving them is on the agenda yet. Again, accelerating digitalisation and the tools it offers to successfully and regularly monitor results and performance at an individual and team level can help address these challenges. We can conclude that in these enterprises human

resource management is focused on the care of the individual and his health, i.e. there is a social orientation. The main focus is the improvement of the working environment, preserving the safety, life and health of workers. The above direction is of great importance for labour productivity and performance.

Figure 4 presents the expectations for the approaches of HR managers in the coming years.

Again, more than one valid response is acceptable, so the distribution exceeds 100% by a significant margin. When asked, 80% of respondents noted that they expect to see a hybrid approach to work and management in the future, both online and in person, as well as a move towards a flexible organisational structure. 50% expect to expand the use of "agile" methodology. As a future approach, 40% identified changing organizational culture and mindset and gaining additional qualifications to enhance employee skills and competencies through online and distance learning as future approaches. It is striking that, despite the digitalization of the raw materials industry in terms of human resource management, managers do not expect an orientation towards high technologies, including the use of artificial intelligence, virtual reality, blockchain, robotics, and automation in human resources. The application of information technologies leads to the improvement of the companies' production parameters in each sector according to the criteria for sustainable development [5].

As is evident, the prevailing view is that hybrid working will be a feasible approach where it is practicable—mainly in administrative activities and much more limitedly in manufacturing. Eighty percent of respondents expect that the hybrid way of working and the blended approach to leadership—live and online—will bring more flexibility to the organizational structure and will remain more permanently in the coming years. It can be stated that these are changes that have been introduced out of necessity in a fairly short time and are mainly caused by the pandemic and the constraints on the work process that it imposes. However, managers recognize in them innovative practices that have the potential to find a place for longer. Fifty percent acknowledge the role of agile methodologies and agile methods in the HRM

process. Prior to the pandemic, they were also less prevalent and difficult to use in strict linear and functional organisational structures.

Points of interest are the responses relating to the need to retrain and acquire more digital skills, sorely needed in today's business practice, and to redefine organizational culture, which garnered 40% approval. The attitude towards changing the organizational culture, which is a prerequisite for any further changes, can be interpreted as positive. It's noteworthy that one of the possible options has not gathered any approval: the use of new technologies such as the Internet of things, artificial intelligence, blockchain, and virtual reality.

It's evident that automation and digitalisation are not yet fully recognised as an opportunity to improve HRM processes and overcome the difficulties that have arisen in the way and approaches to work so far. These results unambiguously show that managers are focused on changes in different directions, adapting models, approaches and structures. At the same time, they remain more conservative towards the opportunities offered by digitalization and high technology in HRM. This conclusion raises many questions - why managers are not open to these options and what are the reasons for this, especially in the context of the established Industry 4.0 trend. These issues should be the subject of further research, as the search for causes and the tracking of attitudes are the basis for clarifying the current situation and prospects for development.

Forty percent believe that changing organisational culture and mindset will be essential. A significant proportion (80%) share the view that in the future there will be a move to a more flexible organisational structure to respond to dynamics. An interesting highlight in the analysis is the answers that more engagement and experience building, use of coaching methods, and stimulation of employee autonomy and initiative will be needed. This demonstrates that the focus is on seeking approaches that are relatively more unconventional and that are expected to become firmly established in the future.

The following questions are open-ended and require a free answer from all respondents. This approach is chosen because of the nature of the questions themselves. They suggest the possibility of a response without limiting the options.

This would have greater analytical value and significance in order to draw conclusions.

The question reads, "Identify three major changes or new practices related to HRM processes introduced due to the co-occurrence of the crisis and the work requirements it imposed." The answers of the respondents quoted below are as follows:

- “an online team meetings, a weekly operational meetings, an online meetings with customers, partners, and suppliers, an internal and external online training;”
- “a routine activities in situations with limited social contact (face to face);”
- “working and communication skills in a hybrid model (online and live);”
- “competencies for teamwork, an introduction of remote administrative services for employees, a creation of a calm environment for work and administrative services for employees;”
- “a digitalization of administrative staff, a digitalization of staff training, more flexible organization of production staff;”
- “a remote working for administrative departments, teams bigger than 60 people, and good digital skills;”
- “a remote working, a reduction of paper work, a payment of additional bonuses, flexible working hours, a choice to work remotely;”
- “flexible working hours, a possibility to work remotely.”

In summary, several main directions prevail in the changes made, namely:

- digitalization of processes, leveraging the capabilities of technology and technological advances for the purpose of human resource management and maintaining communication and production processes;
- switching to hybrid or online mode of operation;
- a shift towards flexible models for the recording and allocation of working time;
- staff training and development programmes which are based on the use of online communication platforms and advanced software products.

The question asks, "Name three core skills and/or competencies needed by human resource managers to work effectively in the "new normal". The answers of the respondents quoted below are as follows:

- “flexibility and adaptability, faster decision-making, empathy and care for colleagues, soft skills”
- “adaptability and flexibility;”
- “skills to engage people in a non-conference format;”
- “competencies for teamwork, an introduction of remote administrative services for employees, a creation of a calm environment for work and service for workers;”
- “digital skills, creativity, analytical skills, and adaptability when working with staff and union partners in a dynamically changing regulatory environment;”
- “tenacity and flexibility, a greater expertise;”
- “trust, maintaining an active relationship with team members, commitment;”
- “flexibility, an excellent communication, patience;”
- “there are no new skills - the skills that the leaders need to have are precisely the ones that will take them and their organisation through the awareness and implementation of change. If they don't have the qualities before the new normal, nothing will help them in it.”

It can be summarized that several core skills and competencies prevail, namely:

- a flexibility, an adaptability, an ability and an orientation to change;
- an ability to engage the team in a remote working environment;
- an ability to create a good working micro-climate based on trust, exchange of ideas, empathy, activity and initiative.

It is noteworthy that all the answers given lean more towards personal skills and competences and less towards strictly professional and specialised ones. Therefore, according to the respondents, it's of great importance to develop soft and communication skills and competences to help manage, lead, motivate, and encourage work teams that have to adapt to the new working reality. Emphasis is placed on the importance of the communication process within the team and between

the different teams in order for the work process to continue successfully according to the new rules of the COVID and post-COVID era.

Conclusion

Tracking the attitudes of the business representatives shows that they accept the changes as necessary and inevitable, and do not resist it. They recognize it as necessary for the stabilization and the business sustainability. The unfavourable situation that has arisen can also be seen as an opportunity for favourable and long-delayed ones to lead to process improvements. For this to happen, however, managers need to develop their own skills and competencies, leadership qualities, communication and soft skills. This will help to create favourable and conducive environmental conditions for the work process and to be a basis for normalisation of processes.

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PRODUCTIVE FORCES DEVELOPMENT AND REGIONAL ECONOMY

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INFORMATION SYSTEMS IN ALBANIAN AGRICULTURE; PROBLEMS AND FUTURE CHALLENGES

Published: 20 December 2021

Abstract: *Information and communication technologies (ICT) in general and information systems in particular help the decision-making process, increase market and price information, impact the effectiveness of using objective resources such as land, workforce, or capital with evident managerial and profitability effects.*

The use of information systems in agriculture nowadays represents an opportunity as well as a significant development effect in agriculture in our country and for the improvement of quality of life in rural areas.

Our country represents one of the countries where the use of ICT has significantly increased in recent years, although the economic infrastructure and level of knowledge mastered by individuals and businesses (especially in agriculture and rural areas), has been inadequate.

Despite the extensive information provided through the internet and social media in general, information networks and platforms, communication and interaction for the agricultural economy sector are still at an early stage of development in our country.

Based on the level of information systems usage in rural areas and the structural problems that economic stakeholders and entities face in the Albanian terrain, the role of ICT in the economic activity in these areas remains weak and with invisible effects.

Keywords: *information systems, agriculture, e-agriculture, ICT*

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Introduction

In the last decade, the development of ICT has made a revolution in the business activity in our country. It has significantly affected the increase of volume, speed, accuracy and cost of information, reducing costs and increasing the efficiency of resources as well as the business activity in general. For some reasons which will try to explore in this paper, such an impact does not seem to be so obvious in the agricultural economy sector. Information and communication technologies (ICT) in general and information systems in particular help the decision-making process,

increase market and price information, impact the effectiveness of using objective resources such as land, workforce, or capital with evident managerial and profitability effects. Despite the extensive information provided through the internet and social media in general, information networks and platforms, communication and interaction for the agricultural economy sector are still at an early stage of development in our country.

In recent years the level of e-government services also some other digital platforms at the service of many businesses have grown exponentially, but this growth does not affect the rural sector and the agricultural economy to the same extent.

In terms of movement restrictions and limitations due to the Covid19 pandemic situation the assessment of obstructive and influencing factors and also the evaluation of the possible ways for the development of the information system in the service of the agricultural sector remain of particular importance. This statement is even more evident considering the weight of agricultural activity in the country (20% of GDP, INSTAT 2020) and the high level of labor force engagement in agricultural activities (48%, MARD Reports, 2020).

The use of information systems in agriculture nowadays represents an opportunity as well as a significant development effect in agriculture in our country and for the improvement of quality of life in rural areas.

Literature review

Information and communication technology (ICT) represents today a widely used instrument in sectors or businesses that have rapidly embraced innovation by giving them "additional weapons" and competitive advantages. Information technology along with the ability to use and adapt it is a key factor in generating and accessing wealth, power and knowledge nowadays (Peter Benjamin, 2000, "African experience with Telecentres").

E-agriculture involves designing, developing and applying innovative ways to use information and communication technologies (ICT-s) with a primary focus on agriculture (E-Agriculture; Strategy Guide, FAO 2017). Several initiatives have been taken as part of the Inter-Sectoral Strategy of Rural and Agricultural Development

2014-2020 to develop an integrated management and control system (IMCS) with the main focus on public information on the land surface, farms and rural activities which are still in the initial stages.

In the general system theory, an information system is accepted as a system, automated or manual, that comprises people, machines, and/or methods organized to collect, process, transmit, and disseminate data which represent information (Kürşat Demiryürek, Information systems and communication networks for agriculture and rural people, 2010).

Information systems are typically computer systems used to manage five primary components: hardware, software, data (information for decision making), procedures (design, development and documentation), and people (individuals, groups, or organizations) for collecting, storing, and processing data and for providing information and knowledge (K. Laudon & J. Laudon, MIS, 2019).

It should be noted that there are still few studies related to information systems in agriculture and interaction platforms, mainly in the rural activities.

An information system in agriculture represents "... a system, in which agricultural information is generated, transformed, consolidated, received and fed back ... to underpin knowledge utilization by agricultural producers" (Röling N.G. (1988): Extension Science: Information System in Agricultural Development. Cambridge University Press, Cambridge).

Results and discussion

Our country represents one of the countries where the use of ICT has significantly increased in recent years, although the economic infrastructure and level of knowledge mastered by individuals and businesses (especially in agriculture and rural areas), has been inadequate.

ICTs and electronic communications play a central role in Albania. Total 2017 ICT sector contribution to GDP amounted to 3% (Eurostat statistics 2017), while in the EU, the value added of the ICT sector in 2016 was 3.75% of GDP.

There are two important preconditions in the development of information technologies, information systems and digital services in particular related to:

- The existence of the environment and the demand generated by economic actors for ICT and information systems
- The level of direct initiatives, readiness and ability of the government to get involved in this domain.
- Considering the agricultural economy and the stakeholders involved in rural activities, we conclude that that the second precondition is "leader" and the first "follower".
- This is related to a considerable number of barriers that have to do mostly with the low level of knowledge and use of ICT and information systems by farmers and other actors in agricultural activities. Considering the second precondition quoted above, some of the key management challenges for building and using information systems are:
 - Designing systems that are competitive, effective, and technologically consistent with developments.
 - Defining system requirements and the ability to provide information
 - Generating value-added information systems with clear economic and operational effects on users.
 - Designing systems that can be managed, controlled, functionally understood and properly used by the users.

The level of a country in the digital and information economy by the UN / ASPA is categorized as an aggregate of several phases: emerging; enhanced, interactive; transactional; and fully integrated or seamless (Benchmarking E-government: A Global Perspective, 2012). In this classification, our country is in the third phase (interactive), this has to do mostly with the digital services not necessarily related to the agricultural economy.

From a public standpoint, information systems aim to address some of the structural problems faced by Albanian agriculture that are mainly related to the problems of ownership, farm size and consolidation of agricultural land, low level of mechanization and technology, level of competitiveness as well as food security.

Some of the structural problems of rural development are intended to be addressed through the building and interconnection of integrated data systems and services such as e-Albania, which has significantly changed the structure of services but not necessarily that of agricultural activities.

Based on the e-Government survey 2018, it results that Albania ranks in the second escalation in terms of E-Government Development Index (EGDI), with a value of this index: High EGDI 2018 (Between 0.50 and 0.75).

Also considering The Online Services Index component of the E-Government Development, our country is ranked in the High OSI classification, (Countries grouping by Level of Online Service Index (OSI), 2018).

This Index is a composite indicator measuring the use of ICTs by governments in delivering public services at the national level. Meanwhile, based on INSTAT data (<http://www.instat.gov.al/>, 2021) results that the level of use of public services has increased significantly, especially in the last two years.

The Covid-19 pandemic may be one of the reasons for the almost enormous growth of digital services in addition to the government's offer of these services.

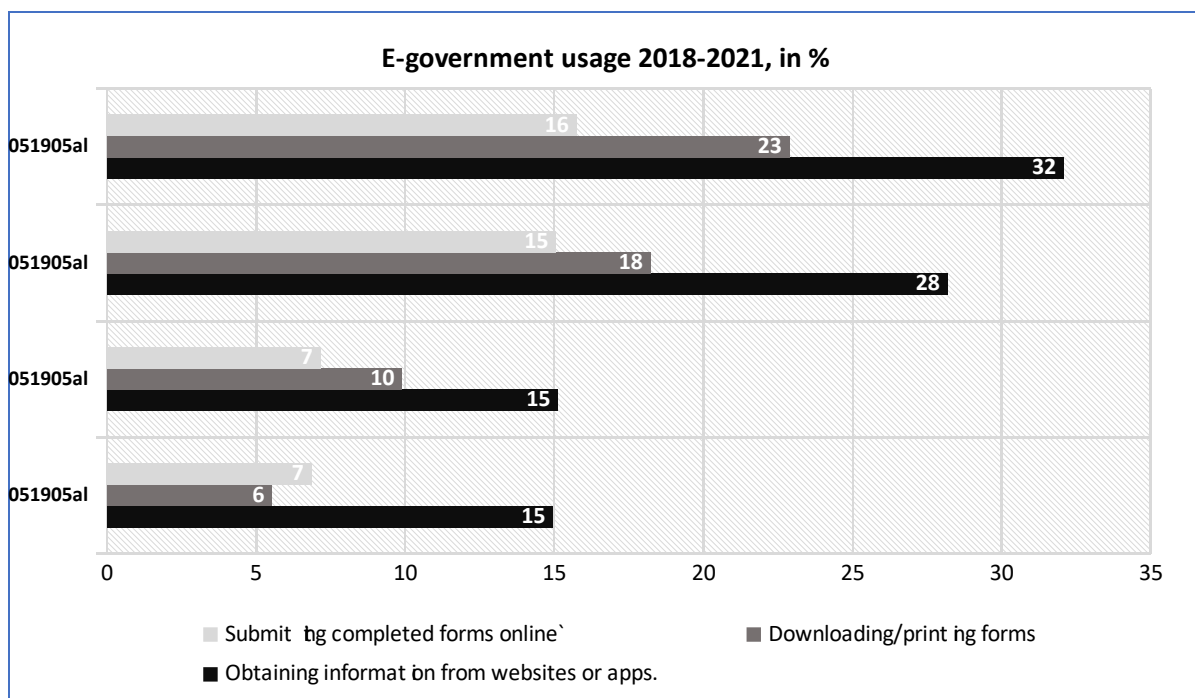


Figure 1. E-Government usage 2018-2021

As shown in the figure above, although there is an increase in the use of ICT in the last two years according to National Plan for Sustainable Development of Digital Infrastructure, Broadband 2020-2025, GoA; “A significant rural-urban digital gap

persists, mainly due to the lack of adequate infrastructure to provide meaningful connectivity” and thus the solutions and their effects on the rural economy in the country remain marginalized.

ITU identified the lack of rural connectivity as “one of the major gaps” that hampers growth in the country (ITU (2016), ICT Centric Innovation Ecosystem Country Review Albania)

Based on the World Bank definitions, meeting the goals of agricultural development and addressing the challenges related to information systems will have to provide specific effects on the development of the agricultural economy (Table 1).

Table 1. Agriculture economy development by IS

No.	Agr. Goals and challenges	e-Agr. outcomes	e-Agr. solutions	Impacts
1.	Higher incomes for farmers	Better access to information	1. Market information	10. Higher prices, produce in a greater demand 11. Higher yield production 12. Accurate of soil health assessment 13. More efficient distribution chains 14. Increased efficiency and predictability 15. Higher yield, fewer losses.
2.	Lower transaction and distribution costs	Better access to extension services	2. Climate and disease information 3. Good agr. practices 4. Extension services	
3.	Improved traceability and quality standards for buyers	Better market links and distribution networks	5. Direct links between farmers, buyers and suppliers	
4.	New opportunities for financial institutions	Better access to finance	6. Better recording, accounting and traceability 7. Credit 8. Insurance 9. Payment methods	

Source: World Bank, 2018 (adapted)

Regarding the purpose suggested in point 3, we can conclude that there are still dysfunctional structures of following and meeting the standards in Albania due to the weak activity of the charged standards structures as well as the lack of implementation of traceability systems (one piloted for livestock, matriculation function failed). Thus the expectations and effects in this regard are minor and sporadic. In most cases, they refer to quality systems implemented by private actors in the agribusiness system, much less to agricultural and livestock farms. Referring to point 4, we find that there is a dissemination of information that is largely dedicated to the "aggressive" practices of financial institutions to diversify the portfolio (especially some banks of the second level) and mostly microfinance institutions. But

we have to conclude that in parallel with the increased information intensity provided to farmers, the business financing costs have often been high due to the loan rates granted by microfinance companies. Therefore, even in this aspect, the effects have been limited.

Based on the practices used by the Agriculture and Rural Development Agency in 2020 in measures of direct support of agriculture from national schemes and also those of IPARD through e-Albania, we can conclude that it is an important step as a good example to follow and its impact on "extension" in the medium and long term.

Conclusions

Regarding the distribution of fixed broadband connections in 2019, almost 90% of the total fixed connections are in urban areas and 10% in rural areas. The Digital Divide in urban and rural areas remains high (AKEP data for 2019, and INSTAT for regional population figures January 2019).

Significant impacts in the agriculture sector can be expected from enhanced broadband development, by enabling organizational change and enhancing coordination to reap productivity gains from overall investments in ICTs.

Key reasons for the persistent Digital Divide are lack of infrastructure and lack of institutional capacities, but also affordability, for both fixed and mobile broadband access, especially in rural and low-income areas.

In recent years there is a noticeable trend in the construction and functionalization of digital platforms in the field of agriculture. Some of them are in operation today, mostly created as a product of donor support projects such as JICA, GIZ, etc. but there is limited statistical data on the level of their use.

Unofficial figures show that their activity is limited mostly to the central part of the country.

Referring to the level of using information systems in rural areas and the structural problems faced by economic stakeholders, the role of ICT in economic activity in these areas remains weak.

There are high expectations regarding the mid-term development of information systems but also the expected effects on the agricultural economy sector, both in terms of digital services by the public sector and by private initiatives in this

field, but these remain to be verified in continuity in the stakeholders' activity and the agricultural economy sector.

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Open Access

MONEY, FINANCE AND CREDIT

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EXPOSURE OF THE BANKING SECTOR TO THE TERMS OF ECONOMIC GLOBALIZATION

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Abstract. *If the twentieth century was called the century of technology and war, the nineteenth century without doubt has been called the century of information and communication. Advanced computer technology and borderless communication have made information, from all over the world, fly in a hundredth of a second. People also move more freely than 30-40 years ago. Land borders are almost extinct on developed continents and countries.*

In the current conditions of the global COVID 19 pandemic situation, on-line communication in every aspect of life is very important. Currently international conferences, workshops, symposia and most of the work is done virtually.

This wave of technological and social developments has given a powerful impetus to the phenomenon that has emerged since the end of the nineteenth century, globalization. Ultimately, globalization itself means setting no boundaries, communicating without limits, and seeing everything as a whole.

Liberalization of markets and integration into the world economy would find these countries unprepared institutionally and morally to the great pressures that economic opening would bring.

Economic globalization, like any phenomenon, has its advantages and disadvantages.

This paper will further highlight the negative aspects of globalization. Its negative impact is evident in all links of financial systems. This paper will focus more on the negative impact that the liberalization of countries in the banking sector may have, as an important part of the financial system.

The first part of the paper analyzes globalization, as an inevitable phenomenon of our days.

In the second part of the paper, the focus is on the banking sector. First, the benefits and costs of globalization are presented, followed by a summary of the risks that usually characterize the banking sector in its activity.

In the last part of the paper, there are given the relevant conclusions and suggestions.

Keywords: *economic globalization, banking sector, foreign direct investment, financial stability.*

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Introduction

Globalization is defined as the process through which goods and services, capital, people, information and ideas flow without borders, thus paving the way for greater integration of economies and societies.

This integration is further driven by technological progress, especially in transport and communication.

Globalization is not a phenomenon of recent decades.

If we go back in history, in the 11th century, we see that the Republic of Venice based its prosperity on trade with other cities and provinces.

However, true globalization began in the second half of the 19th century, with the discovery and exploitation of electricity, the invention of the steam engine, the expansion of railways, and the setting of the gold standard. This period also marked the first wave of global economic integration, which was interrupted by the period of protectionism and aggressive nationalism, which occurred as a result of the Great Depression of the 1930s and the Second World War of the twentieth century.

The will and desire to return to international cooperation after World War II - which materialized immediately with the United Nations recovery and the creation of the International Monetary Fund and the World Bank - brought the second wave of global economic integration. The main beneficiaries of this development were the industrialized countries, where real per capita income tripled in the second half of the twentieth century; even in Germany it increased fivefold.

However, a recent summary study by the World Bank clearly shows that open markets and integration into the global economy have contributed to the great progress of economies for many developing countries as well.

2. Benefits and Costs of Globalization

Today globalization is a trend from which few can escape. But, like any phenomenon, globalization has its advantages and disadvantages. Being not only an economic, but also a political, social and cultural notion, its benefits and costs can be summarized in two terms: Development on the one hand and Poverty on the other.

