

Article

# Role of public-private partnerships in the implementation of state youth policy

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**Abstract:** The paper reports on the results of research on the institution of public-private partnerships in the field of implementation of state youth policy, particularly through socially important social youth projects, including social-entrepreneurial. The study explores social projects that enjoy the full range of support from all subjects in public-private partnerships: the state represented by public authorities, business structures, non-profit organizations, and youth. The authors highlight that the infrastructure of youth policy in the implementation of social-entrepreneurial youth projects needs to be changed conceptually. There is a need to establish comprehensive creative and professional spaces that shape young people’s personalities and practice a future-oriented model of organizing collaborative social projects.

**Keywords:** youth policy; public-private partnership; youth; social project; entrepreneurial project; non-profit organizations; cooperation

## 1. Introduction

In recent decades, Russia has experienced profound transformations across its social, economic, and political landscapes (Alimova et al., 2023). These changes have prompted a reevaluation of the mechanisms through which the state interacts with civil society, especially in the realm of youth policy. The youth, being a vital segment of the nation’s demographic fabric, represents not only the future workforce but also the future leaders and innovators. As such, the strategic importance of investing in youth policy cannot be overstated. This investment is not only about creating opportunities for young people but also about harnessing their potential to contribute to national development and social cohesion.

Today’s world continues the process of developing key trends in youth policies. In the most general sense, these trends can be seen as a natural continuation of the state’s strategic line of global investment in human capital. Thus, one of the general trends is the strengthening of state and public-private partnerships (PPPs) in implementing state youth policy at the federal and regional levels (Tsilenko et al., 2023). Since 2019, there has been an increase in the number of socially oriented non-profit organizations, as well as grants provided to them from the federal budget for the

implementation of individual projects within the framework of the general youth policy.

According to the Ministry of Economic Development of the Russian Federation, respective budget allocations in 2019 amounted to 53.4 billion rubles (Ministry of Economic Development of the Russian Federation, 2020), while in 2021 grant support for projects reached 38.5 billion rubles.

Grants to improve PPPs currently are the most popular tool to attract subjects from the private sector to this cooperation (Malika et al., 2022; Zelinskaya et al., 2023), albeit not the only one (Togaibayeva et al., 2020; Burova et al., 2023). In this study, we establish as our research goal the task of conducting a multifaceted analysis of other instruments of forming PPPs in the implementation of youth policy, which also includes prediction of the effectiveness of these tools, assessment of their capacity for long-term operation, and their potential, which presupposes the development of appropriate measurement criteria.

PPPs in the realization of youth policy are not a completely novel element in communication between the state and civil society (Fedchenko et al., 2023). At different stages of Russian statehood, this social phenomenon was present in one form or another (Bagratuni et al., 2023). However, it is today that it has gained a fundamentally new meaning. At present, this partnership is an integral alliance of practically equal partners to solve socially significant tasks, which is first and foremost beneficial for the state itself as a party in this alliance. This benefit is primarily due to the opportunity for the governmental (state) side of the partnership to delegate several tasks to other parties of the union while reserving the authority of the overall coordinator of the implementation of youth policy.

In a more narrow and practical sense, this partnership presents a mechanism for raising the effectiveness of social partnerships of authorities and business structures integrated through mutually beneficial communication with civil society institutions.

Thus, we should outline the distinguishing features characterizing PPPs in the sphere of realization of youth policy:

- (1) This partnership is a private case of social partnership in solving public problems, which is marked by a synergetic effect from the combination of the potential and resources of three subjects that are members of the partnership: the state, business structures, and non-profit organizations that provide the implementation of individual elements of youth policy;
- (2) All subjects involved in the partnership union produce a narrowly focused impact on youth as a specific social object;
- (3) The specificity of this partnership is that the circle of its subjects—non-profit organizations operating in the sphere of youth policy implementation or public authorities ensuring coordination in this sphere—is extremely small.

The principles of cooperation between the state, business structures, and non-profit organizations are grounded in the general legal principles of legality, democracy, equality of all citizens, etc., as well as on the principles of realization of youth policy in Russia: the declared priority of support for young families; creation and support of equal conditions for the realization of young people's creative and professional potential; providing equal and favorable conditions for the cultural and physical development of young Russians; establishing progressive cooperation and a

harmonized balance between the interests of youth and other age groups, as well as cooperation of young citizens with civil society institutions (Sergeeva et al., 2024).

Thus, the purpose of PPP in the framework of realizing the state youth policy is to provide the representatives of this social group with socio-economic services focused on their interests for the sake of their comprehensive development.