Analytical arguments supporting financial openness (or in other words a liberalized capital account) address four main issues:

- benefits of international risk sharing for smoothing consumption;
- the positive impact of capital flows on domestic investment and economic growth
- increasing macroeconomic discipline;
- increased efficiency and greater stability of the domestic financial system, accompanied by the penetration of foreign banks.

a. Consumption balance

Entering the global capital market gives a country the opportunity to share risk and balance consumption, allowing the country to borrow in "bad" times (e.g. during a regression or rapid deterioration in trading terms). of a country) or to lend at "good" times (e.g. during an expansion or continuous improvement in the country's trading terms).

b. Domestic investment and growth

The ability of financial openness to penetrate the international resource space can also have an impact on domestic investment and growth. In many developing countries the capacity to save is strained due to a low level of income. As long as the marginal return on investment is at least as much as the cost of capital (borrowed), net inflows of foreign resources can complement domestic savings, increase the level of physical capital per employee, and can help the host country increase the rate. of economic growth and improve the standard of living. These potential benefits can be particularly large for some types of capital inflows, known as Foreign Direct Investment.

c. Increasing macroeconomic discipline

It has been argued that by increasing rewards for good policies and penalties for bad policies, the free flow of capital across borders may encourage states to pursue more disciplined macroeconomic policies, thus reducing the frequency of political mistakes.

d. Increasing the efficiency of the banking system and financial stability

Another argument in favor of financial openness is that it can increase the dimensions of the domestic financial market and can increase the degree of efficiency of the financial intermediation process, especially banking, by entering the domestic market of foreign banks. Penetration of foreign banks:

It can improve the quality and availability of financial services in the domestic market, increasing the degree of banking competition and enabling the application of more sophisticated banking techniques and technologies (such as more advanced risk management systems).

3. Banks Risks.

Banks are always exposed to certain types of risks that are characteristic of their traditional activity.

Credit risk

Credit risk is defined as the risk that arises when a bank's customers do not repay their obligations on time, thus causing a loss. This is the typical risk or "natural risk" of the banking industry. Therefore, banks' boards of directors usually focus continuously on the quality of loans both at the time of their approval and throughout their duration.

Foreign Currency Risk

Foreign exchange risk is the risk of fluctuations in the value of financial instruments as a result of exchange rate changes. This risk is high in those countries with exchange rate instability and usually in this case banks prefer to use financial instruments in a strong currency, which may not necessarily be that of the country in which the bank operates (mention here the phenomenon of deposit dollarization prevalent during the 1950s and which continues to this day in a good part of African states). In most cases, banks manage this type of risk by setting and monitoring the limits of open positions in foreign currency.

Interest Rate Risk

Interest rate risk is the risk of fluctuations in the value of financial instruments as a result of changes in market interest rates. This type of risk is managed by the treasury department through monitoring of market conditions.

Liquidity Risk

Liquidity risk is the risk that arises from the failure to secure funds as needed, e.g. replacement of existing funds at the time of maturity, withdrawal or fulfillment of client requests for additional loans.

Market Risk

Market risk is the risk of loss that arises as a result of opposite developments in market price fluctuations, which may appear in interest rates, foreign exchange markets, stocks and commodities. It is caused as a result of commercial activities and

management of the bank's Assets / Liabilities. Furthermore, market risk may arise from other positions taken by the bank, such as in the trading portfolio.

International Banking and Additional Risk

The international trade of goods and services underwent a rapid development during the twentieth century and today it is one of the main engines driving the economy and politics of states. The realization of this trade necessitates the existence of a foreign exchange market that enables and facilitates international payments. In terms of the existence of international payments, there is also a need for international loans, deposits or borrowings. The international deposit and loan market is often called the Eurocurrency Market - and banks that accept deposits and lends are often called Eurobanka. The prefix "euro" used in these two words does not mean that the above activities are limited to Europe.

Recommendations and Conclusions

Globalization is an economic, political, social and cultural phenomenon which few can escape today, in the nineteenth century, in the era of information and movement without borders. However, whenever the world's most powerful countries gather at their annual summits to discuss international cooperation and policies to be pursued in the context of globalization, powerful and even violent protests erupt against institutionalized globalization movements. States and supporters of globalization emphasize its importance, citing as the main reasons the economic growth and development opportunities that this phenomenon brings to societies and individuals. But opponents of globalization respond sharply with the argument that globalization increases and develops more powerful states and with consolidated institutions and market economies, while in poor and developing countries globalization deepens poverty and economic regression.

Analytical arguments supporting economic globalization are: the benefits of international risk-sharing that helps balance consumption - smoothing consumption; the positive impact of capital flows on domestic investment and growth; increasing macroeconomic discipline; increased efficiency and greater stability of the domestic financial system, accompanied by the penetration of foreign banks.

But those who oppose economic globalization argue that this phenomenon brings about: a high degree of concentration of capital flows and a lack of access to finance for small countries; an inappropriate distribution of these flows in the host country; loss of macroeconomic stability; a high degree of volatility of capital flows; and risks related to the penetration of foreign banks. The financial crises that occurred during the 1990s mainly in Asia, Latin America and Eastern Europe, i.e. mainly in developing countries, are the best evidence that opponents of globalization rely on what an "excessive globalization" can bring.

The main indicators that measure the degree of economic integration of a country are **trade openness** and **financial openness**.

Trade openness is estimated by the ratio of trade volume (export + import) to gross domestic product (GDP). However a high trade openness ratio can result not only when the country has high export volumes thus becoming more competitive in foreign markets and directly affecting GDP (export growth directly increases GDP). This ratio gets high value even when the country has high import volumes and low export value, which increase the amount of import + export - the ratio numerator - and decrease the GDP - the ratio denominator. In these cases, the high ratio of trade opening has as a cost the high trade deficit that increases the current deficit. The increase of the current deficit on the other hand brings many other problems related to external debt, domestic debt, exchange rate, etc., making the integration in this case not in favor of the state with high import volume and low export volume. This is also the case of Albania that for years continues to have "wounds" high trade deficit.

Financial openness is mainly assessed by the degree of capital account liberalization or rather by the number of restrictions on the movement of capital flows both out-and-out of a country. However capital account liberalization does not necessarily indicate financial integration. There are countries with highly liberalized or relatively liberalized capital accounts, such as Albania, that have low levels of financial integration - foreign direct investment, portfolio flows and bank lending. This is because the level of foreigners' credibility for investing in a country is affected not only by the legal liberalization of the movement of capital flows, but also

by the macroeconomic, political and social situation that in developing countries takes time to reach acceptable standards.

One of the main sectors affected by globalization and economic integration is the banking sector.

In the context of the development of international banking - the realization of banking activities in foreign currency and in other countries abroad the origin of banks - banks operating in foreign markets face another risk, **political risk**. A country's political risk consists of controls over international capital flows, which include quotas on foreign borrowing and deposit, taxes on international capital flows, threats to private property rights, exchange rate controls, and so on. As a result of political risk in banks, exposure to typical banking risks such as credit risk, exchange rate risk, liquidity risk, interest rate risk and market risk may increase.

But domestic banks are also exposed to the unlimited movement of capital, especially when this movement is from the outside.

- Moreover, in the case of developing countries, where the market economy is not yet institutionalized, banks are also significantly exposed to currency instability, non-performing loans and the massive investment in short-term treasury bills, which are usually the main source of covering the budget deficit of developing countries.

- In the Albanian financial system, the Albanian banking sector is the only one that has developed, while other sectors within this industry have undergone modest developments.

- Regarding the stage of exposure of the banking sector in Albania, we can say that it is not at worrying levels and this for several reasons:

- From the analysis and indicators presented during the topic, it is concluded that although Albania has a liberalized capital account, it is still not integrated and integration remains an objective to be achieved in the future. Capital inflows into Albania are low, more in the form of foreign direct investment, which have modest values compared to the region, as well as in the form of long-term loans to the government. While deposits of non-residents remain at minimum levels.

- The commercial banking market is generally not concentrated in a limited number of banks, and the banks that make up the Albanian banking market are owned by interest groups from different countries on three continents, avoiding the importation and spread of crises from other countries as well as the creation of banking monopolies, according to states. The leader of the deposits remains the Savings Bank, a former state-owned bank, which was sold in December 2003 to the prestigious Austrian bank, Raiffeisen Bank. This is considered as one of the greatest achievements of the Albanian banking system in this 20-year period, because such a strong bank is expected to increase the efficiency of the banking market, mainly in bank lending, extending it to individuals and medium-sized businesses and at satisfactory levels, unlike what has been done so far, where lending was at low levels and addressed only to large businesses.

- In Albania there are Banking Supervision institutions and the Deposit Insurance Agency and these supervisory and regulatory institutions of the banking sector are in constant consolidation and are constantly improving their regulations. Banking supervision plays a positive role in reducing the “fragility” and uncertainty of the banking sector against speculative actions that may increase the exposure rate.

- It is true that commercial banks in Albania actively invest in treasury bills, but the fact that treasury bills do not have very high interest rates makes them attractive to the extent that banks fill the gap that leave non-lending, but their realization of profits through this form of investment is not their priority. Even foreigners are less present in this type of investment. The positive thing here is that banks have recently, with the introduction of Raiffessien Bank, are trying to focus more on typical banking activities, rather than secondary activities, which strengthens their market position.

- Banks' capital adequacy ratio and financial leverage, although not at high levels, have a tendency to increase, which indicates that the security of the banking sector is increasing and the risk is decreasing.

It seems that Albania's low degree of integration is the main reason that the banking sector is not very exposed. However, no matter how far we are from membership in the European Union or other important international institutions,

global integration is a process we cannot avoid. The economic history of developing countries of the last 10 years provides us with a lot of evidence on the mistakes that can be made along the way and in a way invites us to learn lessons and not repeat the same mistakes. Integration is an important process, but our opening to the world must happen at a pace no faster than the consolidation and strengthening of Albanian institutions and financial system. Only in this way will we be able to avoid or positively face the potential crises that globalization can bring to our country.

Regarding the Albanian banking sector, it should maintain the current indicators and should start immediately from active lending to the population, so that this is the main form of deposit investment.

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MODELS OF FINANCING AND ORGANIZATION OF THE HEALTH CARE SYSTEM: FOREIGN PRACTICE

Published: 20 December 2021

Abstract. *This paper investigates the general principles of models of financing and organization of the health care system in the coordinates of globalization changes and European integration. The authors systematize the instrumental base for modelling the financial mechanism which ensures state guarantees in the area of medical care. The authors research in detail the features of the three main models of health care at the global level, classify the health systems of leading countries according to three main models, systematize in tabular form the practice of six countries - Israel, Sweden, France, USA, UK, Germany, in which the above models received the brightest embodiment. Authors propose the main directions of organizational principles of improving public administration of the health care financial system in Ukraine.*

Keywords: *financial system, health care, health insurance funds, models of organization, medical services market.*

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Introduction

In any country, the choice of the optimal health care model has the fundamental importance to ensure more efficient use of resources and improve the quality and availability of health care. The world has accumulated significant experience in the area of building and optimizing models of financing and organization of health care. Thus, the leading countries are consistently striving to expand the coverage of the population with free medical care, rationalize sources of financing and methods of allocating funds, methods of managing the health care system in order to increase its efficiency and eliminate duplication of costs [1].

Despite the fact that none of the existing healthcare models in the world can claim to be universal, the analysis of the parameters of these models, their strengths and weaknesses, as well as generalization of the experience of specific countries is important in reforming and optimizing the current healthcare model in Ukraine.

Literary review

The work of many foreign and domestic scientists and specialists is devoted to the study of problems associated with the financial and economic mechanisms which ensure state guarantees in the area of medical cares. A wide range of issues related to research in the area of medical services market and financial system of health care. For example, Karpenko and Zhylynska (2019) research the human development in the context of provision of the social safety of society. Golovanova and Krasnov (2015) present actual problems of medical insurance development during the period of market reform. Thomson and Jun (2018) explore International Profiles of Health Care Systems, etc.

Results

The aim of the paper is to study the general principles of models of financing and organization of the health care system in the coordinates of globalization changes and European integration; analysis and characterization the financial mechanism which ensures state guarantees in the area of medical care; systematization in tabular form the practice of six countries – Israel, Sweden, France, USA, UK, Germany, in which the above models received the brightest embodiment. In the article authors propose the main directions of organizational principles of improving public administration of the health care financial system in Ukraine.

A comprehensive analysis of health care systems financed from universal health insurance funds can serve as a good basis for the development of mechanisms for transferring health care in Ukraine to insurance principles, guaranteeing in practice the patient's freedom of choice of an insurance and medical organization, improving the efficiency of health care management, strengthening financial control by insurance companies over medical institutions [2].

It seems expedient to start the research by studying the *features of the three basic healthcare models*. In modern conditions, all health care models can be roughly divided into three types: budgetary (state), insurance (social insurance), private (non-state, or market).

The characteristic feature of the first model, which is known as the Semashko-Beveridge model, is the significant role of the state. Tax revenue is the main source

of funding. Medical services for the entire population are provided free of charge. The share of total expenditures from public sources in GDP is usually 8–11%. Private insurance and copayments play a complementary role. The main funding channel is the state budget [3].

The second model, known as the Bismarck model, is often referred to as a regulated health insurance system. It is based on the principles of the mixed economy, combining the medical services market with a developed system of government regulation and social guarantees. Compulsory health insurance programs cover the entire or almost the entire population with the state's complicity in financing insurance funds. As in the budget model, the state covers more than 70% of the costs of medical services, but the total government spending on health care, as a rule, is slightly higher than in the budget model, already amounting to 9–13% of GDP. Private non-profit or commercial insurance funds or companies play a decisive role in the allocation of funds, the role of the market in meeting the needs of the population for medical services is high, and patients have significant freedom in choosing insurance companies and service providers [3].

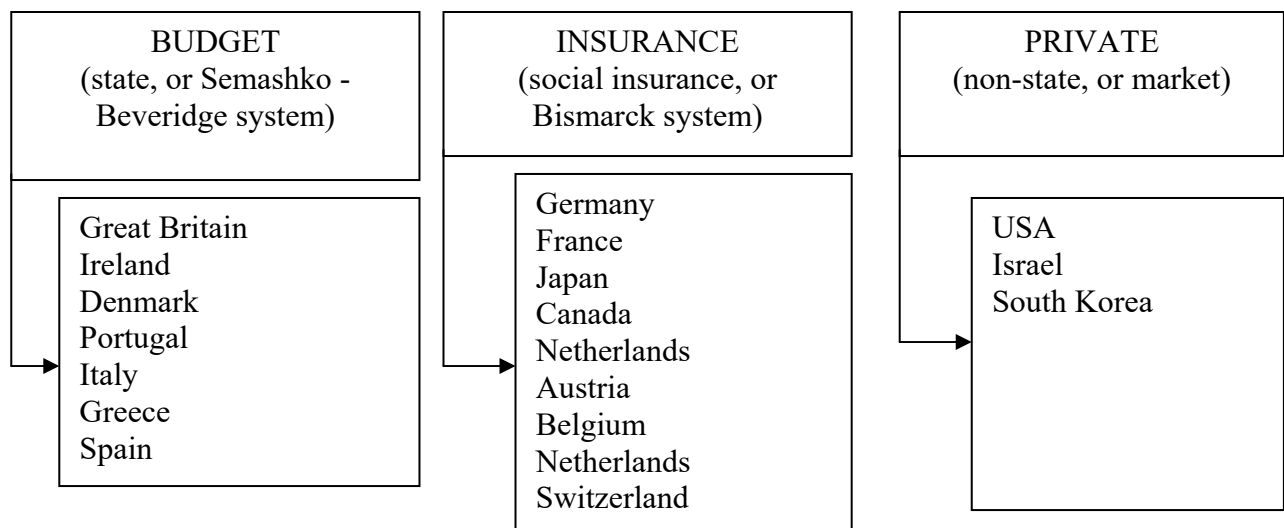


Fig. 1. Classification of health systems of leading countries according to three basic models

The private health care model is characterized by the provision of medical services mainly on a paid basis, at the expense of private insurance and personal funds of citizens. There is no unified system of state health insurance. The market plays the key role in meeting the needs for medical services. The state assumes only

those obligations that are not satisfied by the market, that is, it covers medical care for socially vulnerable categories of citizens - the unemployed, the poor and pensioners.

The Fig. 1 shows the classification of health systems in leading countries in accordance with three main models - budgetary, insurance and private. Let's explore the experience of Germany. Germany is the classic example of a social insurance model. Funding sources are distributed as follows: social health insurance - 60%, private health insurance - 10%, state budget - 15% and personal funds of citizens - 15% [4].

Table 1. Systematization the foreign experience of financial support of medical care state guarantees

Israel	The country's health care is based on compulsory health insurance. About 5% of the population is uninsured. At the same time, there is financing of about half of medical expenses by consumers - about a third - personal payments and 18% - through insurance contributions to insurance funds due to illness. For certain types of services there is commercial insurance by private insurance companies
Sweden	Medicine in Sweden is free for the population. It is financed by state and municipal funds and insignificant contributions from citizens. Sources of funding: taxes, state social insurance system and private funds. When a citizen pays 110 euro, medical care is provided free of charge. Absolutely free medical care is provided to children and pregnant women
France	Compulsory health insurance system prevails. Collective agreements cover the rest. Employers pay a tax of 12.8% of salary for each employee, 0.75% is paid by the employee
USA	Funding for health care is provided by private insurance. The federal government guarantees health insurance for the elderly and the poorest. 46% of the funding is provided by the federal and state governments. Employers pay 27% of benefits. The other 27% are from private individuals. More than 15% of Americans are uninsured
United Kingdom	Health care budgeting system. 90% of the budget consists of taxes. 7.5% - employer contributions. Patients pay 10% of the cost of treatment. All funds are collected in the central budget and distributed from top to bottom along the management vertical. Deficits in the health care area are partially offset by private insurance and an increase in paid health care.
Germany	The basic principle is that the government is not responsible for financing health care. There is a decentralized health insurance system. Medicine is financed from 3 sources: insurance premiums of entrepreneurs - tax deductions; earnings of employees - deductions from wages; funds from the state budget

Known as sickness funds (Krankenkassen, German), organizations and associations of sickness funds form the backbone of the Social Health Insurance (SHI) system. They establish self-regulatory structures that manage funding and service delivery to the extent guaranteed by compulsory health insurance law. The

health insurance funds have the status of private non-profit organizations; they are engaged in insurance of risks associated with illness [5].

In the Table 1 there is systematization the foreign experience of financial support of medical care state guarantees.

Conclusions

Thus, the analysis of foreign experience allows us to draw the following conclusions:

1. There are no specific models in their pure form in any country.
2. No model is versatile.
3. In any of the models, there is only one dominant source of funding.
4. In the budgetary and insurance models, the state provides more than 70% of all expenses.
5. The most important factor in the sustainability of systems is the coverage of the population with free medical services, the absence of duplication of costs, the efficiency of resource use and the availability of medical services.
6. No country can meet all health needs from public funds without private insurance and / or co-payments.

The problem of functioning of the financial mechanism of providing state guarantees of medical care in Ukraine is as follows: the structure of providing state guarantees in different areas is uneven. Deficiencies in the financial provision of state guarantees lead to an outflow of staff from hospitals, reducing the quality of medical care. The proposed ways to improve the financial mechanism of state guarantees of medical care by improving the organizational framework are that it is necessary to clearly define those medical services that should be fully guaranteed by the State. It makes sense to add to the available sources of financing of medical services additional sources, namely - health insurance, financing of medical services for their employees by type of "corporate client", expanding the range of services that can be considered paid. Improving efficiency is also the key for improving the results of the reform and creating opportunities to support priority actions, in particular through the restructuring of hospitals.

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DOMINANT FACTORS TO THE FORMATION OF THE UKRAINE INVESTMENT POLICY ON THE BASE OF SCRUM APPROACH

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Abstract. *This paper investigates the dominant factors to the formation of the country investment policy on the base of scrum approach: the valuation process. The functional aspect is investigated in the work and the system of indicators of investment design of development of territories as an instrumental basis and a number of active general principles of strategy development is resulted. The article presents an instrumental basis for extrapolating and building innovative and investment territories development. The practical side of the work is expressed by the economic statistical investigations of foreign direct investment in Ukraine.*

Keywords: *direct investment, investment activity, investment project, investment strategy, scrum approach, territorial development.*

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Introduction

The current state of economic and social development of Ukraine requires an understanding of the effective role of investment policy in the economic system of the state. A kind of catalyst for economic development of any country is studied. The investment process is considered as a vector of strategic development and forms the basis for successful socio-economic development of the state and its regions. Activation of investment processes and effective increase of investments are important factors in the implementation of structural reforms in the economy and the implementation of innovation and investment model of development in Ukraine. Investigating the mechanisms of public administration in Ukraine, the target, functional, methodological, information-analytical and instrumental parts need to be identified.

Literary Review

The results of basic research by Ukrainian and foreign scientists clearly indicate that the processes of economic renewal and growth are determined by the

size and structure of investments, the quality and speed of their implementation. A wide range of issues related to research in the field of investment activity and attracting foreign investment in order to improve the investment climate are reflected in the works of domestic and foreign scientists and economists. For example, Drobyazko S. (2020) presents innovative methods for the development of business economic security at the micro and macro levels. Mayorova (2013) in the work paid attention to investment process and financial and credit importance of its activation in Ukraine. Casidy (2014), for instant, had dedicated his works to Linking Brand Orientation with Service Quality, Satisfaction, and Positive Word-of-Mouth. Karpenko (2017) is working on the issues analytical tools of integrated managerial analysis for the activation strategy of the enterprise innovative investment development the system.

Methods

The aim of the work consists of studying the modern vectors to the formation of the country investment policy on the base of scrum approach: the valuation process. The authors systematizes the instrumental base for extrapolating and building the prognostic validity of international investment activity at the territorial level. The practical side of the work is expressed by the economic statistical investigations of foreign direct investment in Ukraine. In this paper, authors propose systematisation of the main indicators which are used in economic and statistical methods for predicting the level of risk in assessing the effectiveness of investment projects is represented.

Results

State investment policy is a set of forms and methods of formation and use of financial resources to provide a mechanism for the relevant needs of government agencies, businesses and the public for investment projects, reconstruction and modernization of enterprises, individual industries, new technologies and construction infrastructure [1].

State investment policy should be considered as a set of measures to increase the level of existing investment potential (state, region, industry, enterprise, etc.) in the process of reproduction, creating optimal conditions for investment, ensuring

sustainable socio-economic development of regions based on prospects joint investment activities of the state and private business entities.

Analysis of scientific monographs, legislative and regulatory sources, world experience in investment activities, statistical information suggests that the current system of investment activities in the state is characterized by complexity and a high degree of bureaucracy. The current system of governing bodies involved in the formation and implementation of investment policy in Ukraine can be divided into two hierarchical levels of government (Table 1).

Table 1. Hierarchical levels of management system investment activity in Ukraine (*systematized by the authors [2; 4; 5]*)

Level	Investment management bodies
Nationwide	Public administration bodies of general competence for which the powers to regulate investment activities are only part of the general powers: the President of Ukraine, the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, the Ministry of Economy, Trade and Agriculture of Ukraine, Specially authorized executive bodies in the field of investment.
Regional	Bodies of regional management of general competence for which the powers to regulate investment activities are only part of the general powers: local executive bodies (regional state administrations, district state administrations), local governments (regional councils, district councils, city, village, village councils), executive bodies of local self-government). Specially authorized bodies of executive power in the field of investment activity).

It is necessary to accelerate the development of domestic and implementation of world standards in accordance with the requirements of the European Union. For business, these are financial standards where the level of transparency, completeness and reliability of reporting, as well as efficiency and delivery affect the degree of investor confidence. In the accounting system it is necessary: to conduct an urgent examination of the adopted regulations in order to comply with international standards. Active introduction of automatic international exchange of tax information in Ukraine will qualitatively increase the effectiveness and efficiency of tax control measures, at the regional level will contribute to the growth of budget revenues, the establishment of the principles of equality and fairness of taxation [3].