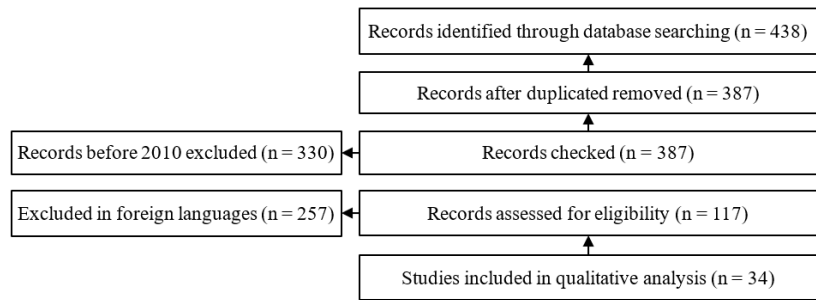
A significant hindrance in the implementation of state youth policy is unfavorable demographic conditions. The data presented by A.D. Kosheleva shows that the population of young people in the Russian Federation is progressively and steadily declining. Specifically, the author indicates that “in the past 5 years, the population of youth has dropped: while in 2015, it amounted to 42 million, by 2020 it reached 27 million people. I believe that by 2025, the youth population will decrease to 25 million people” (Kosheleva, 2022). This decline in the young population has a major destructive impact on the socio-economic condition of Russian society. Amid the yet irreversible reduction of the young population, the only solution is to improve the quality parameters of the condition of the youth social group (employment in the obtained specialty, satisfaction with wage levels, realization of opportunities for self-employment opportunities, entrepreneurship, etc.). Given this sole solution, the possibility of implementing social youth projects in the framework of PPPs in youth policy gains a new social meaning and unprecedented significance.

The Russian Federation currently implements several federal projects that come in the form of PPPs in youth policy. These projects focus on creating favorable conditions for self-employed young people; providing support for youth group representatives to start and run businesses; and creating a dedicated digital platform to provide targeted support measures to enterprising members of the younger generation (Akhmetshin et al., 2021). However, it is important to note that as of now, support measures for youth projects are not developed and there is a considerable unemployment rate among young people. Official statistics show that official unemployment indicators among youth have now hit their historical maximum (Rosstat, 2022).

Thus, the purpose of this article is to explore the role, mechanisms, and effectiveness of PPPs in the implementation and development of state youth policy.

## **2. Materials and methods**

This study uses an integrative research methodology to examine the effectiveness and mechanisms of PPPs in the sphere of state youth policy. Given the multifaceted nature of PPPs, a combination of systemic analysis, principles of interpretive sociology, and demographic analysis were used to identify their dynamics (Barmuta et al., 2023; D. Muller, 2023). To enhance the transparency and rigor of the review process, the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines were followed during the article selection (**Figure 1**).



**Figure 1.** Selection of research sources according to the PRISMA.

In this study, we analyzed research works on PPPs in the implementation of youth policy from databases such as Scopus and Web of Science, official reports from the Ministry of Economic Development of the Russian Federation, and publications from relevant non-profit organizations. Documents had to address PPPs and youth policy implementation. The focus was primarily on studies from Russia, though comparative studies from other countries were included for additional insights. Only documents published in English and Russian were reviewed to maintain linguistic accessibility for the research team. The primary focus was on documents published between 2010 and 2023. This timeframe was chosen to capture the most recent developments and trends in the field. While this timeframe was chosen to capture recent developments and trends, it may have excluded earlier works that could provide valuable historical context. To mitigate this, foundational theories and significant earlier works were reviewed selectively to provide necessary background.

To enhance the reliability and validity of the data, several measures were implemented. The search strategy was carefully curated to include a wide range of keywords and phrases, ensuring comprehensive retrieval of relevant documents, including “public-private partnership”, “youth policy”, “co-management”, and “Russia”, to ensure that relevant search results are displayed.

A systematic quality assessment was conducted on the included documents to ensure reliability and validity. This assessment considered the credibility of sources, methodological rigor, relevance and contribution to the topic, and the impact of documents based on citation counts and influence in the field. To ensure research integrity, multiple researchers independently reviewed and cross-validated the selected documents and their assessments.

The paper also presents a classification of demanded projects that receive state support specifically due to their high social significance and investment attractiveness, the projects able to become social-entrepreneurial and meet the interests of all subjects involved in their implementation—the state, business structures, public organizations, and representatives of youth.

### 3. Results

#### 3.1. The problem of employment

Our investigation suggests that the employment of young people is hampered by several objective factors, including high competition in the labor market, the lack of professional experience among young people, and the changing demands of employers

(Bayazitova et al., 2023). However, using effective organization of PPPs in the sphere of youth policy, these obstacles can be overcome by means of:

- considerably increasing the competitiveness of young specialist in the labor market or ensuring their self-employment in their professional field;
- reducing the risks of employers hiring young people by raising their adaptability to the constantly changing conditions of the labor market;
- factually creating an equivalent of the system of distribution of graduates from higher education institutions in accordance with their specialty;
- increasing employers' interest in hiring inexperienced young workers by including the employing enterprises in the implementation of socially significant youth projects or projects with a share of youth participants that have received state financial support.

PPPs can also be an effective tool in creating a network of youth recruiting agencies as a direction of state youth policy. Assistance in employment, including finding the first job, provided by these agencies is practically cut off from the current conditions of the labor market: young workers do not interest employers, while the conditions offered by employers do not interest young specialists. Thus, there arises a paradox, since although the market has vacancies, there remain unemployed young specialists.

For instance, we should admit that the Automated Information System "Molodezh Rossii", which helps young people engage in socially beneficial labor, is operating ineffectively. It does not remove the disinterest on the part of both employers and young specialists, and supply and demand are not adequately realized.

What can predetermine and shape the interest of these subjects in each other is a project that will require the participation of both employers and employees. Such a project can be proposed by government agencies that coordinate youth policy or on the initiative of young citizens and non-profit organizations.

We believe that there can be a solution in which the project offered by a state actor or public organization simultaneously correlates with other directions of state youth policy:

- development of environmental culture;
- formation of a healthy lifestyle;
- creating conditions for self-education, etc., while still being attractive to representatives of the business community.

Dwelling on the dependence of social project implementation on grant funding, we should note that the realization of such projects is directly contingent on grant funding from budgets of various levels. Therefore, projects that can potentially switch from state funding to self-sufficiency will be considered the most promising, and priority will be given to those projects that can bring profit on top of that.

Thus, for a social youth project to obtain funding from both public authorities and business structures and non-profit organizations, the project proposal needs to most vividly describe the multiplication effect—funding and other support should be given to projects that can turn from purely social to entrepreneurial the fastest and with the least effort.

For the sake of objectivity, we are obliged to note that not all social youth projects

can reach self-sufficiency. This means that the proposed criterion based on the multiplication effect is not universal. However, for projects whose beneficiaries strive to become entrepreneurial subjects, the criterion of self-sustainability is pivotal. In this case, the proposals of social youth projects should be supplemented with a business plan not only for the term of the grant but also for further realization of the project as a subject in entrepreneurial activity.

Regarding social youth projects that are fundamentally impossible to turn self-sufficient, the competitive applications of these projects must presuppose the existence of an independent category that assumes the winner receiving the grant as a social investment. Hypothetically, these youth projects might eventually also become socially oriented commercial projects, but only at the personal expense of the people realizing them.

Commercial socially oriented youth projects can address two global government tasks:

- to ensure socially useful employment of young people;
- to increase the share of small and medium-sized businesses in the economic segment of public activity.

Effective resolution of these two tasks requires adequate (timely, commensurate, feasible, and accessible) support to socially oriented commercial youth projects at all three levels of state power—municipal, regional, and federal (Akhmetshin et al., 2024).

Apart from adequacy, of note is the need to ensure the systematicity of this support for youth projects, as well as the overall conceptual reasonableness of the assistance provided. This cannot be achieved without proper strategic planning at all three levels of public authority on how to ensure an organic relationship between youth employment and the development of small and medium-sized businesses.

The implementation of socially oriented youth projects presents an ideal form of PPP in the sphere of youth policy that can ensure maximum positive social effect from this partnership.

The need to tie social youth projects with entrepreneurial activity is currently very high among the representatives of the young generation. This is reasonable since this need stems from the desire to attain financial independence and advance the professional skills obtained in higher education. For this reason, youth social entrepreneurship should receive appropriate legal and social support (Gurinovich and Petrykina, 2021; Karimova et al., 2022).