The system of the main factors influencing formation of investment policy of the state in modern conditions:

- the need to ensure long-term economic growth at a high rate, improving the structure of the economy;
- expectations of the main subjects of investment policy (enterprises and individuals) and their propensity to save and invest;
- increasing the country's competitiveness at the global level; defence capability;
- general economic situation and stability in the economy;
- investment climate (legislation, risks of investments in the country and specific enterprises, image and reputation of the country or enterprise as a borrower);
- living standards, consumption;
- level of market infrastructure development and environmental factor.

One of the modern management approaches to the regulatory economic policy of the country (region) is the scrum approach, which is based on the design and subsequent control function. Scrum is a "structure approach". Each project is staffed by a universal team of specialists, joined by two other people: the product owner and the scrum master. The first connects the team with the customer and monitors the development of the project; he is not a formal team leader, but rather a curator. The second helps the first to organize the business process: holds general meetings, solves household problems, motivates the team and monitors compliance with the scrum approach [4].

The main strengths of scrum:

- the team works in short stages, at each of which determines the goals and ways to achieve them, which speeds up the work process;
- the team works on different tasks of the project at the same time, which allows you to achieve the desired goal faster;
- big tasks are divided into small ones, so it is much easier to make adjustments directly in the process of work than in the cascade approach;
- reduces the time to find errors and explain problems.

Scrum is a win-win approach that provides a team-customer interaction in which each side wins and gets what they want. However, despite the obvious advantages in planning, load distribution within the team, transparency of communication and flexibility of work, this method has disadvantages:

- the success of the project largely depends on the scrum master (process organizer), the qualifications of the team and their commitment to their work;
- it is not always possible to adapt the scrum method to the sphere of activity, as there are projects that require only a planned approach to work;
- requires regular communication with the customer, which sometimes slows down the process due to the inability to receive feedback;
- the complexity of implementation in large-scale and complex projects, as it is more suitable for small and medium.

Conclusions

In the work authors propose to improve the mechanisms of the state's investment policy based on the SCRUM-approach, in particular AGILE and digital transformation. AGILE is not so much a separate methodology as a collective name for various methods and approaches to management, with the help of which the management team demonstrates a high level of self-organization [5].

Transformations are carried out in order to provide:

- a radical increase in the efficiency of state investment policy;
- formation of fundamentally new management models;
- improving the social welfare of the population.

The state has embarked on the path of digital transformation; examples of transformation are super services and the "Government services" portal. When it comes to digital transformation, it is difficult to be 100% accurate in advance of the requirements, and even more difficult to justify a time limit. In such conditions, flexible approaches to project management become a necessary tool to achieve the set goals. The digital economy sets the vector along which socio-economic systems of micro, meso, macro levels will develop in the long term, which necessitates research and a comprehensive analysis of digital transformation processes. Today, digital transformation has become a massive phenomenon, and related projects are vital to the success of not only individual companies, but also regions and countries. At the same time, this transformation itself is closely related to the trend of socio-economic systems service and is largely implemented on its basis.

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STATE ADMINISTRATION, SELF-GOVERNMENT AND GOVERNMENT SERVICE

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ROLE OF GOVERNMENT AND EFFICIENCY IN VIETNAM IN THE COVID-19 OUTBREAK

Published: 20 December 2021

Abstract: *Role of government is a term holding various contents by countries. Arguments on these roles occur over time with the requirement of downsizing public sector. This study described the theory and the practice of role of Government and efficiency in the context of some countries and Vietnam focusing on rationale for the intervention. This study used the descriptive method from cases and a small survey to show the role of government and efficiency of public sector. Main conclusion suggested the government to focus on housing policies in order to attract and retain workers after Covid-19 outbreak.*

Keywords: *government, public sector, efficiency, policy*

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Introduction

The role of the Government is a term holding various contents by countries and by time. Adam Smith with the invisible hand hinted that the pursuit of individual interest would bring social benefit (Smith, 1776), as a consequence human ambition and selfishness have pushed nations into the crises wherefore the role of the Government has been considered indispensable. John May Keynes with the visible hand implied that market could not heal by itself but in need of active intervention from the Government (Keynes, 1936), as a result nations stepped in the economy by stimulate packages and overcame the crises. However nation or the public sector was governed by the Government that was also human and so was failed in some cases. It signified that market failure was transformed into state failure, therefore the role of Government was discussed over time. The changes in function and scope of Keynesian state have occurred in all countries since the late 1970s, the public sector's

activities were reformed as the model of market and entrepreneurship, were privatised and superseded to the private sector (Jones, 1998).

This study described the role and the efficiency of Government based on the theory, the cases in some countries and in Vietnam. Our country in the period of strict social distancing is an opportunity to rethink efficiency in the areas of state participation. It is necessary to determine spheres which are efficient or inefficient, this is the premise or basis for the orientation of restructuring and funding, improving efficiency in the public sector after the Covid-19 outbreak. To answer this question, this study conducted a small survey approaching the residents who are end-users and directly receive benefits or burden costs from state interventions.

The role of Government and rationale for the intervention

Private sector and public sector are the parts existing parallelly in the economy but different in size. The former is operated inefficiently in these circumstances including non-competitive market, information asymmetry, externalities, public goods and services; and operated unstably in the macro economy causing inflation, unemployment, undevelopment, etc. It has no intention of equally income distribution, good and service accessibility, disaster shocks, etc. It does not tackle by itself the international issues like pollution, cooperation, exportation and importation. The latter is owned and regulated by the Government in the function of improving and enhancing the economy's efficiency, assuring the macro economy's stability, covering the society's equity and being the nation's representative in foreign relationship (Stiglitz and Rosengard, 2015).

How does the Government engage in the economy? The Government enacts laws; levies taxes on goods and services or income; subsidizes to businesses and residents in order to regulate behaviour of human. The Government also implements fiscal and monetary policies to manage the macro economy; invests in infrastructure to create the platform and to attract investment for development. In addition to this the Government does business through public enterprises or public economic groups as if they are pioneers, bring supports to the market, and provide goods and services not supplied in the market. Besides the Government carries out social programs or social policies with the aim of helping poor or vulnerable people.

Generally, the Government and public sector has responsibility for economic, social and international concerns in the purpose of improving economic efficiency and social equity, however these roles are changed across countries and over time.

The efficiency of Government in Vietnam

Even the public sector is an indispensable part in the economy, the arguments on the public sector's size, the Government's functions and scope always occur in any country with the requirement of gradually diminishing its intervention and of encouraging privatization or public-private partnership in the economy.

In some countries in the world like United States, railways were completely set off by the private companies in 1916, but from 1971 they were made go by National Railroad Passenger Corporation Amtrak run as a corporation but owned by the state, then in 2016 it was encouraged in privatization to end the uneconomic route, rise the investment and improve the quality. In Britain, the rail system was supplied by the state-owned corporation, in 1994 it was rearranged as a vertical system which separated into the private truck infrastructure and public service operation, however after that the truck infrastructure was renationalized due to some problems. In Japanese, the rails have been soon changed into vertical structure and privatized since 1990 even though these corporations also received subsidies from the Government. Railway system in these countries was the evidence of changes in the role of Government, and this situation happened not only in the transportation but also in the other fields such as education, energy, health and human services, homeland security, social security etc. (Edwards, 2016).

Vietnam is no exception to this trendline, however we do not directly follow any international model. In 1980s, the Government partially subsidized public goods and services due to the lack of resources. Since the reforms in 1986s, Vietnam had gradually shifted towards the socialization which public goods and services were providing by social contributions. Nevertheless this progress was without adequate attention to strengthen the Government's management and supervision, it was similar to the goals of the public-private partnership and to the implement of the privatization. (NCIF, 2016). For instance in energy, the Government set up 3 state-owned companies in 3 regions of Vietnam to serve separately the power without any

interconnected infrastructure. This manner booted the cooperatives, individuals and organizations bought electricity from these companies in each locality and sold to end-users. As a consequence the informal retail electricity market was formed and not regulated by the Government, the prices were set freely. Because of hidden market and power shortage, the electricity market had been started to open for the participation of private sector as well as international partners since 1986s. Over 1500 km of the North-South 500kV transmission line was built in 1994, those 3 companies were merged into one organization named Electricity of Vietnam (EVN) in 1995. Then the power sector reforms have formally implemented since 2004, however the subsidies of the Government and the monopoly of EVN caused some weaknesses, the electricity market was continued to restructure as vertical system in order to attract the private sector's investment and to perform the competitive market. (Lee and Gerner, 2020).

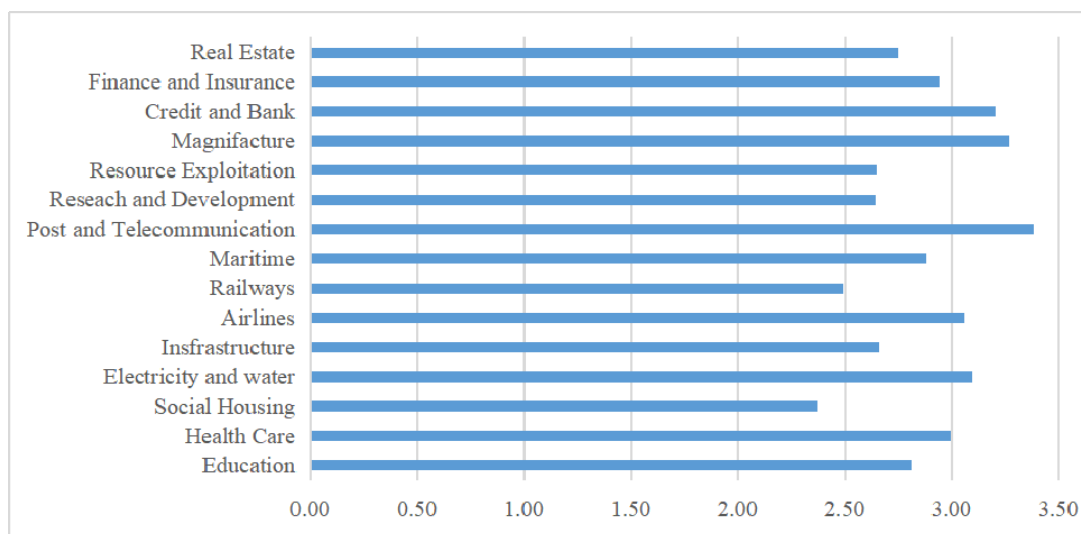


Figure 1. Efficiency of public sector (Likert Scale)

Why should the Government act as it do? The economic and social function, size and scope of the public sector have been changed because of inefficiency of intervention, growth of the private sector, increases of income and need of residences, international economic integration. In the term of public sector's inefficiency, the rationale for the Government's operations is the market inefficiency, yet it's the Government's turn that is not efficient, called state failure. There are many evidences in the world showing that the public goods and services or public investment were costly and unqualified, the provision did not meet the need of residence. Furthermore

the fund from the Government lead to the shortage of public finance and destroyed the motivation for innovation and improvement. In our small survey on the fields which the public sector take part in, most of respondents stated that the Government are not effective in social housing and railways, but more effective in post and telecommunication and manufacture (Figure 1).

Conclusion

The study has generally described roles of the Government and changes in the size of public sector in some countries and in some fields. The result implied that there was no universal formula for this intervention. The result also insisted that the Government was not effective in providing social housing. In the practice of Covid-19 outbreak, housing and habitation cost were the factor that pushed workers to leave the pandemic areas during lockdown, consequently the supply chain was disrupted due to a labor shortage after lockdown. Therefore, the study recommended that the Government should focus resources on improving housing condition, controlling housing cost, this is a solution to attract and retain workers.

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PSYCHOLOGY, PEDAGOGY AND EDUCATION

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DEMOGRAPHIC ASPECTS THROUGH THE PRISM OF THE FAMILY

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Abstract. *In Bulgaria in 1990, the abandonment of socialist protectionism and paternalism under the banner of transition to the market and capitalism contributed to taking a course towards the version of the liberal model where virtually all family policy was eliminated. The increase in mortality and the decline in the birth rate accompanying the political transformations in the country turned out to be so serious that they forced the government to proclaim first the family and then the demographic policy of the state. In the article the author offers his views on the development of the demographic problem in Bulgaria, through the focus of family policy and birth policy.*

Key words. *Demography, demographic crisis, socio-demographic aspects, welfare state, birth rate, mortality, standard of living, social protection, migrants*

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INTRODUCTION

Today, the tendency to reduce the birth rate below the level of simple reproduction of the population is observed in many countries around the world, regardless of the socio-political structure of the state and socio-cultural, including national, ethnic and religious characteristics. However, with the social type of state (and its variants, oriented to the welfare of the majority of the population), many scholars associate the possibility of successfully solving acute social problems, including problems of family and demographic policy, related to ultra-low fertility (Bengtson, 2003).

However, there are also opposing assessments of the welfare state. For example, the prominent American familyist A. Carlson believes that the system of social security, social support arises and spreads in the capitalist system as a substitute for the family (Carlson, 2003). The welfare state has captured what the family has been doing for millennia with regard to its "dependent members" - children, the elderly, the disabled. *The interception of family functions (mainly education and upbringing of the younger generations) by state institutions became*

the first reason not only for the decline of the family, but also for the welfare state system itself (Cheal, 2008).

The crisis of the "social system" in Sweden ("Swedish socialism"), Great Britain and other Western European countries (as well as the Soviet version of "Welfer" in the former USSR and former socialist countries) suggests that the welfare state is already dying all over the world. under the weight of their own contradictions " (Brink J., Van Den, 2008). All varieties of existing family and demographic policy in Europe have common roots in the foundations of statehood, which are a mixture of liberalism, socialism and capitalism. The purpose of this "cocktail" is to divide the joint or joint activities of family unions and groups, to divide family members and to draw the state's attention to an individual isolated from the family (from "family dependence") - a regular customer of social and government services. . In fact, the differences between the three types of public policy highlighted in the review of family policy concepts by R. Klik, D. Chill, H. Huglander, A. Gottayer and other Dutch scholar **Van den Brink** are secondary (Brink, 2009).

In all types of family and demographic policy, there is no birth rate policy aimed at increasing the share of families with three or more children (Gauthier, 1996). Why? This is considered "interference" in the personal world of the family, claiming that it violates the individual's right to need any number of children, not just the number the state needs. The conflict between the state and the market must be resolved in a liberal model of family policy (Anglo-Saxon countries), while reducing the role of the state until it is completely eliminated by providing any assistance to a family with two (rarely one) working parents (Cliquet, 2004).

In the traditional model (Germany, France and some other countries) financial support for families in child care is practiced. A specific feature of this model is to maintain the traditional practice of one parent staying at home to take care of the children (Preston, Heuvelin, Guilot, 2000).

It should be noted that *in Bulgaria in 1990 the abandonment of socialist protectionism and paternalism under the banner of transition to the market and capitalism contributed to the course of the version of the liberal model where virtually all family policy was eliminated*. The increase in mortality and the decline in

the birth rate accompanying the political transformations in the country turned out to be so serious that they forced the government to proclaim first the family and then the demographic policy of the state, but within the social-democratic model described above.

The extra-family (and therefore anti-traditional or anti-conservative) thinking of the "reformers", alas, did not allow them to set themselves the task of building a social structure characteristic of true capitalism. In other words, a *structure in which there will be a significant (and depreciating) middle class between the opposite classes of rich and poor, which is in fact impossible without single-income families or families in which the mother is a housewife*. Today, all the talk about the need to create a middle class in the country is conducted within a political-economic approach, unfortunately, without taking into account the family structure and the family-demographic criterion of social well-being. The share of families in which the mother is dedicated to raising and educating children must be drastically increased, which will improve the socialization of the younger generations.

In order to normalize the demographic as well as the social structure (reduce the share of the poor and increase the share of the rich classes), it is necessary not only to restore the class of family hosts destroyed in socialist times, but also to fill the social role of the mother with new content so that she can include the functions of teacher, educator, nanny and housewife (Gauthier, 1996). This task is much more difficult than looking in the depths of the bureaucratic system for always scarce funds for social assistance to needy families through no fault of their own and for modest benefits for children. However, the decision of the project for new motherhood is possible provided that at all levels of the power vertical matures understanding of the destructiveness of demographic trends that have developed in recent decades for the fate of the Bulgarian state.

A decisive role in the functioning of the Bulgarian state (*declaring its social orientation to help the poor*) in the current century will play the declining population, health and life expectancy, as well as ethnic structure, ie all those characteristics that are a direct result of the functioning of society, social changes, including the value priorities of the state and the value orientations of the individual. The quantitative

decline of the population is determined by the qualitative (value) state of society, the crisis orientation of the socio-economic system of market capitalism to a mass character with a simultaneous reduction of the human mass, ie. potential consumers and producers of wealth.

Depopulation as a result of ultra-low birth rates in a market economy is unable to create mechanisms to stimulate birth rates due to the fact that wages are not focused on creating and maintaining a stable family with several children (Cliquet, 2004), points to the demand for a sharp increase in productivity and increases the need not only for a skilled workforce but also for the workforce as a whole. However, the modern economy, unfortunately, is not able to adequately respond to the decline in the labor force with the corresponding "explosion" of labor productivity.

Therefore, in developed countries, "their" population is sufficient only to occupy high-quality jobs, while the demand for low-skilled workers is met by "foreigners" - immigrants from "poor" countries. For example, the ethnic culture of EU countries, which presupposes the spontaneous completion of immigration, contains a likelihood of ethnic clashes and conflicts on national and religious grounds, which in fact occurs in France, Austria, Germany and other countries.

Demographic processes in Bulgaria are in line with global demographic trends, but have national specifics: for example, in terms of low birth rates we are at the level of "advanced" countries, and in terms of over-mortality - at the level of "backward" countries. At the same time, the outflow of intellectual forces to Western countries is increasing, which is not compensated by the influx of immigrants.

At the moment, there is a turning point in the demographic dynamics, aimed so far at population growth. *The world as a whole is on the brink of total depopulation: in the last quarter of the 21st century, the number of humanity, reaching a limit of approximately 8.5-9 billion people, will begin to decline.* The total birth rate in more than 70 countries is currently below the level of simple generational change (2.1 children per woman) - 2.8 billion people or 40% of the world's population (60 years ago there were only 5 such countries). According to the average version of the UN forecast made in 2008, in 2050 there will be 147 such countries with young children

(out of 196), whose population will be 76% of the world's population. According to the UN forecast, all countries in the world will have few children as early as 2040, which in fact means the subsequent depopulation of the whole world (World population prospects, 2008).

Today, the negative population growth is becoming a mass epidemic. Already 20 countries around the world are depopulating, and about 30 countries are on the road. As predicted in the 1970s by representatives of the scientific school of pronatalism, population decline began in the 1990s in the European part of the former socialist countries. In 2008, the natural decline of the population compared to the total number was 0.5% per year in Serbia and Ukraine, 0.4% - in Bulgaria, 0.3% - in Russia, Latvia, Belarus, Hungary, 0.2% - in Romania and Macedonia, less than 0.1% in Japan, Estonia, Austria, Monaco, Bosnia and Herzegovina, Greece, Italy and Portugal (World population prospects, 2008). The population is expected to decrease in 40 countries, with only 19 of them decreasing by 10% or less (it is important to note that this includes 10 non-European countries). The population of 13 countries will decrease by 11-19% by 2050, and in four non-European ones; our country falls into this group with a population decline of 18% (up to 5 million people in 2050). For example, the largest population decline (from 20 to 29%) is expected in 9 countries: Japan (25%), Moldova (24%), Georgia (23%), Ukraine (23%), Bulgaria (22%), Latvia, Bosnia and Herzegovina, Serbia (by 20%). China's population with a total fertility rate of 1.6 will increase in inertia by 2025, but then begin to decline and in 2050 will be 39 million less - 1437 million people (World population prospects, 2008).

Thus, by 2050, according to the UN forecast, in addition to Bulgaria, depopulation will cover Western European, Eastern European, Japanese and Chinese civilizations. This is a completely new and practically unknown stage in the history of mankind: until now, all spheres of life have been declared in the face of the growth of the world's population. It is not known how the ways of life and the way of life of the people will change when the population of the world decreases. Although there is no answer to the questions of the inevitable changes in the geopolitical situation, the economic system of the world, relations between countries, the

interaction between developed and developing countries, finally, it is not clear how relations between large and small nations and nations develop will they develop in the conditions of their gradual aging and disappearance.

Equally unclear are the issues related to the functioning of social countries, as an increase in living standards is inevitable as the population declines. *Of course, there will be new criteria for poverty and new problems for those sections of the population who will be included in the orbits of social support.* But these "bright" prospects must not lead to the forgetting that, in the context of depopulation, "delayed growth" in labor productivity may slow down social security needs, including for pensioners, whose share will continue to grow and grow faster than economic growth rate.

By 2025 in Bulgaria there will be most likely be an exacerbation of the already observed negative consequences of depopulation and declining birth rates, there will be a noticeable shortage of workers in basic industries and services and a shortage of population. It is also obvious that the costs of social programs of the so-called family allowances will increase - for material support from the state of previously announced and politically loud decisions in the field of motherhood and childhood, which were adopted when demographic problems at the state level were recognized as crisis.

By 2050, the population will increase significantly in 30 countries around the world, including the United States (up to 370 million people), and half of the total increase in world population during this period will be due to nine countries: India, China, Pakistan, Nigeria, Ethiopia, Congo, Tanzania, Bangladesh and the already mentioned USA. At the same time, 45 countries will experience a population decline of at least 10% (this group also includes our country) (World population prospects, 2008).

The uneven demographic situation in different regions of the world, the contrast and polarity of the global demographic space will become a source of growing geopolitical and geosocial tensions and the growing threat of a clash of civilizations, especially in the period 2020-2040, when the diversity and severity of the demographic picture of the world will be especially obvious.

In a period of demographic disorganization, Bulgaria - provided it refuses to actively counter depopulation by increasing the birth rate due to a sharp increase in the share of families with three or more children in the family - may face new waves of immigration, but not from near abroad, and from Africa, India and other centers of population movement. This is met with the emergence of problems of the new cultural interaction due to the difficulties in adapting the new ethnic and cultural communities to the conditions and mentality of Bulgaria. At the same time, it should be noted that migrants traveling to our country may perform mainly low-skilled work, including the share of declassified elements who tend to see our country as a transit point on their way to more desirable countries from Western Europe is increasing. However, even today the countries of Western Europe are building much stricter filtering systems on the way of such migrants from Bulgaria. Accordingly, migrants, who do not actually consider Bulgaria as a desirable point of arrival, will begin to settle in our country and in different regions.

The aforementioned demographic threats of the 21st century, which have a global character (depopulation due to ultra-low birth rates, demographic polarization and increased migration flows), prove to be particularly dangerous for Bulgaria, as they overlap with the changing political system in the country. The tendencies of demographic catastrophe clearly began to appear at the end of the 20th century, during the disintegration of the socialist bloc, ie. a policy of radical and abrupt abandonment of social security and social protection of the population. Instead of gradually and slowly adapting the masses to activities and living in a market economy, the policy of market reforms has led to higher prices, leaving wages low and putting the level of pensions on the brink of personal survival. In this regard, social inequality is manifested primarily in the field of health care, in the social differentiation of mortality (general, child and infant) against the background of the spread of social pathology, including drug addiction, alcoholism and others.

According to the author of the article, *in the coming years the scale of depopulation of the Bulgarian population will begin to increase again*, although unfortunately, public opinion and a significant part of specialists and civil servants do not realize the problem of depopulation as the most acute - global and national - at a

level sufficient to implement radical measures in this area. This is due to the **widespread but misconception that the main cause of depopulation is high mortality, not low birth rates**, and that it is not necessary to increase the birth rate if there are already many orphans and street children.

The growing natural decline of the population, the intensification of the consequences of a depopulated economy, which is not able to dramatically increase labor productivity and therefore is gradually becoming a redistributive economy, remains a demographic threat to Bulgaria. As a result, the demographic structure will deteriorate due to negative changes in the age and gender structure: the share of children will decrease, the share of older people will continue to grow, the population will continue to age and the demographic burden on workers will continue to grow. Morbidity and mortality in old age will increase, which will lead to a reduction in the number of labor contingents.

The huge difference in the standard of living of the rich and the poor *not only takes our country beyond the edge of civilization, but also serves as a brake on overcoming depopulation.* In Bulgaria, the majority of the population is poor by international standards (in terms of minimum wage, subsistence, share of food costs, housing conditions, etc.), which characterizes the impossibility of the material base for creating a full-fledged family with children and support for health. Poor health and life expectancy indicators, which have persisted for decades, are a direct result of people's extremely low living standards, unsatisfactory living standards, sanitation and poor health care organization. When the population does not have the necessary funds for health prevention through physical education and sports, home hygiene and household amenities, payment for medical services, it is not surprising that the average life expectancy is short.

According to the author of the article, the most probable trends in the demographic processes of the Bulgarian society until 2025 are:

The first (liberal) version of forecasting social and demographic events in Bulgaria until 2025 *assumes a spontaneous development of the demographic situation in the country, similar to what happened in the previous three decades. Science's suggestions for strengthening birth control programs are ignored,*

demographic policy is reduced to reducing mortality and bureaucratic rationalization of labor immigration flows. Reducing the overall birth rate is seen as an integral part of improving the quality of life, expanding "family planning" and pluralism of forms of marriage and family relationships. The decrease of the Bulgarian population against the background of the continuing increase of the well-being of the citizens does not lead to an increase of the internal tension. The reduction of the total coefficient to 1.0 and less leads to a further reduction of the population on the territory of Bulgaria. This version of the forecast describes a possible refusal of the government and society from an active pro-family policy and from a powerful stimulation of the birth rate.

The second version of the forecast (the ban policy). As the prospect of disintegration is very real and sufficiently realized by individual politicians, in the period until 2025 the tendency to limit the crisis trends in the population by strengthening the statehood and the federal center may arise and intensify. The stronger the sympathies of the political and financial elite to the ideology of liberalism, the sooner voters will be offered political technologies to stimulate consumerism and individual well-being. The response of opposition forces may be no less powerful and prone to violent authoritarianism. *However, the content of the authoritarian model in the field of demography can predictably be reduced to a policy of restrictions and fines for young children and divorce, to escape from family and alimony, to ban abortions and at the same time to activate measures that partially improve the economic situation of families with children, but without increasing the needs of the individual in children.*

The third version of the forecast (the policy for attracting immigrants) *considers the possibility of concentrating the demographic policy on conducting an active immigration policy without focusing on the policy for increasing the birth rate. External immigration can partially offset population decline.* The assimilation of "newcomers" as Bulgarians may not be as successful as in the United States and Canada, countries initially oriented toward growth mainly through immigration and with extensive experience in adapting migrants to new living conditions in terms of time and methods. Thus, reducing demographic to immigration policies, as many

liberal experts suggest today, is incapable of eliminating depopulation. But Bulgaria risks becoming another country, where two-thirds of the population will be immigrants and their children.

The fourth version of the forecast (active family and demographic policy) relies on the free choice of families and individuals in conditions when the society, guided by demographic criteria for negative assessment of the current reproductive regime in the country, focuses on comprehensive promotion of the middle family. *It provides an increase in the prestige of a family with three or four children, good parenting and motherhood, and a family lifestyle in general. At the same time, the proposed model of a medium-sized family (as an alternative to a small family) must be strongly supported by economic incentives within income taxes.* The pro-family policy of the society, related to the equalization of the position of the family institution among the other social institutions, with the reorientation of the public opinion, economy, social sphere, activity of the government, political parties and media to a family with three children. The result of the implementation of this option may be an increase in the total birth rate and a decrease in the rate of population decline with the prospect of transition to "zero growth" of the population in 2040 - 2050.

Fifth (integrating) forecast option. Here the solution of the demographic crisis can be *related to the integration of Bulgaria into the European Union. This would reduce the burden of the demographic situation through a more flexible use of human resources.* At the same time, eliminating depopulation will require a family-friendly policy similar to the fourth option.

In conclusion, it should be emphasized once again that:

1. The abandonment of an active demographic policy will lead to the disappearance of nations under the slogan of an early transition to the "golden billion". Latently, this option contains an international agreement between the demographically diverse camps of already depopulated countries and not yet depopulated nations. Achieving such a political balance is very problematic and unbelievable in the near future, especially in connection with the rise of terrorism.

2. The lack of concern of the "super-democratic" leaders of the countries about the disappearance of the population of their countries leads to the rejection of political measures to neutralize the decline in the population due to the ultra-low birth rate, but this is possible only for two to three decades. the negative natural growth does not become obvious to everyone.

3. The version of the powerful policy for strengthening the family lifestyle with three or four children will hardly be taken as a basis given the existing extra-family atmosphere of public opinion in the country. Therefore, the most acceptable option would be a demographic policy of half-measures and child benefits, which will inevitably lead to a further decline in the birth rate and a worsening of the situation.

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INDEPENDENT LEARNING AND INDEPENDENT WORK IN THE MODERN EDUCATIONAL SPACE

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Abstract. *Defining the interrelationships between self-learning and self-employment are particularly important in a global pandemic and online learning environment. The developed skills for independent learning strongly influence the independent activity of the students. Positive attitude towards learning, motivation, self-confidence, curiosity and perseverance are just some of the most important competencies of independent learning. The acquired skills, qualities and abilities allow each student to find his place in educational and research aspects.*

Key words: *self-study, independent work, educational space*

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Introduction

Connectivity skills such as critical thinking, expressing informed opinions, independence, initiative, problem-solving orientation, teamwork skills, adaptability and leadership are just some of the skills needed to live in our age. There is a need for a change in the way of teaching and acquiring knowledge and skills for the formation of values and attitudes. The need for teachers to be creative, innovative and inspiring is becoming clearer. They must be able to motivate students to seek new knowledge and to form research and creative interests. This will increase the quality of training. [7]

The Strategic Framework for the Development of Education, Training and Learning in the Republic of Bulgaria (2021-2030) sets out the policies at the national level. They are in line with current trends in modern education, which involve not only direct transfer of knowledge from teachers to students, but also building skills for independent and critical thinking, teamwork and personal development. Systematic efforts are needed to make the transition from teaching knowledge to acquiring key competences.

In the Qualifications Framework of the European Higher Education Area (EHEA) at the level of the National Qualifications Framework (NQF), two of the

most important competencies set out in the national qualifications framework of the Republic of Bulgaria are:

- independence and responsibility;
- competence for learning.

The listed skills in terms of competencies: for self-management of teams for solving complex problems in unpredictable environments, with many interacting factors and variable possibilities; to show creativity and innovation in project development; systematic and in-depth assessment of knowledge and identification of needs for new knowledge; demonstrating a high degree of independence and easy orientation in complex learning content, applying their own approaches and methods to master it; The use of various methods and techniques for mastering complex learning content are directly and indirectly related to the ability to organize independent activities and skills for independent learning.

Self-study

Throughout a person's life there is a process of conscious or insufficiently conscious learning. This is defined as the acquisition of certain knowledge and conditioned by them actions and deeds in certain situations. The acquisition of knowledge is a conscious and active thought process, which includes getting acquainted with the new learning material and its application in new situations. Of particular importance for independent learning is the provision of a supportive lear

The beginning of the skills for self-learning are set and formed in the process of learning at school. The development of skills for self-learning includes: searching, acquiring, processing and applying new knowledge and skills in various directions. The upgraded knowledge and skills can be applied in new situations and different contex

In the European Reference Framework (ERF), lifelong learning is associated with a number of competencies, one of which is to teach modern people how to learn independently, ie. with the competence "Learning to learn". Competence "self-learning skill" is defined in the EPP as the ability of the individual to engage with and continue their learning, to organize their own learning, including through effective management of the necessary information and time. This competence includes

understanding one's own needs in the learning process, discovering the available opportunities and abilities to overcome obstacles to achieving learning outcomes. [3]

Independent work

Independent activity has always been one of the important elements in the learning process. Many researchers believe that independent work is a conscious activity performed by students for a certain period of time. It is carried out according to the learning goals set in advance by the teacher and always includes indirect or direct pedagogical interaction. Other authors are of the opinion that this is an activity performed by the learners themselves or a "specific type of activity" inherent in the students, as the learners consciously organize and perform their activity in order to achieve the set goal. Trainers plan, manage and exercise control functions during the task. The degree of independence of the trainees depends on the nature and content of the set tasks, as well as on the individual opportunities for independence, self-control, motivation, level of abilities and training. A. Andonova rightly claims: "... the independent work of students is directly related to the activity, attitude to learning, interest and a conscious desire for better preparation." [1]

Many of the statements allow independent work to be considered as an interconnected and interdependent activity between teachers and students, ie. interrelated processes: learning and teaching. For the students themselves, the independent work must be aware and internally motivated. It implies following the following order: the perceived goal, acceptance and implementation of the learning task, including: self-organization, self-control and time allocation.

Independent work is considered on the one hand as a type of activity that stimulates independent activity, cognitive interest and striving for self-education, and on the other hand as a system of pedagogical conditions ensuring the management of students' independent activity. It is not just an important form of the educational process. The independent work has a purposeful and conscious character, carried out during the interconnected activity between teachers and students.

Uncovering the links between self-study and self-employment is particularly important, especially in a global pandemic and online learning. For this purpose, a survey was conducted with 20 students from the master's degree in "Preschool and

primary school pedagogy" at IPF-Sliven at TU-Sofia. The study began with the question: "How much time per week do you spend on independent activities related to the study in the master's program?". The highest response rate is between 8-10 hours per week. This shows us that an average of 2 hours is the time students spend on independent work and preparation.

The following is an opinion poll on the following: "Do self-study skills affect students' self-employment?" This is a question whose outcome is particularly important. "Yes, always" received 85%, and "sometimes" -15%. The developed skills for self-study enable students to research, research, collect, analyze data, as well as to conduct their own research. This has an overall impact on their research.

Figure 1 presents the results of the answers to a question related to the need for good preparation and implementation of independent tasks by future children's teachers. The data obtained show us that the implementation of independent tasks during the training further helps to build professional competencies.

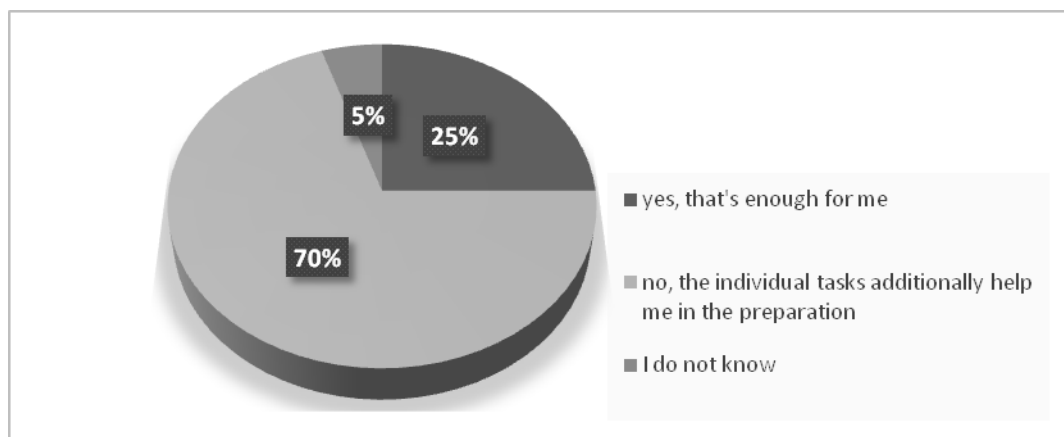


Fig. 1. In order to receive good preparation, it is enough for me to attend lectures and exercises, without performing independent tasks

In terms of research, it was interesting to understand the opinion of students regarding the benefits of independent activity (Fig. 2). They had the opportunity to indicate more than one answer.

Opinions were also explored on the extent to which the Kovid pandemic and online learning affected students' self-directed learning. The results are: "yes, it affects" - 65%; "Irrelevant" - 10%; "We have more time for self-preparation" - 25%.

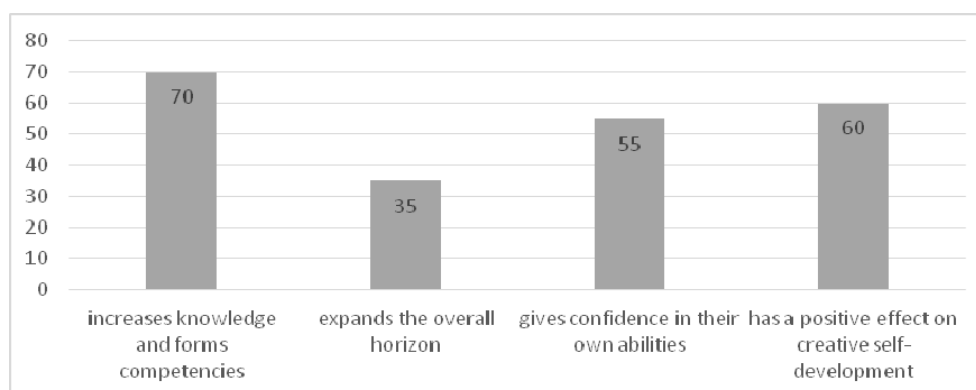


Fig. 2. What is the benefit of independent activity in your opinion?

Conclusion

The obtained results give us reason to believe that students have realized the need for skills for self-study and self-preparation, which will help them cope with the tasks set by teachers. The developed skills for independent learning strongly influence the independent activity of the students. Positive attitude towards learning, motivation, self-confidence, curiosity and perseverance are just some of the most important competencies of self-learning. The acquired skills, qualities and abilities allow each student to create their own area for creative development and find their way in the educational and research aspects.

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AN APPROACH TO INTELLECTUAL DISABILITY

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Abstract. *Intellectual disability is a multidimensional phenomenon that is influenced by different factors and determines its characteristics and severity. A number of factors and causes can lead to this neurodevelopmental disorder. As a result, the characteristics, the symptoms and the degree of severity of the symptoms that vary between individuals vary. However, some common features have been identified for all people with intellectual disabilities. It is obvious that the heterogeneity that occurs between people with Intellectual retardation creates problems in the exact definition of this disorder.*

Keywords: *neurodevelopmental disorder, characteristics, symptoms*

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Introduction

Intellectual disability is a multidimensional phenomenon, and it varies widely. Its causes, form and consequences of mental disability are due to multiple factors, which shape its characteristics and severity. of mental disability. Today, the term Intellectual retardation (ID), or general learning disability, has replaced the earlier definition of mental retardation (MR), and encompasses the whole range of generalized neurodevelopmental disorders, including reduced mental and adaptive function in the wider environment. (Johnson, Walker, Palomo-González & Curry, 2006). To qualify as a person with a mental disability you must:

- The results he scores on the IQ tests should be below 70 or its equivalent in each test that measures his mental level.
- To present or face difficulties in at least 2 of the 10 basic areas of a person's daily life, i.e., autonomy and self-care, health, personal hygiene, safety, social skills and social adjustment, communication, the utilization of community services and facilities, the capacity for learning, the functional and academic utilization of leisure and work. (Luckasson et al., 2002).

For a reliable assessment of the characteristic symptoms related to the abilities of each individual, his / her strengths and weaknesses in the whole range of his / her daily life should be carefully considered (American Mental Association, 2013).

Improving the abilities of people with intellectual disabilities is presumed through comparison with other people of the same age and the same social environment. (APA, 2010).

Special mention should be made of non-subsurface intellectual disability, in which mental deficits occur without any other physical or biological abnormalities or dysfunctions in individuals (Schalock & Luckasson, 2014). Typical examples of these cases are Down Syndrome and Fragile X Syndrome, which are responsible for the development and development of intellectual disabilities.

Down Syndrome

Down Syndrome has been reported to be a common genetic cause of mental disability. Cases of Down syndrome are mainly due to partial or complete replication of chromosome 21 in the genome. The most common form (95% of cases at birth) is standard trisomy, involving recurrence of chromosome 21. In over 90% of these cases, the extra chromosome is of maternal origin, due to non-reconnection during reduction. Transfer of chromosome 21 material to another chromosome (usually 13 or 18) and mosaicism (transmission of a cryptic 21 cell line trisomy from an uninfected parent) are rare causes of Down Syndrome. (Arya et al., 2011).

Fragile X Syndrome

Fragile X syndrome (FXS) is a genetic disorder, and it is estimated that it occurs more often in men than women. People have mild to moderate intellectual disability, while about 1/3 of these cases have symptoms that belong to in the range of the autistic spectrum, and show hyperactivity which is also associated with seizures, in approximately 10% of cases. Disruption of the fragile syndrome is caused by the dilation of the CGG (trinucleotide repeat) gene on the X chromosome, leading to a deficiency of the resulting protein, which is necessary for the normal development of connections between neurons and the nervous system. The diagnosis of the syndrome is made through genetic testing with an appropriate test, not while no specific drug product is provided for early prevention or complete treatment.

However, through special education, speech therapy, behavioral therapy and physiotherapy, it is possible to develop a wide range of skills, while the use of drugs achieves the prevention and treatment of seizures as well as the problems of aggressive mood and behavior.

Modern Approaches of the Intellectual Disability

Intellectual disability affects about 2% of the general population, while 75% to 95% of people with mental disabilities have a mental disability. Cases of syndromic or idiopathic cases represent 50%, while at the same time a quarter of cases are caused by a genetic disorder and 5% are inherited from the individual's parents (Harris, 2006). According to the American Association for intellectual and Developmental Disabilities, the definition of mental disability should be based on the adaptive behavior or adaptive function of an individual, which examines in detail the skills required to be held by individuals, to live independently. In order to adequately assess adaptive behavior, according to the Diagnostic and Statistical Manual of intellectual Disorders (DSM-IV) (APA, 2013), three criteria must be met to diagnose mental retardation:

- The significant limitation presented to a person's general intellectual abilities and mental function (compared to the typical average of his peers).
- The significant limitations presented in one or more areas of his adaptive behavior.
- The multiple socialization environments, as well as the corresponding level of response and adaptation of the individual to them.

This specific recording and evaluation is achieved by appropriate professionals (educators, treating physicians, and counselors) through adaptive behavior scoring scales, and functional limitations may become apparent, either in childhood or adolescence (Andrews & Harlen, 2006).

The key and characteristic features of skills that are very important for the development of adaptive behavior and independent living of individuals, focus on:

- Daily living skills such as dressing, bathing and feeding.

- Communication skills, such as understanding what is being said and being able to respond with arguments in any situation.
- Social skills with peers, family members and other adults.
- Other special skills that can be crucial to an individual's integration into the community and to the development of appropriate social behaviors, which correspond to the social expectations associated with the main stages of life (i.e., childhood, adulthood and old age) (APA, 2010).

Appropriate support and individual services can make a significant contribution to enhancing their functionality and achieving a satisfactory standard of living for these individuals.

Diagnosis and classification of intellectual disability

In order to have a remarkable and reliable result, the A person mental state uses single-phase tests and individual multi-factor criteria for measuring his intelligence (Raven-Raven's Progressive Matrices). The results of the IQ tests also indicate the different levels to which the person being examined may belong.

Mild intellectual retardation (IQ level ranges from 50 to 70), moderate intellectual retardation (IQ level ranges from 30 to 55), severe intellectual retardation (IQ level, 20 to 40) and finally, profound intellectual retardation (with IQ levels, 20 or 25). Alfred Binet in France created the Stanford-Binet Intelligence Scales, as a test of "general intelligence". Based on Binet's example, Lewis Madison Terman (Stanford Graduate School of Education) extended this discovery by creating a mental test that included scores in the form of an "intelligence quotient." (Salvador-Carulla et al., 2011). Until the most recent revision of diagnostic criteria, an IQ score of 70 or below 70 was a primary and primary diagnostic factor for intellectual disability (Roeleveld et al., 1997). Today, the diagnosis of intellectual disability is not based solely on IQ test scores, but also on all the social and psychological factors that determine an individual's adaptive behavior and functioning.

Symptoms and Features

The characteristics and symptoms of people with intellectual disabilities vary from person to person. However, the common symptoms of people with intellectual disabilities include the following characteristics: (APA, 2013):

- Significant delays in the development of motor skills, such as walking.
- Speech delays and difficulties in developing speech skills.
- Significant difficulties in skills related to all daily activities that include, clothing, personal hygiene and nutrition.
- Incomplete skills in designing and organizing a program.
- Behavioral and socialization problems.
- Lack of development of mental capacity, obsession with child behavior.
- Low school learning performance and socialization problems in the school unit.
- Not accepting possible changes in their lives.
- Social norms and their observance are difficult for people with intellectual disabilities to understand.

When the first problems in children's learning performance occur, it is necessary to be evaluated by specialist therapists, in order to distinguish and identify the features of intellectual disability from possible other, learning or emotional disorders (Brown & Hatton & Emerson, 2015). People with mild intellectual retardation are able to learn and learn basic self-care skills and other practical activities. and at the level of adulthood, they can live completely independently by actively participating in the labor market and in claiming their labor rights. People with moderate intellectual retardation show a limited educational background, learning basic and simple health and personal safety skills, as well as participating in simple activities of daily living. In their adult lives it is very likely that they will continue to live with their family or join organized support groups, which will therefore help them to adapt to the wider adult social reality.

Finally, in the latter category of people with severe mental retardation, or profound mental retardation, people need supervision and more intensive support throughout their lives, as they are not able to take care of themselves and provide the skills necessary for an independent living. They may learn some basic living skills and engage in certain activities of daily living, but always to a limited extent by providing support or supervisory assistance.

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SELF-DETERMINATION OF PEOPLE WITH INTELLECTUAL DISABILITIES IN INDEPENDENT LIVING AND QUALITY OF LIFE

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Abstract. *Self-determination means the possibility of each person to determine its actions and actions without external constraints. Independent living for people with disabilities is described by the concept of self-determination, autonomy, self-regulating, psychological empowerment and self-realization to be their key features. On the other hand, independent living and self-protecting behavior enhance internal motives, goals and aspirations of people with disabilities regardless of external inhibitors. In the development of self-determination, in childhood, family and school play, children of the typical population, while children with disabilities, the degree of disability, age, leaf, social skills, etc. emerge in key factors.*

Keywords: *self-determination, disability, learning disorder*

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Introduction

Self-determination is a dynamic concept that through a long historical redesign and use has resulted in its modern performance, but also its correlation with disability. A general approach to the concept of self-determination is based on the fact that each person can decide for himself the course of his life, without the influence of others, that is, to determine the course of his actions and deeds without external restrictions according to his own will.

So, every person who acts, having full control of his life, as well as his choices, completes the meaning and the essential content of self-determination, having all the necessary supplies, when he will now move into his adult life (Voelkeretal, 1990).

However, complete control of life in the case of people with disabilities depends on the severity of the disability as well as other factors. Thus, the concept of self-determination can fully describe the level of personal independence or, alternatively, independent living of people with disabilities. Self-identification of people with disabilities, although not an easy task, is a basic and fundamental human right that should be enshrined in appropriate legislation (Wehmeyer & Garner, 2003).

This right is also linked to respect for the choices and preferences or even the aspirations of people with disabilities. All people, even if they do not have the same disabilities, should recognize and respect this right of people with disabilities (Tossebro, 1995). Of course, the path of claiming is a difficult and complicated process, which presupposes necessary changes and reforms, which many societies have not fully accepted, until today.

Behaviors based on self-determination have some basic characteristics which are distinguished by: autonomy, self-regulation, psychological empowerment and self-realization. Initially in terms of autonomy, an independent and autonomous person, acts according to his own desires and interests, without external influences.

In addition, self-regulation refers to the individual's ability to modify his behavior. Self-regulating behavior really exists when a person decides which of the skills he or she has, he or she can use to respond to any situation presented to him / her, considering all possible and necessary changes that should be made. in order to achieve the final goal.

Then, when a person act based on their own strengths and self-belief, possessing the skills required for each activity and when he can bring about any change in his environment, while also anticipating the possible results of the actions, then the psychological empowerment.

Eventually, self-realization occurs, in which a person, being aware of his actions and energies, limits or adjusts at the same time the influences and influences he receives from the external environment in a beneficial way (Wehmeyer & Garner, 2003).

Independent living and self-determination are two interrelated concepts and therefore the struggles for the rights of people with disabilities in the decades from the '60s to the ' 80s also marked the beginning of independent living.

Independent living is one of the basic-fundamental characteristics of self-determined behavior (it springs from it), it is directly related to the concept of self-determination of the individual's motivations that contribute to independent living and the autonomous execution of actions and of its actions (Wehmeyer & Schwartz, 1997). Through self-determination and independence, individuals can redefine their

internal balance, which further enhances their autonomy while enhancing their motivation, aspirations and goals, regardless of external factors.

- Conclusion Independent and autonomous action-living is recommended with the characteristic of independence, which is the independence of the individual is freed from external influences and interventions.
- Independence extends to various areas of a person's life. as are all activities related to the management of the environment in which he lives and works, as well as the management of his social obligations. Equally important are the creative and professional activities, which are part of the broader context in which each individual, utilizes his personal preferences and corresponding interests.

In addition, independence is related to an individual's internal balance, which enhances his or her self-confidence, as long as an individual acts autonomously in order to pursue and accomplish his or her personal goals in relation to other external control agents that may limit this action. (Cihak & Gama, 2008).

In the case of people with disabilities, internal motivations, as opposed to controlled motivations imposed by other people in the light of guidance, in order to control their behavior and their actions involved in an activity, due to their influence, influence and limit levels of independence of people with disabilities. This requires a form of self-organization that will allow people with intellectual disabilities to determine their inner harmony and control of their choices, without being influenced by the will or control (or even the need) of someone another powerful controlling person who will determine their actions (Cihak & Gama, 2008).

At this point to emphasize that self-determination develops throughout a person's life, from childhood to adulthood. This is because during this time he is constantly learning new skills and developing or shaping those behaviors that allow him to have a more complete and targeted life orientation.

During childhood, the family and the school play a very important role, as well as some other factors. But the school takes on perhaps the most important role in shaping a person's social behavior along with his or her intellectual skills. However, in the case of children with disabilities, the family plays a primary role, especially in

terms of programs for the promotion and development of self-determination, in addition to the degree of disability, age, gender, social skills, etc. affect the evolution of self-determination and therefore their quality of life.

During childhood, the family and the school play a very important role, but also the school, which together with its intellectual skills plays perhaps the most important role in shaping the social behavior of an individual. However, in the case of children with disabilities, the family plays a primary role, as in the programs for the promotion and development of self-determination. In addition, the evolution of self-determination and therefore the quality of life is influenced by the degree of disability, age, gender, social skills, etc.

Parents of children with disabilities should be supportive to some degree so that children do not become dependent on them during their later adolescence and adulthood. On the contrary, the greatest emphasis should be given to educational action as teachers can be considered the most suitable persons to teach self-determination to children with disabilities and especially, special education teachers, compared to general education teachers.

Special education teachers. are responsible for teaching many methods and means of independent living, as they have the academic background, the appropriate training, as well as greater experience of correlation and teaching with children with multiple or severe disabilities, compared to the general education teachers mentioned and above, who have a more limited range of experience and management of teaching with specific children-students (Djuric-Zdravkovicetal, 2011).

At this point it is worth mentioning a study conducted on people with intellectual disabilities, with the main goal of highlighting the environmental factors that affect their self-esteem as well as the level of intelligence, age, gender, social skills and their adaptive behavior, affects and determines their quality of life. The study sought to examine the relationship between personal characteristics of self-determination, social skills, and environmental status of individuals with intellectual disabilities.

The study involved 141 people (the study was conducted in Italy), health professionals and social workers, who participated for at least one year in programs

related to the completion of measures and methods of self-determination, as well as strengthening social skills. For the analysis of the results, the method of the analysis of the variation of the percentage results was used, in order to be able to determine whether the different levels of mental retardation were correlated and influenced by the different degrees of the dependent variables. In addition, IQ tests were performed to examine all possible relationships between the dependent variables and their scores.

The results of the research showed that the participants who had higher levels (degree) of mental retardation (severe mental retardation) had lower levels of self-esteem and social skills. At the same time, the analysis of the discreet function showed that the people who attended support centers daily, showed higher levels of development in their adaptive behavior, than those who lived in inmates in institutions. In addition, younger adults showed greater choice autonomy and self-discipline in their daily activities and basic social skills, regardless of the IQ test scores they scored, or if they belonged, to high or low standard of living groups (affluent-less affluent). In addition, the IQ test score included the participation of high and low self-determination groups, in order to fully examine the differences, in terms of gender and age regarding self-determination, where differences based on gender were found. Women had higher self-efficacy outcomes than male participants. In conclusion, the findings of the research contributed to the emergence of additional factors that contribute significantly to the enhancement of self-determination of individuals, as well as their quality of life. In the emerging knowledge base related to the role of internal (psycho-spiritual) and environmental factors, in shaping self-determination and in improving living standards, the study reproduced findings on the relative contribution of intelligence to the self-determination of people with intellectual disabilities. adding some additional information (to the existing research literature) on the potential contribution of social skills while highlighting the potentially important role of providing individuals with opportunities to make free choices, as a particularly important aspect of achieving their self-determination (Notaetal, 2007).

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THE TRANSITION OF PEOPLE WITH INTELLECTUAL DISABILITIES TO INDEPENDENT LIVING

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Abstract. *The ultimate goal of all developmental interventions is for individuals to develop their ability to live independently. However, the deficiencies of people with intellectual disabilities in these skills can create problems in their daily autonomous living. In addition, the degree of their acquisition differs between individuals. As a result, the efforts are oriented towards targeted interventions through appropriate programs in the four main categories included in the autonomous living skills. These relate to their daily living, their relationship and activity in the community, their social skills and their adaptive behavior. In this direction, the need for support services has been supported and Active Support models have been implemented. The smooth participation and integration in all daily activities or the failure of the efforts depends on various factors, the first being related to the family and the second to the economic situation of a state, the social awareness, the legislation and the choices of the governments that do not care about people with mental retardation and their families.*

Keywords: *neurodevelopmental disorder, independent living, Support Systems*

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Introduction

The broader definition that corresponds to the essence of independent living includes every action and action of a person to defend himself in every difficult situation or in every problem he faces. People with intellectual disabilities show disabilities and lack of skills that in order to deal with, it is necessary to integrate them into appropriate training programs. Surveys identify 20 independent living skills including social and personal activities, such as tax repayment, bank account management, personal security, understanding and asserting individual rights, recognizing risk situations, participating in elections process, understanding of formal governance, use of public services, meal planning, housing security, leisure management, use of social services, mobility, good health, perception of the effects of addictive substance use, maintaining good physical condition, saving money and managing household needs. It is considered necessary to educate people with mental

retardation so that they can claim their rights and at the same time undertake and fulfill their obligations in the full range of their social and individual action. (Wehmeyer & Schwartz, 1997). The legally guaranteed equal rights of persons with intellectual disabilities are not sufficient on their own unless they are accompanied by the corresponding opportunities to exercise these rights so that equality, autonomy, non-discrimination, participation and, consequently, integration into society (Schalock, et al., 2010). In order for people with intellectual disabilities to be able to participate equally in all aspects of life, the United Nations, 2006 'set out specific rules for socio-political or macro-systemic levels. In particular, the articles of the contract refer to areas of operation of life such as "rights (access and privacy); participation, autonomy, independence and choice like self-determination). physical well-being; material well-being (work / employment). social inclusion, accessibility and participation; emotional well-being (liberation from exploitation, violence and abuse), and personal development (education and specialization)" (Schalock, et al., 2010).

Independent living skills for people with intellectual disabilities are divided into four main categories (Brown & Hatton & Emerson, 2015):

In the skills required for their daily living.

- In the skills related to their relationship and activity in the community.
- Their social skills and adaptive behavior.
- As well as skills related to the profession or work.

In their daily lives, people with mental retardation must manage their money, maintain their home, take care of their appearance, their personal hygiene, understand the safety rules and take care of their diet (Brown & Hatton & Emerson, 2015).

It is also important to move, orient and move around the community without the support of another person. In addition, personal independence is directly related to the development and transfer of the individual into adulthood, where he is confronted with modern social skills (self-knowledge, self-confidence, acceptance and performance of praise and criticism), while communication with others,

recognition of social behavior and the perception of the rules of social coexistence, complete the whole of independent living (Schalock, et al., 2010; Cihak et al. 2004).

Vocational skills are equally important and are acquired through appropriate vocational and training seminars, individual participation in volunteer work and the provision of vocational training services (Cihak et al., 2004).

Independent living skills are based to a large extent on the severity of mental disability (mild, moderate to severe), so the goals and aspirations of the educational process are constantly reshaped by setting new strategies that will lead to more successful self-regulation of behavior and evaluation of the performance of people with intellectual disabilities (Coleman et al., 2012).

The establishment and implementation of personal goals is a strong control point of independent living, and is achieved through continuous feedback from the social environment (Crites & Dunn, 2004).

The Transition to Independent Living

The transfer of people with disabilities to independent living occurs mainly through their adulthood. The most important and biggest transition concerns the stage of integration from school to adulthood. Especially in the case of people with intellectual disabilities, the stages of transfer, either from the stage of pre-school education to the stage of primary education and later in high school, as well as in adulthood, pose significant challenges and questions for all its phases. transfer. More specifically now, starting from the first stage of the transfer of an individual, it is very important to achieve all the future skills of independent living, to be trained with The corresponding knowledge, which is considered necessary for their adult life, start from the special transfer programs , which start around the age of 14 (maybe a little earlier) and end at the age of 16. Transfer programs are an individualized preparation of students with mental retardation, in order to enter the real world of adult responsibilities prepared and related to the full range of decisions concerning their social future (Thomas & Woods, 2008).

The main purpose of the transfer services is to provide instructions and additional experiences aimed at the autonomy of living, while the participation of the students' parents is considered very important so that after the end of the educational

activity, these students choose at will. their own way of thinking. Also important is the operation of a transfer team that has parents and students at its core (Voelker, 1990), with the participation of friends and relatives of individuals considered important to provide psychological and emotional support.

When applying a transfer model, all the parameters for the success or failure of the transfer project from the family environment of the paternal home should be fully checked, in another structure with emphasis on two basic steps: 1) the first step concerns the recognition (acceptance) and 2) the second step concerns the start of the research for the selection of the appropriate infrastructure with a significant obstacle the financial cost of the appropriate structure. In the international literature, there are three more possible forms of transfer of people with mental disabilities to new housing structures: 1) the first form concerns the social beginning, which also marks the abandonment of the family home. 2) The 2nd concerns the coping mechanism, related to the stress caused by placing a person in a new environment

Finally, in the 3rd form of transfer, the postponed start is located, where all the actions of the transfer have been carried out later than expected, with the time working, I was pressured to find appropriate care for people with mental retardation (Walker, 1992).

The relocation of people with intellectual disabilities to appropriate institutions or large support structures may provide timely and comprehensive forms of assistance and support, but it limits the autonomy of individuals. Improving the quality of life of people with mental retardation in these structures, has a temporary character with a declining product of time and disappear later in the effort of social inclusion of people, which remains limited even today even when they move in some independent or semi-independent living structure (Alborz, 2003).

Support Systems

The American Association for the Mentally Handicapped (AAMR, 2002) places great emphasis on support services and all community-based services, either in terms of functionality and enhancing the adaptive behavior of people with mental retardation, or level of evaluation and supportive intervention, recognizing the important role they play in their lives. Individualized learning programs,

communication skills, emotions, social interaction of individuals and especially adaptive behavior, which harmonizes all the perceptual and social-practical skills required by each individual to be able to function in his daily life. , enjoy the utmost importance. Constraints on the adaptive behavior of the individual, have an impact, both in his daily life, and in his ability to respond and adapt to the changes that bring about reality and the broader environmental requirements and effects. Thus, another area of evaluation is based on the performance of individuals in daily activities, as well as on their harmonization with all possible or possible changes (Wehmeyer et al., 2008).

For support systems there should be a centralized character with all the common elements (characteristics of the group) that will apply to all individuals, despite their individual differences with flexible strategies, which will aim at promoting personal development, education , of the interests, of the individual improvement of a person's life, while strengthening his wider social functionality, having the necessary psychological structures as well as the human resources. Support should be provided based on the identified individual needs, so that you expect individual support. which will enhance and improve human function with the corresponding desired individual results (Schalock, 2010; Schalock, et al., 2010).

It is also important that the support that an individual receives depends to some extent on the same, that is, support systems and programs that leave the individual himself the opportunity to try and act voluntarily. When the support systems work successfully, then the personal balance of the person occurs, but in case the support systems collapse, the balance of not only the person, but also of the whole system that supports it is automatically affected. Therefore, new methods must be constantly explored to restore these potential imbalances (Heller, 2009).

As pointed out, support systems also provide the psychological structures that meet the standards of support for the needs of individuals, which can be distributed based on 4 fundamental principles: Initially, there is an objective need that is identified by professionals and trained scientists. Second, there is the need to cover the emotion, that is, what he wishes to perceive as a need. Thirdly, there is the need expressed which signals the perception of the need that has been turned into action,

while finally (fourth), there is the comparative need which is observed after first studying the characteristics of a particular population or a particular group, which will work as proof of receiving a particular service (Thomas & Woods, 2008).

Again, according to the American Association for Mental and Developmental Disabilities, the support model that will be applied to each case and its needs is based on four basic propositions: Correlation between individual competence and environmental requirements, individual support based on a specialized and careful planning, bridging between what the educational and behavioral services of the support systems should set as the core of their action, all the above dimensions can lead to the recognition and development as well as the organization of the support systems, the which will aim at enhancing individual outcomes and the smooth functioning of people with mental retardation (Schalock et al., 2007).

To successfully complete the design and organization of the curriculum for students with mental retardation, a five-step process is followed which is based on: 1) exploring the needs and desires of individuals, 2) evaluating the nature and special needs of support systems 3) the development of an action plan to provide support; from its application. Equally important is the role of the family to strengthen the field of communication and each member to speak openly about possible problems they face by providing the corresponding support to each other (Buntinx & Schalock, 2010; Schalock, 2010; Schalock, et al., 2010).

The most important support system is the family, which strengthens and promotes the effort of the person with mental disability to participate in the school reality, while emphasizing the importance of his progress, as well as the strengthening of his sociability for the establishment of friendly relations and active his involvement in the community (Heller, 2009).

The family of people with mental retardation often needs some additional state and social support to cope with the needs of everyday life and the person with mental retardation. A typical example of this type of family support is the "family support" program received by the families of people with intellectual disabilities in the United States of America and based on government funding. It should be emphasized that support services do not focus only on in the financial field, but it is multifaceted

(provision of teachers, therapists or support staff in the homes of families, provision of support with technological or environmental adaptations and corresponding medical aids, movement of the disabled person through a specialist).

The economic situation, the social values, the political ideology and the government programs, the corresponding financing and the culture of the specific services, as well as the legislation, play a very important role in the nature of the content and the development of the provided services. Factors that negatively affect the implementation and planning of support services are the economic situation, the state's dependence on the international economy, low levels of social awareness, insufficient protection of their rights by law and the choices of governments are indifferent to both people with mental retardation, as well as for their families. In England and Wales, the Active Support Model was developed, which aims to provide services to people with mental retardation in order to participate smoothly in all daily activities, emphasizing the way in which the mentally retarded person interacts to participate fully and normally in all daily activities. With the model of active support, individuals regularly participate in activities that have a special meaning for their emotional and spiritual world, radically changing the established ideology of the normality of these individuals, which can only occur through their institutionalization. With the model of the United States mentioned, this Active Support Model provides services that relate to activities of daily living, providing opportunities for people with intellectual disabilities to participate actively in social and community life, without being marginalized by it (Brown, Ashman & Macdonald, 2002).

The educational support that should be provided to students with mental retardation, should not be interventional teaching because it reduces the margins of personal development of the student and his interest in active action in educational reality. People with intellectual disabilities must act independently and develop their personal will, as well as the corresponding feelings of trust and free access to teachers, in order to resolve their learning needs or shortcomings, but also to share their inner concerns. The school must therefore be an open support system that promotes the participation of all students in society by providing general services and

practices useful in matters of daily living, education, learning, work and leisure management (Schalock et al., 2007).

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SOCIOLOGY AND POLITICAL SCIENCE

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THE PRIVILEGES OF THE NOBLES IN THE ANCIENT ROMAN REPUBLIC

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Abstract: *The paper examines the historical reasons, genetic roots and the state of privileges of the elite in Ancient Rome. A significant part of the various economic privileges during the three main periods at that time are distinguished and explained – The Period of Kings, Republic Rome and Imperial Rome. A comprehensive classification of the types of royal, republican, imperial and class privileges of the elite during the said historical period has been made. The respective significant conclusions on the importance of privileges in the ancient Roman society and their impact on its development have been drawn.*

Keywords: *privileges, economic privileges, social privileges, Antiquity, Ancient Rome*

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Introduction

The Republican era in the evolution of ancient Rome dates back to 509 BC, when the Roman state changed over the years its overall state structure from a kingdom to a republic. (According to historical data, the Roman Republic was divided into two republics: The Early Republic (V – III century BC), when Rome conquered all of Italy and the number of slaves increased significantly (and they began to separate sharply from other strata of free); and Late Republic (II – I century BC), which marked the flourishing of slave relations in Italy and was characterized by the creation of the Roman Mediterranean state.) (Popov, D., 2020, p. 9). This happened after the abolition of the kings and the establishment of new, republican institutions, with modified function, although most of them (the institutions) bear the same names as during the Period of Kings.

The rise of the Roman Republic is associated entirely with the state system established in ancient Rome, which found its adequate form in a mixed constitution. It will last for almost five centuries, while Ancient Rome will grow from a small city to a huge Mediterranean Empire. And although the evolution of this state system

went through a series of political clashes and upheavals (Bliznashki, G., 2017, p. 72), there is no denying the emergence of the new institutional structure of the state.

The nature and functions of the Roman (Senate) Republic in the literature have been developed extremely comprehensively from a political and legal point of view, without, however, taking into account the direct links of the political power with existing privileges. That is why, firstly, we will focus on the general and specific features of the Roman Republican Institutions (structures, functions, character), on the basis of which we will clarify the manifestations of privileges in the overall socio-political life.

Results

In the formation of the republican system in Ancient Rome, similar to the Period of Kings, several main institutions were distinguished, through which the political power in the state functioned. These institutions are (Popov, Vl., 2008, pp. 517 – 539; Bliznashki, G., 2017, pp. 72 – 98; History of Ancient Rome, 1974, pp. 60 – 71):

1) Popular Assemblies

Ever since the reforms of Servius Tullius in ancient Rome, there are three known types of popular assemblies (the comitia curiata, the comitia centuriata and the comitia tributa), which existed simultaneously during the early republican era (and much later), here is how:

– The Comitia Curiata

This is the oldest type of popular assembly (V – IV century BC), whose role and functions were generally as follows: approval of the decisions of the popular assemblies on the centuries for the election of a magistrate, for the adoption of laws, etc .; giving imperium to senior magistrates who had such a right after their election; granting an investiture (introduction of a vassal into the possession of a feud, accompanied by a ceremony) to one of the priests; taking a stand on some issues of the tribal organization (families, clans, curiaes, adoption, wills), etc.

– The Comitia Centuriata

During the two centuries of the early republican era, power in this institution remained essentially in the hands of only wealthy Roman citizens. However, there

were some changes in the functions of the centuriate assemblies. According to them, gradually some of the issues that were within the competence of the *comitia curiata* were transferred to those of the centuriate, and in general the functions of the centuriate commissions were reduced to: first, election of magistrates, consuls, praetors, military tribunes with consular authority, censors and decemvirs; second, legislative activity – on the principle that public institutions can only accept or reject a proposed bill by the current magistrates, who have the power to propose laws (the assembly has no right to discuss and vote on proposals by its members); third, declaring and ending war; and fourth, the jurisdiction in which the centuriate commissions are the highest appellate court, and the actions and decisions of the supreme Roman magistrates can be appealed only to these commissions. At the same time, the centuriate commissions decide on issues of treason, actions against the state, the power and inviolability of senior magistrates, and others.

– The Comitia Tributa

The character and the functions of the *comitia tributa* changed drastically during the early republican era compared to the time of their occurrence at the end of the Period of Kings. The changes happened gradually and were closely connected with the struggle of the plebeians against the patricians. With them, the structure and administration of the tribes became the main systems of the internal affairs of the republican organization. Thus, the *comitia tributa* essentially have several main functions: management and control of the entire life in the tribes; election of various magistrates in the Roman state administration; legislative powers; and functions in the judiciary.

It is important to say that the legislative power of the tribute commissions was at first very insignificant, because the beginning of the electoral powers of the tribute commissions was usually considered to be the Law of Volero Publilius of 472 BC, which gave the right to the plebeian assemblies in tribes to elect the plebeian magistrates. After this law, the people's tribunes and almost all lower magistrates were elected in the plebeian assemblies by tribes, such as plebeian aediles, quaestors, curators, various types of tribunes, etc. (later, the quaestors and military tribunes were also nominated by the tribute assemblies).

Over time – points out Vl. Popov – “tribute assemblies became (...) strong socio-political institutions, which in many aspects were opposed to the centurial commissions and competed with them in the domestic political life of Rome during the early republican era. The property status of Roman citizens did not matter in tribute meetings. This feature turned the tribute commissions too early into the only constitutional institutions where Roman citizens were actually treated as full-fledged civilians” (Popov, Vl., 2008, p. 521). This created a stable system for democratic participation of citizens in the socio-political life of the ancient Roman republic, which is not dependent only on the property status of the people in that distant historical epoch.

2) The Senate

We have to remind at the very beginning that the Senate (i.e. the Board of Elders of all three hundred clans) as an institution headed the tribal community of Rome, and its members were people of noble origin – patricians. As pioneering statesmen, they called themselves “fathers of the state” and discussed all issues in the Senate, which were then finally decided by the Popular Assembly. Also, there was no law in the Roman monarchy for hereditary transfer of power, and the king was elected by the Popular Assembly with the participation of the Senate, so he (the king) simultaneously performed several functions – military leader, high priest, and sometimes supreme court judge.

The state system of the Roman Republic in general (and the Senate as an institution in particular) from its classical period (III – II century BC) is described as a “mixed constitution” by the famous historian Polybius, who was a direct witness to the events of that time. Taken hostage in 167 BC, he lived in the high society of ancient Rome for 17 years (until 150 BC), and this circumstance allowed him to get to know and in detail not only the state institutions and their relations, but also the main actors on the political scene of the era. Therefore, Polybius’ reflections on the Constitution of Rome refer to the period defined as the “Golden Age” in the development of the republic (see more details on the interpretations of Polybius in: Bliznashki, G., 2017, pp. 81 – 83).

During the early Republican era, Roman senators were not elected, as after the abolition of royal power, consuls compiled the list of members of the Senate. At the same time, the work of the Roman Senate was conducted under strict rules, usually convened and directed by the consuls, and in their absence – by the praetors. Then the sessions of the Senate are of two main types – normal and extraordinary, and those absent were fined for no reason.

According to the Roman state system, the Senate was formally and essentially an advisory body to the acting senior magistrates. In reality, however, it is the supreme body of the Roman state and has extensive functions in all spheres of society. Sorted in order of importance, these main **functions of the Senate** were: 1) compliance with the legislation of the state, i.e. of the constitutional order; 2) changing the system of government and assigning unlimited power to magistrates (including the “introduction” of dictators, limiting the power of consuls and people’s tribunes, etc.); 3) ensuring and controlling internal security; 4) approval of all elections of the various magistrates, the draft laws of the centurial commissions, etc .; 5) declaration of war and conclusion of peace (for discussion by the centurial commissions); 6) conducting the foreign policy of the country; 7) management of the state finances in their revenue and expenditure part; 8) possession, disposal and control of state property; 9) determining the various expenses for all state officials (including consuls and military commanders) and controlling their spending; 10) fixing and allocating funds for all types of public activities carried out by consuls, aediles and magistrates, etc. (see in more detail for these functions in: Popov, Vl., 2008, pp. 525 – 526).

In general, the Roman Senate had too much power, including supreme control over all matters relating to religion, the supreme judiciary (mainly in the territories subordinate to the Roman state), and so on. And although its decisions were not compulsory but recommendatory for the supreme Roman magistrates, in reality, the Roman Senate was the highest body in government.

3) Consuls (in this case we use this term as part of the so-called “magistrates” (senior government positions) because it is more popular and known in various scientific sources.

The genesis of this institution has its deep roots in the kings' power, and according to **T. Mommsen** the difference is that "in the place of a lifelong king two annuals appeared, who were called military commanders (praetores) or judges (indices) or just colleagues (consules)" (Mommsen, T., 2019, p. 52). Thus, through the principle of collegiality, the supreme power was given not to two employees together, but each consul exercises it independently in the same way as the king. In other words, the consuls were almost what the kings were before them – the highest rulers, judges and military leaders (including religious leaders), the quoted author concludes. At the same time, the power of these **two consuls** was scattered, and within its framework several auxiliary positions were created, which were a total of six: **praetors** – people with power and military authority, who were second in rank and importance in the state hierarchy (after consuls); quaestors – authorized to prosecute crimes against public order; **aediles** – having specific functions close to the police; **treasurers** – working with finances in the state treasury; and **censors** – supervising various state strata (see the detailed institutional characteristics of these bodies in: Popov, Vl., 2008, pp. 529 – 536). And one last thing: the activity of the consuls was not uncontrolled, because it was monitored both by the Senate and by the Tribune of the plebs, i.e. they were directly accountable to the Roman people, as there were a number of cases in which some of the consuls were convicted after falling from power.

4) The Tribune of the Plebs

This institution was specific in the Roman state system, because through it **the people participated in the management** of state affairs. It was not directly related to the management functions of the state, but through the institution, real control over the government was exercised, because it influenced the making of various decisions. That is, it was an institution with a distinctive and very democratic status in the republican political system of ancient Rome.

In this order of thought, it is especially important to emphasize the great **democratic rights** that the people's tribunes had, which had literally become defenders of the citizens. For example, the Tribunes of the plebs, composed entirely of the people (not including patricians) and broadcasting among them a certain

number of tribunes (by residence), form their own assemblies with the following rights and prerogatives: the right to inviolability of the tribunes by the authorities; right to protest (veto) against decisions taken by magistrates and revocation of their legal force, if any; the right to convene plebeian meetings to raise, debate and vote on important national issues; as well as the essential right of the decisions voted by the tribunes to have the force of law (except for the issues of declaring war or peace and the election of magistrates).

The combined manifestation of these rights in the real life of the Roman state essentially turned the tribunes of the plebs into a real pillar of democracy, because they *de jure* suspended and adjourned decisions of both the legislature and the executive, which in turn ensured the balance of the different types of power. This is the great significance of Roman democracy, insofar as such state authorities were almost unknown to human history after the decline of the ancient republic at the end of the old millennium (I century BC) (see in more detail about the tribunes of the plebs in: Manolov, G., 2020, pp. 283 – 284).

It is necessary to note another important feature in Roman society, which relates to the structuring of individual social groups in the republic. This is connected with the establishment of the Roman slave-owning society, in which people differed from each other not in their origin, but in their property and the place they occupied in the social hierarchy. Thus, according to D. Popov, the tops of the two key classes – the patricians and the plebeians – merged into a single dominant class of free Roman citizens – the *cives Romani*, as opposed to the slave class. That is, the upper and rich strata of the plebs united and merged with the preserved patrician clans, forming together the new noble class of the *nobiles* (from “*nobilis*” – “noble”, “virtuous”, “famous”), as the participants in it are also called “*optimates*” (from “*optimus*” – “the best”) (Popov, D., 2009, p. 39). Any citizen who had the appropriate property status in order to be able to hold senior government positions, whose powerful economic basis was large landholdings, and its political foundations – the strong agricultural aristocracy, could belong to the *nobiles* (Popov, D., 2009, p. 39). Firstly, that is. And secondly, there was another wealthy social group, composed mainly of craftsmen and merchants, who were economically very active and united in the so-called “*Equites*”.

It, in turn, is differentiated into such a specific class, which formed the then commercial and usurious and monetary aristocracy (and financial elite), actively participating in the trade life of society (Popov, D., 2009, p. 39). In a word, a second, small stratum of citizens was formed as an independent class in the state, rich enough, famous and representative, to be able to participate in the distribution of public goods and privileges.

Of course, the institutional structure of the Roman Republic also contained other state bodies (magistrates) (such are, for example: the extraordinary magistrate with the position of the so-called “dictator”, which arised due to the need to concentrate all power in the hands of one person, when there was a great danger to the state (the dictatorship was established in 501 BC); the chief of the Equites, who was considered an assistant to the dictator and is completely subordinate to him militarily, etc. (Popov, Vl., 2008, pp. 538 – 539), which are also important for its social development, which we do not need to dwell on here.

In summary, the main elements of the Roman state system in the context of the mixed constitution were three leading ones: **the people**, who expressed themselves through the popular assemblies and the tribunes of the plebs; **The Senate**, which housed the then aristocracy; and **consuls** who were elected for a limited period of time to acted on behalf of the state. In this sense, the individual elements had their own purpose: the consuls embodied the monarchical element, the Senate – the aristocratic, and the people – the democratic. That is, all the functions of the state were so evenly distributed among its elements that it was very difficult to determine what exactly was the form of government (Bliznashki, G., 2017, p. 83). However, this did not change the gratifying historical circumstance for the democratic components in the structure of the Roman Republic, as well as the even more indisputable circumstance for the existence of various privileges at the highest levels of state power.

After considering the institutional characteristics, it is time to analyze in particular **the privileges used by the ruling elite in the Roman republican system** during the same period.

Privileges in the ancient republican Roman reality found their real manifestation in the hierarchical structure of positions in public authority, on the place where the size and quality of these privileges depended – salaries, pensions, land, tax collection, etc. (Semov, M., 1984, p. 36). Moreover, the characteristics of the **political hierarchy** were one of the driving forces both in the struggle between the leading classes in society and in the rivalry between the strata within the classes themselves. Over time, these classes acquired the appearance of **the most prominent rich and noble social groups** and gradually established themselves as leaders in the Roman state. This is because, according to José Ortega y Gasset, the old families accumulated from generation to generation lasting wealth, which ensured the creation of a typical aristocracy, whose components were nobility, wealth and skills. Naturally, all this led to the necessary social supremacy (and “the plebeians circling around the noble lower social strata, and others”) (Ortega y Gasset, H., 2019, pp. 187 – 188) of the wealthy class strata, which, having the right to participate in power, they distributed public goods, public resources and political privileges.

From this point of view, it should be pointed out that the **privileges of power-political nature**, firstly, depended on the applied high property qualification (mainly on the land), and secondly, covered the wealthiest patricians and plebeians, among whom there was a sharp political confrontation for the highest positions in the state hierarchy. In this sense, the rich plebeians received an extremely important privilege, namely the equalization of their civil rights, in which they could actively participate in public and political life (Popov, Vl., 2008, pp. 506 – 507). This was a significant political privilege of the rich plebeian elite, for whose minority it was of great political importance.

As in all ancient societies, so in republican Rome the first attestation for most positions in politics was the considerable amount of wealth, or the **required property qualification**. This classic **privilege** is given serious attention by the English specialist in classical civilizations **Mary Beard**, who points out that no one could run in an election without passing a financial test that excludes most citizens. Without knowing exactly what the property qualification was, she indirectly concludes that it was limited (the qualification) to the highest peak of the property

ladder – the class of the so-called “Equites” (Beard, M., 2019, p. 156). And as for the voting itself, the then electoral system completely gave precedence to the rich, because the property qualification covered all other wealthy and noble classes (aristocratic, senatorial, nobiles). For example, in a centurial commission, each centurion had one vote, no matter how many people were in it; the Equites had eighteen centurions (voices), the engineers and musicians – two each, the proletarians – one centurion, etc. (Scott, M., 2020, p. 64). That is, the system favored the rich classes in every possible way, who always voted first and in fact predetermined the voting on all issues.

Among all noble classes in the Roman Republic, the 300 **senators** were especially respected as privileged in the country. They embodied the aristocratic element in the state system and occupied a central place in the system of government, which is why **their position was lifelong**. Furthermore, the status of senators had been differentiated according to their elected positions in their previous careers. Moreover, they had the exclusive rights (privileges) to participate simultaneously in the debate and in the voting (Bliznashki, G., 2017, p. 89) and in the overall work of the Senate.

The solid public prestige of Roman **senators** was defined and linked to the notion of “dignity”, which was maintained at **great expense for representation**. For example, every senator had to have a house in Rome, organize lavish guest receptions and create a suitable retinue of service staff (maids, cleaners, cooks, waiters, security guards, etc.) to welcome at the expense of the state his numerous guests (Bliznashki, G., 2017, pp. 89 – 90). What is more – usually from the **senatorial class** (or nobiles) **the highest magistrates of state, such as consuls, censors, dictators, praetors, etc. were elected** (Popov, Vl., 2008, p. 631), which was another important right (and privilege) of the ranks of the Roman Republican Senate.

Another actual fact speaks of the high social status of senators: they **dressed differently** than other Romans, they had gold rings and wore special badges of high dignity, which were invariably recognized by the state. This garment was a special tunic, exclusively embroidered with wide vertical purple stripes; senatorial toga (called “toga praetexta”), which was a sign of their high public authority (and status),

etc. Later, or towards the end of the republic, the senators were assigned special places during the public games and performances (Popov, Vl., 2008, p. 524). That is, in that way the **privileges for separate garment and clothes of the senators** with money from the state treasury were imposed even in that distant time, in order to always maintain in a brilliant form the image of the then rulers.

In the Roman Senate Republic, wealth and power are clearly expressed in the external symbolism of the eligible elites, because there were sharp status differences in terms of clothing, food, housing, and jewelry. We have already emphasized that **meat in food was a privilege of the rich**, the elite and some of the middle classes. That is, in pre-industrial civilizations, products of external, non-local origin were available only to the elite and the middle classes. These were important symbols of power of the high aristocracy in ancient Rome, such as the chariots used in funeral processions for hunting, war and competition. Along with this, war chariots were especially characteristic of the wars in the II and I millennium BC, and expensive defenses, such as helmets, armor, shields, are also available only to the rich – the military aristocracy and middle class fighters (equites, knights) (Katsarski, Ivan, 2007, p. 152). In this sense, we can also speak of a **privileged elite in the military sphere (military privileges)** in ancient Roman society, insofar as only a certain social minority has the right to use expensive military accessories.

It may sound paradoxical that a very specific but real activity was taking place in the Roman Senate Republic, such as the “**vote trading**” by senators, which we believe was a **clear manifestation of political privilege** in ancient society. Reliable data about it were provided by the Social Democrat **K. Kautsky**, who in his book “Foundations of Christianity” (see the detailed exposition of this privilege in: Kautsky, K., 1955, pp. 116 – 118, on which we rely on this and the following pages) analyzes in detail the political “vote trading” in the Roman Republic, pointing out that every wealthy Roman and every wealthy family had numerous votes that they rule in the interest of the clique to which they unconditionally belonged.

Thus, several clans of wealthy families held the government in their hands and regularly enforced the election of their members to senior government positions, and hence in the Senate. In this case, democracy did not change much, except that it

allowed wealthy plebeian families to enter this circle, which was previously reserved only for patricians.

Why is this so? Because the elected **consuls and praetors** had to spend the first year of their service in Rome. In the second year, each of them took over the management of a province and tried to compensate for the costs of his election, and also to make a profit for himself, because he did not receive earnings, because the positions were “honorary”. On the other hand, the hope for profit that could be obtained in the countryside through extortion and bribery, and sometimes through simple robbery, was the reason for the fierce struggle for these positions, so that the various candidates were increasingly competing in their quest to win the benevolence of the people. Therefore, the greater the benefits which the lumpenproletarians derived from their rights as citizens by selling their votes, the greater the urge for the peasants with Roman citizenship to give up their scarcely difficult existence in the village and to move to Rome. This increased the number of eligible voters of the lumpenproletarians, and thus the claims against the candidates. All this led things to total negativity and in 53 BC vote buying provoked such a demand for money that the credit rate rose sharply and a monetary crisis occurs.

“The nobiles (the serving aristocracy) had to pay a lot” (T. Mommsen), because gladiatorial games, for example, cost 720 thousand sesterces (150 thousand marks). But they paid them gladly, because in this way they blocked the opportunities for political careers of people who did not own wealth (Kautsky, K., 1955, p. 118). And the nobiles had to pay quite often, because new elections were held every year. That is why they paid not only out of ambition, but because they knew that this was how they bought a permit for the extremely profitable plunder of the provinces and, of course, made a very good deal for themselves.

“Democracy”, namely **the domination of several hundred thousand Roman citizens over the entire Roman Empire, with 50 to 60 million inhabitants, greatly contributed to the accelerated plunder and pillage of the wealth of the provinces** (*bolding is mine – G.M.*), significantly increasing the number of participants in it. And not only the deputies strived to get the maximum, but each of them brought with themselves a whole flock of “friends” who helped in the election and came to steal

and rob under his auspices” (Kautsky, K., 1955, p. 118), K. Kautsky concludes his analysis. This is the main reason why we consider “vote trading” to be a specific form of political privilege in republican Rome, as it is used only by the ruling and wealthy minority (oligarchy) to secure high positions of power. (The problem of “vote trading” is discussed in detail and comprehensively in its historical and political context in: Manolov, G., 2009.)

In Ancient Rome, along with the senators, **the so-called “Equites”**, or cavalry, who in the army were persons of considerable property (in the Late Republic this was the merchant-moneyed aristocracy, large farmers, etc.), enjoyed an exclusive **privileged status**. And although at the end of the republic they fought against the privileges of the nobles, they (the cavalry) themselves did not give them up at all. Due to the fact that the class was recognized as a hereditary aristocracy, for example, it received many rights and positions in political and public life, such as members of the judiciary, provincial governor, financial agents, officers in the army, etc., and for part of these senior positions the respective representation expenses (clothing, food, etc.) were similar to the senatorial class.

Conclusion

To the discussed privileges of a political nature, we should also include some that are developing in the economic sphere of the Roman Republic. These “**economic privileges**” were widely used among the rich and oligarchic classes, for which we rely on the following, more important facts: 1) for the **Equites** (at the end of the republic) this was **the ransom system of Roman state finances**, in which an individual under a contract against advance payment of a fixed amount could buy from the state a state property (imperial mansions, mines, etc.), as and to collect the respective tax for one or more years (Berov, L., 1999, p. 85), of course, in his favor; and 2) in the case of **centurias**, **not only were they not obliged to pay their taxes** (i.e. they did not pay them), but they were also regularly **exempted from military service** (Morgan, L., 1939, p. 334). Or, here we were talking about only a few hundred rich nobles who, thanks to their political and economic power, enjoyed these privileges to the detriment of the state.

It is interesting to note another privilege in the Roman Republic, which did not directly affect the central institutions of power. It was a question of the exclusive right of the old citizenship to occupy all municipal positions and thus to use all municipal privileges (Mommsen, T., 2019, p. 81), which together with the huge wealth were completely accumulated in the hands of a few aristocrats. This was a new variety in the privileged position of the authorized local persons, which added additional touches to the rich palette of different privileges of the ruling political elite (central and local).

From all that has been said so far about the evolution of privileges during this republican period, it can be concluded that their spread is constantly increasing (compared to the Period of Kings) regardless of some democratic orders in the social order of Ancient Rome.

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THE RUSSIAN NUCLEAR ARSENAL – A THREAT TO THE COUNTRIES OF NATO

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Abstract: *This article analyzes current and potential threats to NATO, such as Russia's nuclear arsenal, as a means of pressure and use, and the risk of weapons of mass destruction. The main source of destabilization is considered to be the policy of the Russian Federation, the internal challenges and those caused by the complicated and dynamic situation in Crimea, the Middle East and North Africa. This, in turn, requires an increase in the Alliance's expertise, but also the need for coordination, cooperation and even possible harmonization on a number of policies with the EU. Only by continuing to maintain its deterrent force, its technological advantage, as well as to remain attractive for democracies around the world, will NATO be able to legitimize not only its strength, but also its very existence and supremacy.*

Keywords: *NATO, EU, Russia, nuclear weapons, weapons of mass destruction*

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Introduction

This article aims to provide an insight into the threats and challenges that are or could potentially be within the competence of the North Atlantic Treaty Organization (NATO). This is due to the fact that, NATO, together with the European Union (EU), which have the capacity and potential to make the most significant contribution to the fight against a number of global challenges, both within the member states and, if necessary, beyond them. Particular attention will be paid to Russia's policy of using their nuclear weapons. Regardless of the horizontal development of the definition of war, as well as the preferred so-called hybrid methods, a significant threat to global security, remains the nuclear threat. Since NATO was created to counter the USSR, the Russian Federation is the first successor to the Soviet Union and it is appropriate to provide an overview of Russia's position on the use of nuclear weapons in the event of a conflict. One of Russia's most prominent international security experts, Alexey Arbatov, said: “In the West, there is a tradition of analyzing Russia's nuclear policy by projecting “Western thinking on Russian experts” (Arbatov, Alexey 2016), which ignores differences of opinion. Arbatov rightly explains that these differences

in worldviews regarding nuclear weapons policies are much deeper than those in official documents; these differences stem from history, political systems, administrative experience, bureaucratic mechanisms, geography, technological developments and priorities, and so on. As a result, in order to understand the Russian perspective optimally in depth, an analysis will be provided mainly of Russian literature on the subject.

Official documents of the Russian government systematically emphasize the deterrent and defensive function of its nuclear arsenal, indicating that it officially views them as a means of defense (Rossia mozhet primenit yadernoe oruzhie... 2016). According to the military doctrine from 1993, the Russian government can first use nuclear weapons in the event of: a direct attack on the country or its allies; a global war that will inevitably lead to an attack on Russian territory or its armed forces; or in the joint actions of a non-nuclear state that attacks Russia in alliance with a state with a nuclear weapon. Since then, the Russian government has drafted several updated versions of the Military Doctrine and somewhat raised the threshold for the use of nuclear weapons. The version from 2000 (when Vladimir Putin is still in the process of consolidating power (Sokov, Nikolay N. 2014)), in Article 8 reads: “The Russian Federation reserves the right to use nuclear weapons in response to the use of nuclear weapons against Russia and/or its allies, as well as in response to large-scale aggression using conventional weapons in situations critical to the national security of the Russian Federation” (Ukaz Prezidenta Rossyiskoy Federatsii ot 21.04.2000). In the 2010 Doctrine, Russia reiterated its policy on nuclear weapons as: “The Russian Federation reserves the right to use nuclear weapons in response to the use of nuclear and other weapons of mass destruction against it and/or its allies, as well as in case of aggression against the Russian Federation with the use of conventional weapons, when the very existence of the state is threatened” (Voennaya doktrina Rossiyskoy Federatsii 2010). The addition of the “when the very existence of the state is threatened” clause may reflect a higher threshold for nuclear use than the 2000 Doctrine. The wording in the December 2014 issue of the Doctrine also describes Russian nuclear weapons as a prevention of large-scale and regional wars. It states that Russia will use nuclear weapons in response to the use of nuclear and

other weapons of mass destruction against it or Moscow's allies or in the event of aggression against Russia by conventional weapons, which jeopardizes the existence of the Russian Federation (Voennaya doktrina Rossiyskoy Federatsii 2014). Related Russian government documents reiterate this phrase “deterrence and protection”. Russia's national security strategy, signed by Putin in December 2015, states that the prevention of armed conflict, as well as the protection of Russian sovereignty and territorial integrity, are “achieved by maintaining nuclear deterrence capacity” and preparedness of Russia's conventional forces (Strategiya natsionalnoy bezopasnosti Rossiyskoy Federatsii 2015).

Russian government officials have publicly reaffirmed the deterring and defensive functions of the nuclear arsenal, found in official government documents. In 2015, Ministry of Foreign Affairs employee Mikhail Ulyanov said that Russia's nuclear weapons doctrine was strictly defensive and aimed at deterring any potential aggressor, and that Russia would use nuclear weapons only to protect itself and its allies in cases of nuclear or large-scale conventional aggression (V MID poyasnili polozheniya rossiyskoy voennoy doktrinyi... 2015; V Rossii rasskazali pri kakih usloviyah... 2015). Vladimir Yakovlev, the former commander of Russia's strategic missile forces, said Russia's weapons of mass destruction deter not only nuclear and large-scale conventional wars, but also regional and even local military conflicts, which could include NATO's tactical nuclear weapons, missile and/or air defense and other strategic systems (Yaroshinskaya, Alla 2015).

Russian non-governmental experts in the country also emphasize the defense value of the nuclear arsenal. According to Sergey Karaganov, an international relations expert and adviser to Presidents Boris Yeltsin and Vladimir Putin, putting nuclear weapons at the heart of Russia's defense policy not only contributes to national and regional security, but also reduces the risk of conventional conflicts in general. Karaganov also argues that nuclear weapons not only prevented enemy and neighboring countries from taking advantage of Russia's difficult position in the 1990s, but also preserved its territorial integrity, citing NATO operations in the Republic of Yugoslavia as an example (Karaganov, Sergey 2017). For his part, political analyst Dmitriy Evstafiev believes that Russia's nuclear arsenal is the last

line of defense against US global political and military hegemony, and according to journalist Anna Yaroshinskaya, nuclear weapons actually provide international respect for the country (Yaroshinskaya, Alla 2015).

Regardless of the positions of governmental and non-governmental experts, as well as official documents, it is almost certain that a decision on the use of nuclear weapons will be left to the discretion of the president and close advisers. This is an important aspect from an analytical point of view, as nuclear weapons have not been so central to Russian politics since Nikita Khrushchev's rule. In October 2016, at a meeting of the Valdai discussion club, Putin pointed to nuclear weapons as a stabilizing factor in international relations and assessed that they actually reduce the risk of large-scale conventional wars. The Russian president also shared the opinion of a number of experts that it was nuclear weapons that prevented the “warming of the Cold War”, as the price would be prohibitive (Vladimir Putin Meets with Members... 2017).

In context of the high level of centralization of the Russian political system and the President's view on nuclear weapons, it is appropriate to point out that the main difference between the 2010 and 2014 editions of the Russian Military Doctrine is the expanded focus in the updated version on Russia's internal security challenges. The 2010 document simply referred to “attempts to forcibly change the constitutional order of the Russian Federation”, while the 2014 document also warned of “destabilization of the domestic political and social situation in the country” and even “information-related activities aimed at influencing the population, mainly the young citizens of the country, in order to undermine the historical, spiritual and patriotic traditions in the field of protection of the Fatherland”.

As a result, it is particularly important for NATO to have an optimally clear idea of when and under what circumstances the Russian Federation would first use nuclear weapons. Public and open official and unofficial documents do not specify the exact conditions and circumstances that pose a threat, “the very existence of the state”. At the same time, there is no Russian equivalent to the American Nuclear Posture Review, which Washington publishes every few years. At the same time, it can be assumed that much of Moscow's rhetoric about nuclear weapons is also

intended to influence the behavior of other countries as a form of indirect intimidation. Over the past decade, there have been a number of examples in which Moscow has openly threatened other countries if they join the US missile defense programs. In March 2015, Russia's ambassador to Denmark, Mihail Vanin, said: "I don't think the Danes fully understand the consequences if Denmark joins the US-led missile defense shield. If they do, then Danish warships will be targeted by Russian nuclear missiles" (Rossiyskiy posol prigrozil Danii yadernym oruzhiem... 2015). Even if this does not have a direct impact on a country's foreign policy, it is significant that Western countries regularly prefer to emphasize the need for dialogue with the Russian Federation instead of proportional responses, which would probably be more appropriate in Ukraine and Georgia, for example.

Despite the official shortage of literature on the Russian side, there are Russian military and civilian experts who discuss both the threat and the actual use of nuclear weapons in the context of conventional and/or nuclear war. At the same time, there are some official Russian references to the "escalation for de-escalation" strategy, in which Russia will seek to end a conventional conflict by first using one or a small number of nuclear weapons to demonstrate readiness to force the enemy to retreat. The Russian presumption is that by demonstrating such determination, Moscow can win by exploiting the enemy's fears of escalation. This Russian strategy is often mentioned in official comments from the United States. In March 2016, STRATCOM Commander Cecil Haney said that Russia "declares and recklessly demonstrates its readiness to escalate to de-escalation, if necessary" (Haney, Cecil 2016; Deputy Defense Secretary Robert Work's comments in David Alexander...). For his part, Arbatov shared about the formal consideration in 2003 of plans to "de-escalate aggression by threatening to strike or directly carry out strikes of various scales using conventional and/or nuclear means of destruction". Arbatov notes that they suggest options for "dosed [measured] combat use of individual components of the strategic deterrence force". Although this discussion of limited nuclear capabilities subsequently largely disappeared from public discourse, Arbatov explained that a limited first nuclear strike was not intended to demonstrate Moscow's determination, but to sober up an aggressor and force him to stop the attack and begin negotiations.

If this first use fails, “there will be increasing use of nuclear weapons” (Arbatov, Aleksey 2017).

In 2009, the then commander of the Strategic Missile Forces, General Andrei Shvaichenko, discussed the escalation scenario: “In a conventional war, they [strategic nuclear missiles] ensure that the enemy is forced to cease hostilities on favorable terms for Russia, through single or multiple preventive strikes against the most important installations of the aggressors” (Schneider, Mark B. 2013). At the same time, in a 2011 article, two Russian scientists, Vasiliy Belozerov and Elena Lebedkova, described the country's tactical nuclear weapons as a “trump card” through which Moscow could end the conflict, including conventional, at an early enough stage to be beneficial to Russia (Belozerov, Vasiliy, Elena Lebedkova 2011). According to General Shvaichenko, in the event of a need for nuclear strikes, Russia will first seek to strike targets that contribute to the enemy's military and economic potential, with the first massive strike and subsequent smaller ones (Schneider, Mark B. 2013). For her part, Arbatova added that according to the Russian understanding, once nuclear strikes occur, this will be seen as a failure of the deterrent potential of nuclear weapons, which will result in a desire to destroy strategic enemy targets, instead of looking for controlled “escalation for de-escalation”, enshrined in the Military Doctrine of the country (Arbatov, Alexey 2016). In parallel, Russian military exercises regularly include scenarios in which Moscow is the first to launch a nuclear strike to prevent a more serious conventional conflict (Schneider, Mark B. 2017; Voennyye nazvali yadernoe planirovanie Rossii... 2016).

At the same time, it is worth mentioning the presence of unconfirmed information about the existence of the so-called Perimeter system, which must automatically reciprocate a nuclear strike (Vruchnyi, Maksim 2017; Hoffman, David E. 2009). According to unconfirmed reports, the system has autonomous control and management systems based at a number of independent command posts, as well as sensors for monitoring data on seismic activity, radiation levels and other indications of a used nuclear weapon (Rossia obladaet “chudovishtnyim oruzhiem vozmezdiya” 2009). In an interview with Komsomolskaya Pravda in December 2011, the then commander of the Strategic Missile Forces, Sergey Karakaev, stated that the

Perimeter system was active and, if necessary, if a retaliatory order could not be given in accordance with the established command order, the signal will come from Perimeter (Timoshenko, Mihail 2015). Although it is not clear how many of these are targeted messages and what the actual capacity of such a system is, if not at the moment, its existence is a matter of time. At the same time, such autonomous systems operate on the basis of algorithms for which it can be assumed that the error is not inherent, thus calling into question its security in a tense environment.

Meanwhile, the opinion of independent Russian experts on the US nuclear capabilities and, by default, NATO, if they are the first to strike, is also evident. In an August 2010 article by the Independent Military Review, Sergey Rogov, Valeriy Yarivnich, Viktor Yesin and Pavel Zolotarev estimated that the possible use of conventional cruise missiles and other high-precision conventional weapons against Russian strategic targets by the United States justified the lowering of the nuclear threshold in the military doctrine of 2010 (Rogov, Sergey, Valeriy Yarynich, Viktor Yesin, and Pavel Zolotarev, 2010). General Vladimir Dvorkin, a former head of Russia's 4th Central Research Institute, also supports the “use it or lose it” logic. According to him, foreign efforts are possible to hinder the work of state and military command and control systems, which would disrupt the functioning of the strategic nuclear forces (Dvorkin, Vladimir, 2011). In an article for the Military-Industrial Courier, Pavel Grachev, Dmitriy Kornev and Alexey Ramm openly warn about the vulnerability of Russia's strategic nuclear weapons to conventional US weapons (Grachev, Pavel, Dmitriy Kornev, and Alexey Ramm 2013). In 2015, Konstantin Sivkov openly stated that Washington could “decapitate” Russia's nuclear forces both by launching a direct attack on them and by eliminating Russia's command and control system to launch an effective response. According to him, the US rapid global attack system may in the near future be able to neutralize all or most of Russia's nuclear forces by a combination of strikes aimed at “decapitation” (in command sites controlling the use of strategic nuclear weapons) and “disarmament” (directly on the holders of strategic nuclear weapons) (Sivkov, Konstantin 2015; Novikova, Inna 2014).

In parallel, it is necessary to consider Russia's readiness to use nuclear weapons in a geographical context, i.e. to take into account and what, Moscow values as its inviolable territory. Undoubtedly, for example, the Kremlin will value Kaliningrad as an integral part of its territory, even though it is actually an enclave (The Berlin (Potsdam) Conference 1945). Vladimir Putin even commented in September 2016 that if someone demanded a review of the status of Kaliningrad, it would require a review of the status of territories such as East Germany, parts of Poland and even Hungary and Romania, which would be a "Pandora's box" (Putin sravnil peresmotr itogov Vtoroy mirovoy voyni... 2016). But while the position on Kaliningrad seems entirely conditioned by the Russian side, that on more disputed territories is not so clear. This is the situation in the eastern part of the country, where Russian authorities acknowledge that Japan is challenging Moscow's control over the Russian-occupied Kuril Islands. At the same time, although the Kremlin does not rule out a possible transfer or sharing of sovereignty over some of the islands as part of a political agreement with Tokyo, in an address to the International Economic Forum in St. Petersburg in 2017, Putin commented on the danger of US troops returning to the islands. if they fall under the sovereignty of Japan. According to the Russian president, it is possible, if not immediately, then in the medium or long term American bases or elements of missile defense to appear on the islands, which is unacceptable for Russia (Putin rasskazal o budushchem Kuril... 2017). It is also worth mentioning that against the background of this rhetoric of cooperation, there is evidence that Russia is increasing its military presence, both in the region and on the islands themselves (Syisoev, Grigoriy 2016). In 2009, nearly a decade before Vladimir Putin's speech, Nikolay Patrushev, as director of the Security Council of the Russian Federation, said it was possible and justified for his country to use nuclear weapons to protect the Kuril Islands (McDermott, Roger N.). And while they are far from Europe in March 2015, Vladimir Putin said that Moscow was ready to use nuclear weapons if there was an external attempt to prevent the annexation of Crimea (Smith-Spark, Laura, Alla Eshchenko and Emma Burrows, 2015), and since then the Kremlin has assessed that it has a legal right to do so and/or the need to deploy

nuclear weapons on the Crimean peninsula (Muzhenko zayavil, shto Rossia mozhet razmestit..., 2015).

The situation with the understanding of the Russian position on when it is justified to use these weapons is further complicated by the fact that, according to the Kremlin, strikes can also be carried out in support/defense of an allied or partner country. From here, almost all post-Soviet republics that are not part of NATO and/or the EU, as well as countries in Central Asia and the Middle East, can be included in the first reading. In Syria, for example, although Putin and Lavrov have openly stated that they would not launch nuclear strikes (Lavrov isklyuchil primenenie yadernogo oruzhiya... 2015; “Hopefully, no nukes will be needed”... 2015), there are Russian bases that may be an exception to this, given their strategic importance to Russia. At the same time, there are open Russian sources that allow the use of nuclear weapons against Russia's neighboring countries that are members of NATO. Such is the case with Turkey and Romania, for example, where US nuclear weapons or ballistic missile interceptors are deployed, which Moscow sees as a threat. According to Gabriel Mihalik, it is possible, if necessary, for the Kremlin to use short-range nuclear missiles to strike such targets in order to show determination in line with the concept of escalation for de-escalation (Mihalik, Gabriel, 2016).

In the event that Moscow decides to resort to the use of nuclear weapons, the preferred type is likely to depend on the specific situation and not on what is established in the official documentation, i.e. a key role will almost certainly be played by the assessment of the situation by the top state leadership and the extent to which this leadership will evaluate its own expertise in comparison with that of the military leadership. At the same time, there may be opposition to the magnitude of the planned strike. As stated in the official documentation, it must be powerful enough to demonstrate readiness and determination, but there are also opinions that in fact a small precision blow will be enough (Rossiyskaya armiya budet nanosit preventivnyie yadernyie udaryi... 2009; Vot yadernaya pulya proletela, i aga... 2003). Meanwhile, the Minister of Defense, Sergey Lavrov, said in January 2017 that although nuclear weapons are the mainstay of Russia's defense, it is possible that at some point with the development of technology they will be replaced by conventional

weapons (Putin poruchil uvelichit udarnyi potentsial...; Acton, James M. 2015). Experts such as Sergey Karaganov believe that cyber-capabilities are likely to gradually displace weapons of mass destruction in capacity and importance (Karaganov, Sergey 2017).

Moscow has publicly pursued a policy of deliberate uncertainty about when and under what circumstances it would use nuclear weapons. Nuclear policy is drafted by a limited group of senior state officials in the field of national security, with minimal control, even by the Russian Duma or other state bodies (Tseplyaev, Vitaliy 2016). At the same time, the country's military doctrine almost certainly has classified annexes on the use of nuclear weapons. Nevertheless, the Russian media sometimes refer to unconfirmed allegations on this issue, which allows some attitudes and trends to be observed. Some Russian experts share concern that heightened official rhetoric regarding the use of nuclear weapons makes the likelihood of escalation in a crisis more likely (Arbatov, Aleksey 2017). At the same time, according to Russian publications, the country's military leadership has insisted that the 2014 Military Doctrine explicitly mention the possibility of preemptive nuclear strikes (Gordeev, Vladislav 2014; Rossiyskaya armiya budet nanosit preventivnyie yadernyie udaryi... 2009). General Yuriy Yakubov was even mentioned by name as the man who insisted that NATO be identified as a specific threat and target of such a preventive strike [Russian general calls for preemptive nuclear strike doctrine against NATO 2014]. In the end, however, these proposals were rejected and only the purposefully vague wording of self-defense remains (Preemptive nuclear strike omitted from Russia's new military doctrine 2014).

Of course, whether the Russian government will actually use or even threaten to use nuclear weapons in a conflict will depend not only on the geography of the conflict or on Russian military doctrine, but also on the context and assessed possible scenarios according to Moscow. It can be estimated that it is very likely that such a decision will be made by the political rather than the military leadership. At the same time, Russia appears to be increasingly seeking to rely on conventional, cyber and other forces to achieve a "non-nuclear deterrence system" (Kashin, Vasiliy, and Michael Raska 2017). Russia's capacity for cyber escalation is great, but its

willingness to use such an unpredictable tool, especially given the potentially stronger US capabilities in this area, is unknown. According to the available information, it seems plausible that, although nuclear weapons will remain the basis of Russian military power in the medium term, a gradual “transition” of some missions from tactical nuclear weapons to conventional weapons will begin. At the same time, this depends on the uncertain implementation of the expected improvements in the Russian military-industrial complex, adequate funding against the background of other priorities and the growing conventional capabilities of the United States, China and other adversaries.

Conclusion

NATO faces increasing and overarching challenges, both external and internal, that require innovation and adaptability. Addressing and overcoming them requires optimal levels of cooperation, both within the Union and with the EU. This article presents and analyzes only some of these threats. For a more in-depth study of the topic, it will be appropriate to take into account: the relationship between Russia and Belarus and the possibility of permanent deployment of Russian armed forces in the country; Moscow's role in the conflict between Armenia and Azerbaijan; Russia's subversive activities in Europe through energy projects; the activities of Russian private military companies such as Wagner in the Middle East and Africa; the country's policies and actions in countries such as Syria and Libya; its influence in Central Asia and the deployment of S-300 systems in Kyrgyzstan and Tajikistan, which allows monitoring of the NATO mission in Afghanistan; relations between Moscow and Beijing; China's investments in NATO and EU member states; Chinese state-owned companies that use Western funds to finance military technology; China's influence in South Asia; as well as the situation on the Korean Peninsula.

A significant part of these proposed *prima vista* themes and challenges does not imply that the competence of the North Atlantic Alliance is necessary. However, each of them has the potential, indirectly or directly, to become a destabilizing factor for NATO. This, in turn, requires an increase in the Alliance's expertise, but also the need for coordination, cooperation and even possible harmonization on a number of policies with the EU. But only by continuing to maintain its deterrent force,

technological superiority, innovative approach, levels of cooperation and exchange of good practice and experience, timely and coordinated actions and operations, and to remain attractive for democracies around the world, will NATO succeed in legitimizing not only its power, but also its very existence.

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BRITISH EXPERIENCE OF INTERACTION BETWEEN NATIONAL AND REGIONAL ELITES

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БРИТАНСКИЙ ОПЫТ ВЗАИМОДЕЙСТВИЯ НАЦИОНАЛЬНОЙ И РЕГИОНАЛЬНОЙ ЭЛИТ

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Abstract: *The problem of the relationship between national and regional political elites has acquired particular relevance in the XX century. It was during this period that the trend of secession processes emerged, which entailed the problems of creating effectively and adequately functioning institutions, norms, rules and principles aimed at having a positive impact on the life of citizens in a new "regional" status. Such processes are observed both in developed democracies and in countries that are just following the path of democratic and modernization transformations.*

Keywords: *national elite, regional elite, autonomy, interaction model.*

Аннотация: *Проблема взаимоотношений национальных и региональных политических элит приобрела особенную актуальность в XX веке. Именно в этот период, наметилась тенденция сепарационных процессов, повлекшая за собой проблемы создания эффективно и адекватно действующих институтов, норм, правил и принципов, направленных на оказание положительного воздействия на жизнедеятельность граждан в новом «региональном» статусе. Такие процессы наблюдаются как в странах развитой демократии, так и в странах, которые только идут по пути демократических и модернизационных преобразований.*

Ключевые слова: *национальная элита, региональная элита, автономия, модель взаимодействия*

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В процессе своего развития множество европейских государств, столкнувшиеся с проблемой сложного и противоречивого взаимодействия национальной и региональной элиты, создали различные формы автономных образований, с различной степенью самоуправления для защиты языковых, этнических и других прав меньшинств.

«Автономия – это средство для диффузии полномочий, которое нацелено на сохранение целостности государства и уважение многообразия его населения».

Одним из ярких примеров процессов регионализации внутри унитарного государства является Соединенное Королевство Великобритании. Возрастание националистических тенденций на окраинах страны, в частности в Уэльсе, Шотландии и Северной Ирландии, во второй половине XX века позволили исследователям в данной области говорить о новой форме территориально-политического устройства – регионалистском государстве.

Радикалы националистических движений в этих регионах призывают к выходу из состава Великобритании с последующим образованием собственных государств (Северная Ирландия преследует цель присоединиться к Ирландской Республике).

В силу сложившихся обстоятельств Великобритания согласилась с тем, что возникла острая необходимость проведения реформы по управлению своими провинциями путем расширения их полномочий. Попытка провести реформу в 1979 году не увенчалась успехом и лишь спустя 16 лет политическая элита вновь возобновила вопрос о ее проведении, связанно это было с приходом к власти лейбористов, сменивших консерваторов. Результатом проведенной реформы стало наделение Уэльса, Шотландии и Северной Ирландии широкими властными полномочиями автономного характера (собственные законодательные органы). Учреждение Национальной ассамблеи Уэльса, парламента Шотландии и Ассамблеи Северной Ирландии стало конституционной революцией, так как практика изменений в Соединенном Королевстве до этого момента не имела такого радикального опыта.

В результате региональных изменений и образовании трех новых законодательных органов разделение властных полномочий имело неравномерный характер. В Шотландии и Северной Ирландии (Акт о Северной Ирландии 1998 г.) был применен принцип координации, согласно которому новый парламент Шотландии имел право законодательной инициативы по любому вопросу, за исключением специально закрепленных за центральным парламентом Акт об Шотландии 1998 года). В Уэльсе был применен принцип кооперации: Национальная Ассамблея разделяет функции с центральным правительством. Таким образом, Ассамблея была наделена полномочиями

вторичного законодательства – правила и инструкции, разработанные Ассамблеей, могут только конкретизировать и дополнять первичное законодательство, издаваемое парламентом страны (Акт об управлении Уэльсом 1998). Политическую автономию Уэльс получил только в 2011 году посредством Акта об Управлении Уэльсом 2006 года, который предусматривал деволюционный процесс. Налоговыми полномочиями обладала только Шотландия.

Последней правом издавать акты собственного законодательства, но в весьма специфической форме, получила в 2015 году Англия, что стало результатом реализации концепции «Английские голоса за английские законы».

Политическое решение Соединенного Королевства обусловлено несколькими причинами. Одной из первых причин является влияние общих процессов, затронувших множество стран в тот период. «Европа регионов» – самый упоминаемый термин в политической сфере в тот период времени, означающий массовое возрастание роли отдельных регионов в процессе регионализации. Современные политологи в этой связи выделили новую форму территориального устройства, отличную от унитарной, федеративной и конфедеративной – регионалистское государство (региональное), приводя в качестве примера внутреннюю организацию Испании и Италии.

Существует также определение данного вида государства как квазифедерация или полужифедерация, в контексте переходного состояния от унитаризма к федерации.

В настоящее время можно отметить, что в рамках деволюционного законодательства все регионы Соединенного Королевства наделены правом политической автономии. Но это обстоятельство не позволяет говорить о том, что это вектор к созданию федерации. Говоря языком британских авторов, в Великобритании была осуществлена не федерализация, а федеральная деволюция («federal devolution»). Слово «федеральный» в рассматриваемом термине следует понимать как «распространенный на все регионы

Великобритании», т.е. не только на Шотландию, Уэльс и Северную Ирландию, но и на Англию.

В Великобритании в организации публичной власти мы можем наблюдать некое «правило» взаимодействия национальной и региональной политической элиты. Имеется ввиду, при по «достаточной широкой автономии» регионов их участие в управлении на общенациональном уровне «минимально». Это и есть отличительная характеристика автономии как территориальной единицы.

Как результат такого преобразования в британском государстве – создание трехуровневой системы территориальной организации публичной власти: общенациональный, региональный, местный.

Из-за отсутствия Конституции в виде единого кодифицированного акта, перераспределение власти между тремя уровнями не требует сложной конституционной процедуры и может осуществляться в рамках обычного законодательного процесса. Такая система характеризуется как гибкая, подразумевающая распределение полномочий за счет заключения между общенациональной и региональной властью межправительственных соглашений по вопросам управления – конкордатов.

В свете Брексита осложнились отношения между британской и шотландской элитой. Для шотландских политиков ключевой вопрос в настоящий момент – оставаться ли Шотландии частью Великобритании или становиться независимым государством. В 2011 году Шотландская национальная партия (ШНП), выступающая за независимость, получила большинство на выборах в шотландский парламент и пообещала провести референдум о независимости. Впоследствии правительства Шотландии и Великобритании в 2012 году заключили двустороннее соглашение, чтобы облегчить такое голосование. Референдум о независимости был проведен в 2014-м, и народ Шотландии высказался за то, чтобы остаться в составе Великобритании.

Проведенный референдум о независимости свидетельствует о том, что этот регион стремится к обретению учредительной власти вопреки принципу

парламентского верховенства. Но на политическую ситуацию в Шотландии кардинально повлиял Брексит. Шотландская элита придерживалась строго европейской риторики, и Шотландия не голосовала за выход из состава ЕС. Примеру Шотландии может последовать и Северная Ирландия для объединения с Республикой Ирландия. Это обстоятельство подтверждает высказанное выше мнение относительно противопоставления конституционной идентичности регионов фундаментальным принципам британской конституции.

Сложившаяся ситуация способствовала тому, что на парламентских выборах 2021 года вопрос о независимости стал центральным. ШНП и шотландские «зеленые» предлагают провести новый референдум о независимости в нынешний парламентский срок, с 2021 по 2026 год. Однако противники референдума существуют как на региональном, так и на общенациональном уровне. Внутри шотландского парламента против референдума выступают консерваторы, лейбористы и либерал-демократы. Для того чтобы провести референдум, лидер ШНП Н. Стерджен должна получить согласие Лондона. Но премьер-министр Великобритании Б. Джонсон категорически против нового референдума. Сторонники независимости Шотландии заявляют, что, если согласие в ближайшее время не будет получено, они все равно примут закон о референдуме и потом готовы отстаивать свою правоту в суде.

Несмотря на всю сложность взаимодействия национальной и региональных элит, форма государственного устройства Великобритании определена. Возможные будущие изменения могут коснуться лишь содержания конституционно – правового регулирования территориальной организации публичной власти. Нынешняя форма государственного устройства наиболее эффективно может способствовать предотвращению сепаратизма и сохранению государственного единства в условиях полиэтнического общества.

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PRACTICAL EXPERIENCE OF INTERACTION BETWEEN GOVERNMENT AND BUSINESS SERVICES IN FOREIGN COUNTRIES

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ПРАКТИЧЕСКИЙ ОПЫТ ВЗАИМОДЕЙСТВИЯ ГОСУДАРСТВЕННЫХ И ПРЕДПРИНИМАТЕЛЬСКИХ УСЛУГ В ЗАРУБЕЖНЫХ СТРАНАХ

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Abstract: *The agricultural sector is developing quite steadily in Transnistria. The strategy for supporting the domestic agro-industrial complex needs the experience of the leading regions in the agrarian sector. An important relevant aspect in this direction is the impact of the potential of public-private partnerships on the development of the agricultural sector. The leaders among countries with a successfully functioning and improving mechanism of interaction between the state and the business community are such European countries - Great Britain, France, Germany.*

Keywords: *entrepreneurship, public-private partnership, concession agreement.*

Аннотация: *В Приднестровье достаточно устойчиво развивается отрасль сельского хозяйства. Стратегия поддержки отечественного агропромышленного комплекса нуждается в опыте лидирующих в аграрном секторе регионов. Важным актуальным аспектом в данном направлении является влияние потенциала государственно-частного партнерства на развитие сельскохозяйственной отрасли. Лидерами среди стран с успешно функционирующим и совершенствующимся механизмом взаимодействия государства и бизнес-сообщества являются такие страны Европы – Великобритания, Франция, Германия.*

Ключевые слова: *предпринимательство, государственно-частное партнерство, концессионное соглашение.*

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В Приднестровье достаточно устойчиво развивается отрасль сельского хозяйства. В республике разработана стратегия развития агропромышленного комплекса до 2025 года, включающая в себя три основных направления – развитие АПК, инфраструктуры сельской местности и сельского туризма. Президент страны В.Н. Красносельский, отмечает: «Основные продукты питания – овощи, фрукты, мясо, молочная продукция, зерновые продукты, они производятся у нас, в Приднестровье. Что позволит обеспечить самодостаточность Приднестровья в этой части...». Сегодня в Приднестровье

под обработкой находится 262 тысячи гектаров земли. Около 85% - это площади, занятые зерновыми культурами. Необходимо переориентировать сельскохозяйственное производство на продукты с более высокой добавленной стоимостью – овощи и фрукты. Сельскохозяйственная сфера обеспечивает потребности национальной экономики и населения основными продуктами, являясь важным фактором территориальной целостности и продовольственной безопасности Приднестровья в условиях непризнанности.

В тоже время стратегия поддержки отечественного агропромышленного комплекса нуждается в опыте лидирующих в аграрном секторе регионов. Важным актуальным аспектом в данном направлении является влияние потенциала государственно-частного партнерства на развитие сельскохозяйственной отрасли. Необходимо обратить внимание, что государственное регулирование, взаимодействие государства и бизнес-сообщества в сельском хозяйстве разных стран отличается большим разнообразием использования экономических и финансовых механизмов и инструментов, различаются степень и формы государственного вмешательства в частный бизнес.

Обобщив различные толкования понятий государственно-частного партнерства, можно полагать, что ГЧП – это эффективная система взаимоотношений публичного и частного секторов, задействующая ресурсы предпринимательства как внутренний источник развития национальной экономики, направленной на достижение общественно значимых целей публичного управления. Государственно-частное партнерство представляет собой институциональный и организационный альянс государственной власти и частного бизнеса по реализации общественно значимых проектов в широком спектре сфер деятельности: от развития стратегически важных отраслей экономики, реализации крупных проектов и программ до предоставления общественных услуг в масштабах всей страны или отдельных территорий. Важной особенностью механизмов ГЧП является то, что государство сохраняет в своей собственности первоначальные активы. В такой системе отношений происходит объединение ресурсов и потенциалов двух хозяйствующих

субъектов – государства в форме привлечения бюджетных средств, ограничения административных барьеров, нормативно-правового обеспечения и частного бизнеса в виде активов, прогрессивного опыта предпринимательской деятельности, менеджмента, инновационных технологий и инвестиционных проектов.

Лидерами среди стран с успешно функционирующим и совершенствующимся механизмом взаимодействия государства и бизнес-сообщества являются такие страны Европы – Великобритания, Франция, Германия.

Пионером в сфере ГЧП явилась Великобритания. Так в 1981 году впервые была реализована возможность государственно-частного партнерства. Успешно реализованная таким способом перестройка лондонских доков, позволила правительствам Дж. Мейджора в 1992 г. создать государственную программу «Частная финансовая инициатива» (Private Finance Initiative, PFI). Фактически Великобритания стала родоначальницей механизма ГЧП. Программа открывала возможности передачи частному сектору функции финансирования строительства (эксплуатации, реконструкции, управления и т.п.) государственных объектов производственной и социальной сферы. В 1997 году пришедшее к власти лейбористское правительство Т. Блэра продолжило развитие государственно-частного партнерства. Статистические данные свидетельствуют о том, что модель государственно-частного партнерства «Частная финансовая инициатива» создает около 17% экономии бюджета Соединенного Королевства. На сегодняшний день данный опыт взаимодействия частного бизнеса и государственных структур успешно реализуется в Канаде, Австралии, Франции, Португалии, Норвегии, Японии и др.

Если применить условный рейтинг в контексте реализации проектов ГЧП, после Великобритании на втором месте располагается Австралия. Специфика механизма в австралийской модели частной финансовой инициативы заключается в том, что «...частный партнер заключает с государственным органом соглашение на финансирование, проектирование, строительство/

реконструкцию объекта, в результате чего осуществляется предоставление услуг в течение всего срока существования объекта на основе модели «Проектирование – строительство – финансирование - эксплуатация/управление» (DBFO). Особенностью реализации данной практики в Австралии является то, что финансы со стороны государства осуществляются по итогам предоставления услуг, оказываемых в рамках соглашения объекта. В то же время, государственный партнер берет на себя риски, связанные со спросом, а также обеспечивает минимальный гарантированный уровень получаемых частным партнером доходов и осуществляет ему выплаты непосредственно за предоставление услуг.

В Австралии финансовая сторона функционирования ГЧП основана на долевом финансировании из средств федерального бюджета, бюджетов штатов и территорий и частного капитала. Возможно использование денег пенсионных фондов и выпуска государственных долговых ценных бумаг, гарантированных государством.

На третьем месте импровизированного рейтинга расположилась Ирландия. Так в этой стране успешно функционируют три основные модели ГЧП. Которые можно представить в виде следующих формул: 1) проектирование + строительство + управление; 2) проектирование + строительство + управление + финансирование; 3) концессионные соглашения.

В первой из представленных моделей предприниматель изготавливает, управляет и обслуживает объект социальной инфраструктуры, получая финансирование от государственного партнера и в соответствии с его требованиями. Согласно договора ГЧП в рамках этой модели, в дальнейшем объект передается в собственность государства;

Отличием второй модели от первой заключается в схеме возмещении затраченных средств. Так возмещение финансовых затрат частного предпринимателя осуществляется исключительно за счет платы со стороны государственного партнера (так называемой «платы за доступность»);

Третий вариант модели ГЧП является концессионным соглашением, в механизме действия которого возврат средств частному предпринимателю обеспечивается за счет платы пользователей, и, или дотаций от государства;

Таким образом, следует отметить, что каждая из стран лидеров сфере ГЧП учитывала особенности экономики и сознания предпринимателей, максимально адаптируя и развивая уже имеющийся опыт.

Следует обратить внимание и на опыт стран с переходной экономикой. В частности законодательство Бразилии предусматривает три вида договоров ГЧП: обычные, заключающиеся в соответствии с законодательством о концессиях; спонсируемые; административные. Нельзя обойти и опыт развития ГЧП Китая. В Китае наиболее развито заключение соглашений о ГЧП по схеме ВОТ (строительство — эксплуатация — передача). Первые проекты с использованием этой модели были реализованы еще в начале 90-х годов прошлого века. По окончании срока действия соглашения частный партнер передает построенный им объект государственному партнеру на безвозмездной основе. Наиболее активно ГЧП используется для строительства железных дорог, развития экологической инфраструктуры (объектов водоснабжения и очистки сточных вод).

Подводя итоги, необходимо отметить, что проведенный анализ международного опыта реализации проектов на основе государственно-частного партнерства показывает, что государство и частный сектор все чаще объединяют свои усилия, опыт и финансовые ресурсы для решения особо значимых общественных задач. При этом механизмы ГЧП в различных странах разнятся. Нарботанный годами опыт стран-лидеров в области реализации проектов государственно-частного партнерства позволит избежать ошибок и повысить бюджетную эффективность в тех странах, которые только встают на путь развития ГЧП.

Суть данной программы заключалась во Франции в рамках применения государственно-частного партнерства используется модель, где государство в целях привлечения частных инвесторов к государственным проектам создает так называемые сообщества смешанной экономики (Société d'Economie Mixte,

SEM), представляющие собой совместные предприятия. При формировании данных предприятий обязательным условием является то, что доля государства или органов местного самоуправления в уставном капитале от 50 до 85%.

В Германии на основе государственно-частного партнерства функционируют и вновь создаются центры поддержки ГЧП, действующие как на уровне федеральных земель, так и на федеральном уровне. На федеральном уровне такой центр – ЦРР Deutschland AG (Partnerschaften Deutschland) был создан в ноябре 2008 г. Центр является независимой консалтинговой компанией под эгидой федеральных министерства финансов и министерства транспорта и строительства [2]. Важнейшим фактором успешного развития государственно-частного партнерства являются согласованные действия государственных органов при разработке и реализации инвестиционных проектов.

Анализ международной практики свидетельствует о том, что в ряде стран существуют специальные государственные или государственно-частные советы по ГЧП, которые являются важнейшими институтами, обобщающими опыт реализации проектов в рамках государственно-частного партнерства и разрабатывающими рекомендации по совершенствованию правовых норм, регулирующих эту сферу. Ключевыми институтами ГЧП являются специальные органы исполнительной власти, уполномоченные заключать соглашения в сфере ГЧП от имени государства.

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Open Access

MANAGEMENT

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INTERNAL PATENT SEARCH

Abstract. §7 of act no.435/2001 from Codex involving patents, supplementary protection certifications and amendment and complement of other acts (further just “the patent act”) mentions that “the invention is considered as a new one if it’s not part of state of the art. Anything that has been made accessible to the public in any form or any place before the registered person claimed the right of priority is considered as state of the art.”

Keywords: patent search, intellectual property, World Intellectual Property Organization

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Introduction

Searches are made before registration of the application, launch of exploration, launch of new production program and so on; meanwhile they provide a whole overview of current state of the art for the person assigning research, which protects them from unnecessary investments into solutions that are already out of date. While resolving tasks related to discovering state of the art it may not be obvious at first, what information we’re going to search for. For that reason it’s important to first define objective and goal of the search and then identify which type of research is going to be conducted.

Search is a result of informational search and it provides a collection of information for given topic. Patent search is a collection of patent information, or more precisely of searched documents regarding certain topic or problem. The result of patent search is a list of relevant documents, including their evaluation.

Internal patent search and its importance

Regarding researcher’s job, any information stating that their idea or product is already well-known is crucial. Hence the objective of state of the art’s search is finding proof that solution whose author is confident about it being a new one, had been already described by someone else.

The pursuit of commercial use of university research results has led to many universities in Slovakia and abroad establishing Centers for technology transfer,

which should ensure effective interconnection of university research with commercial sphere. These centers provide support and counseling for researchers, university employees and students in the process of protection and commercialization of intellectual property that was created by them. Such support is provided by the Center for technology transfer of the University of Zilina as well and one of the provided services is also conducting of patent search.

Internal search at the UNIZA is based on:

- researcher's requirements – on account of directing their research or in relation to preparation of application before its registration and related definition of range of claims,
- guidelines for intellectual property manipulation under terms of the University of Zilina,
- for requirements of Evaluating commission of UNIZA while making a decision whether to claim/not claim a right for the subject of action – conducting search is part of methodical process (however it does not directly mention who is conducting the search, researcher can either conduct it on their own or have CTT UNIZA conduct the research, or in some cases it may be conducted by a patent assistant – only if UNIZA makes a contract with them that involves this activity),
- for requirements of Evaluating commission of UNIZA while making a decision about farther manipulation with the subject of action – search serves as a foundation for this decision. In annex no. 8 of Guidelines for intellectual property manipulation under terms of the University of Zilina is a description of a discussion of Evaluating commission of UNIZA, which results in a proposal for farther manipulation with the subject of action. Decisions of Evaluating commission of UNIZA are based on foundations, which include the search about state of the art from the ambit of subject of action.

Further bellow, there's a simplified process of conducting patent search of state of the art, which is also a summary of basic principles of making search about state of the art.

Procedure of making internal patent search about state of the art at the UNIZA

1. Definition of technical problem (search subject)

- formulation of invention's name/ technical solution in Slovak and also in English language (in interaction with the author/s),
- in case that author/s had already sent a Notification about making of subject of industrial property to CTT UNIZA, information about the name is available in this document.

2. Determination of key words (terms that perfectly describe fundamentals of invention/ technical solution or technical problem)

- a list of key words in Slovak, English, German and French language (for requirements of full-text search),
- in case that author/s had already sent a Notification about making of subject of industrial property to CTT UNIZA, list of key words in English and Slovak language is available in this document.

3. Classification of invention/technical solution

- classifying into symbols of patent classification according to International patent classification and Cooperative patent classification.

4. Making of research question/questions

- making a search chain while using patent classification and key words, or even other search criteria while utilizing logic operators. Option of using quick search by putting research question in one row or extended search while using research MASK. Modification of search question where necessary, or more precisely based on found results – their number and relevancy.

5. Systematic browsing of patent documentation and selection of relevant documents

Utilization of online research systems – available databases (particularly ESPACENET, Patentscope, Web registers of Industrial property office of the Slovak Republic) and research tools (e.g. GPI) during the progressive browsing of patent documents. It's necessary to add unpatented literature to the search. In this step there's also a reevaluation of the accuracy of selected classification according to

found results, if necessary the classification is modified into symbols of patent classification.

6. Making a list of relevant documents

- evaluating of found patent documents and saving relevant documents into a list.

In this step, the list of documents that is being developed may be sent to the author for the checking of research process accuracy, after the confirmation, or more precisely correction by the author, they can continue in conducting the search (so called “two-round search”).

7. Making of search message

- search message is prepared in a template and its annex consists of the list of relevant documents with an option for access to full texts (either via links for database or full documentation makes up an individual annex of the message).

Search message is effective from a specific date, which is presented in it along with researcher's name and is instrumental to the authors (for direction of the research) but also presents a foundation for Evaluating commission's discussion. Evaluating commission writes a report based on search message. In case of agreeing to it, this fact is announced to authors via document called “Decision about claiming employer's right for solution of industrial property's subject.”

8. Feedback from authors

- reviewing of results by author/s during which relevant information are gained about “the usefulness” of results and potential collision of found documents with subject invention/technical solution.

9. Processing of search results from Industrial property office of the Slovak republic and feedback from authors

After delivering “official” search from Industrial property office of the Slovak republic to CTT UNIZA, search results are compared to internal search results made in CTT UNIZA for revaluation of chosen search approach and direction of employees of CTT UNIZA when conducting search in the future.

Then the search “is processed” for author/s needs and after sending processed search, feedback from authors is requested with regard to relevancy of documents

presented in it that are necessary for UNIZA's decision-making and farther manipulation with the subject of action in the future.

These methods mostly serve for CTT UNIZA employees and that is for thorough development of internal patent search of state of the art for invention or technical solution, which is a result of inventive activity of employees, doctorates or students of UNIZA. The template of search message is supposed to provide foundations for Evaluating commission of UNIZA decision-making about the particular subject of action in a well-arranged way and it should consist of basic information about invention or technical solution, of range and area of search and list of search results along with researcher's commentary.

While making use of the institute of patent protection, inventions may be "transformed" into business assets with high commercial value. Patent and utility model present tools, which represent the university externally, but which also increase university's ability to benefit from results of research work. The value of patent protection depends on how well it is utilized. Hence it's important to opt for systematic approach for effective protection and commercialization of intellectual property made at the university including systematic research activity as well.

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REGISTRATION FOR VAT

Abstract. *Businessmen, who did not register for value added tax, should recognize legal terms and when they're fulfilled, there's an obligation of registration related to it, as well as basic terms and their importance in relation to registration of this indirect tax.*

Keywords: *VAT, registration, taxpayer.*

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Introduction

VAT act enables various types of registrations. Which type of registration businessman selects depends on several criteria, especially on the business area, on the region of the business and on their customers – taxable or nontaxable persons, domestic or foreign, from member states of European Union or from the third states.

Every type of registration is connected with different obligations and rights, that need to be recognized, because late submitting of registration application, not submitting of declaration of taxes or late submitting of it are considered as legal deliquescences and are sanctioned by the tax administrator.

Registration types for value added tax

According to act nb. 222/2004 from Codex about value added tax in form of latter regulations, registration for VAT in the Slovak republic may concern domestic and also foreign persons, types of registrations and their conditions are regulated in clauses § 4, v §7 a v §7a.

Domestic taxable persons register as taxpayers in terms of § 4 of VAT act. According to this clause, after registration they will be in a position of taxpayer and have an obligation to levy tax from their product and service deliveries and have a right for tax deduction with the exception of delivering products and services exempted from taxes according to §28-42 of VAT act.

According to §7 of VAT act registration is done by acquirers who acquire products from other member states inland.

According to § 7a of VAT act registration is done by taxable persons who receive or deliver services from/to other member state, where the place of delivery is assigned according to § 15 section 1 of VAT act and the person obligated to pay the tax is a service receiver. Registration of foreign person in the Slovak republic is regulated in §5 of VAT act and alteration of taxpayer's registration is regulated in § 6a of VAT act.

Not every registration of taxpayer results in registered person becoming the taxpayer as well. This position brings the advantage of right for tax deduction and thereby reducing their own tax obligation. Domestic taxable persons who register for VAT become taxpayers if they're registered according to §4 of VAT act.

Domestic persons who are registered according to §7 (as a result of acquiring products from other member states of EU) or according to §7a (as a result of receiving or delivering cross-border services from or to member states) are not in a position of taxpayers. That means that these registered persons have the obligation to declare and levy tax to the state budget of the Slovak republic in certain cases, but do not have the right for VAT deduction.

Hence in some cases it may be more convenient for the taxable person to opt for optional registration according to §4 of VAT act instead of obligatory registration according to §7 or §7a. Decision-making about the type of registration is individual and depends on specific activity that is carried out by a taxable person.

Registration of taxpayers according to § 4 of VAT act

In comparison to other registered persons who are in a position of payers, taxpayers have a right for tax deduction. If the businessman is registered for VAT depends on:

- The fact if they achieve sales established by law. If they do they lose the option of deciding about the registration and it will become obligatory. They cannot decide about the registration in case if they become taxpayers by law, that is:

- when they gain material or nonmaterial assets from the payer within acquired business or part of it,
- when they become assignee of payer without bankruptcy,

- if they add construction, part of it or building ground exempted from taxes according to §38 section 1 or section 7,
- if they're taxable person according to §8 section 7 first sentence, which does not implement individual amendment according to §68b (so a taxable person, who enables product delivery via electronic interface from provider in the third state to nontaxable persons within EU).

- The fact if they don't achieve sales established by law, they can decide about the registration and their decision-making is affected by:

- what are their fulfillments for business intentions (inputs) – on accounts of option for deduction,
- the importance of them being the taxpayer from customer's point of view (so the customers can deduct taxes from their sales invoices).

Obligatory registration

Terms of registration are not assigned equally in all member states of EU because the guideline of VAT does not involve registration. So if a Slovak businessman does activities that interfere with other member states of EU, they must check VAT act of particular member state and its obligation of registration.

According to § 4 section 1 of VAT act every taxable person, that is domestic or foreign person with registered place, place of business or business premises in the Slovak republic, or if they do not have such place or their residence is inland or if they typically stay inland and their sales reach 49 790 Euros in the period of 12 consecutive calendar months at most has an obligation of registration. Taxable person has to submit the registration application at the local tax authority by the 20th day of calendar month following the month of achieving given sales.

Optional registration

In terms of § 4 section 2 of VAT act taxable person can request registration of the taxpayer even before reaching sales established by law, that is before their sales reach 49 790 Euros in the period of 12 consecutive calendar months at most.

While submitting request for optional registration of the taxpayer, it's relevant if the person submitting the request is a taxable person, so if they carry out economic activity in terms of § 3 of VAT act. According to obligatory definition of Court of

justice of the European Union even the preparation for future taxable businesses is regarded as carrying out economic activity (decision of Court of justice C-268/83). That is why a person who does not carry out any taxable businesses at the time of submitting request, but their intention is to carry out business activity and they can demonstrate the preparation for future taxable businesses by reliable evidence can request optional registration.

Newly found company that is interested in registration for VAT should be able to demonstrate their intention of carrying out economic activity and support it by evidence. Such evidence can be for example assigning initial invested expenses for business purposes, or demonstrating preparations for business activities. Company that does not carry out any economic activity, cannot objectively demonstrate their intention of carrying out economic activity and cannot demonstrate taxable person's position is not able to achieve taxpayer's position.

If person requesting registration does not demonstrate their intention to carry out economic activity in adequate way and they do not demonstrate that they're a taxable person, tax administrator does not grant their request for registration after evaluating all the evidence in correlative connection. It's due to no evidence of taxable person's position.

When it's convenient to be a taxpayer:

- in case of purchases from taxpayers and if customers are also taxpayers,
- while making big investments into long-term assets, because with cash flow they can count for returned VAT that will be used for short-term commitments
 - e.g. paying out wages or further business development,
- in case of construction businesses that invoice construction work (classified in section F of statistic classification of CPA production) to taxpayers in the Slovak republic because they achieve excessive deduction,
- if providers are taxpayers in the Slovak republic and customers are taxable persons abroad. In this case the result in relation to state budget is excessive deduction.

When it's inconvenient to be a taxpayer:

- while providing services when the final customer is a citizen or a business – not a taxpayer (e.g. businesses that provide services of establishing business companies, if they would be taxpayers their value would be increased by 20%),
- during purchases from persons who are not taxpayers, if the customer is a citizen of the Slovak republic or business – not a tax payer in the Slovak republic.

Conclusion

It's not possible to generalize the convenience or inconvenience of taxpayer's position. Its evaluation is individual. It mostly depends on the position of business partners – providers and customers, and also depends on the business subject. For example, it's "not profitable" for optional taxpayer to be a businessman who delivers nonmaterial services, so intellectual work and could only deduct tax from small purchases.

Anyway, it's necessary to consider registration for VAT according to business subject, area of business realization and the extent of it.

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