Having analyzed the current practice of grant funding as part of PPPs in the implementation of youth policy, we can confidently assert that the greatest support is now enjoyed by social youth projects of the following orientations:

- (1) Projects focused on support for mothers and children, in the field of education (creation of specialized kindergartens, themed summer camps for children's recreation and health, original clubs and classes for additional education for underage children);
- (2) Projects in the sphere of culture and enlightenment (establishment of private museums, creative workshops of various orientations, private theaters with innovative methods of performances, realization of original library projects);
- (3) Projects associated with producing highly specialized printed products for a specific audience (e.g., printed products for visually impaired persons, for

- children with autism or other disorders, for persons whose native language is not Russian, etc.); printed products within a narrow scientific topic; or printed products dedicated to solving a specific social issue (e.g., leaflets about behavior in a certain situation, interaction with a certain category of citizens, etc.);
- (4) Projects for social adaptation and rehabilitation of particular social groups (organization of psychological and pedagogical assistance to certain categories of citizens, for example, those suffering from terminal diseases, persons with a specific type of mental disorder, etc.);
  - (5) Projects involving the creation of jobs for a narrow social group from the socially vulnerable category of the population (for example, maximum support is received by youth projects associated with the employment of graduates of institutions for orphans and persons with disabilities and to the provision of additional employment for single parents and parents with many children);
  - (6) Projects connected with the provision of services and products for special social groups (e.g., people recovering from a stroke, persons with Parkinson's disease, etc.).

Although these projects make a profit and can be called entrepreneurial, their unconditional social orientation obliges us to continue to consider them as social entrepreneurial projects, predetermining the need for and importance of state financing of their implementation (Vysotskaya et al., 2022).

Thus, such entrepreneurship directly corresponds to the idea of social charity, which explains the presence of non-profit organizations in PPPs in the triad (state, business structures, non-profit organizations) as part of youth policy implementation.

### **3.2. Problems of social entrepreneurship**

The socio-cultural potential of youth social entrepreneurship unfolds to the greatest extent in the realization of regional projects. This is explained by several factors. First, regional projects demonstrate their "targeting" to the fullest given the social needs and conditions of the given territory. Second, the project developed and submitted for competition is identified by its creators as the most socially significant for improving the social situation in their home region (oblast, republic) from their point of view. Accordingly, regional projects are backed by such a strong level of personal commitment that they are simply doomed to success, which suggests that the state faces much fewer risks investing budget funds into them.

The key direction of the work of non-profit organizations in this context is engaging young people in socially beneficial work by including them in various patriotic, social, educational, and other events.

The practice of establishing regional youth governments consisting of citizens aged 18 to 35 who are directly involved in socio-political activities by developing and implementing individual projects significant for their region can be considered progressive. These projects are financed through grants and subsidies, which are also distinctly territorial. This shows that a youth government serves as an effective means of involving young people living in a particular territory in the economic, social, and cultural life of their region.

Youth governments, youth social projects, and social entrepreneurship are not merely ideas but real social mechanisms that guarantee a positive social effect on all

parties in PPPs. Moreover, effective regional projects are promptly scaled up to the federal level, engaging people from across the country in socially useful activities.

To give an example, in 2015, students from Rostov-on-Don came up with an idea to create a workshop where everyone interested could learn traditional crafts from visually impaired people. In 2016, the project won a grant of 300 thousand rubles for the creation of the pottery workshop “Through your eyes”. The workshop has been operating since 2017, offering both sighted and visually impaired people to take a pottery training course and get a professional head start for further creative and entrepreneurial activities. By now the project has spread across the country. On its basis, several independent projects have been created and launched, including “Taught to listen” (where employees of educational organizations are taught sign language), “I am able” (where hearing impaired people learn graphic design), and other projects (The world at your fingertips: a pottery workshop for the visually impaired has opened in Rostov, 2017).

Worthy of note are also progressive practices of some regions in organizing public-state partnerships in the framework of realizing youth policy, particularly the work of regional non-profit organizations to involve young people in social activities. The Primorsky Krai has a local community fund “Energy of participation”, the purpose of which is to help active representatives of the region’s youth to prepare applications for competitions and organize the recruitment of like-minded people for a particular project. Similar non-profit organizations operate in Khabarovsk Krai, the Republic of Sakha (Yakutia), and some other constituent entities of Russia.

Conceptually the work of non-profit organizations in the sphere of implementing youth policy can be outlined as follows:

- training young people in project activities and providing initial acceleration of youth social projects;
- creation of associations of socially active representatives of youth in the form of thematic clubs and communities, including communities of young entrepreneurs and persons wishing to engage in entrepreneurial activity, and the organization of project training based on these associations;
- establishing competitions and attracting funding to support winning projects.

Public organizations that consider the value orientations of youth, can understand the preferences of young people and use their features productively, and practice original approaches in solving social tasks and organizing social project activities need to be provided with increased state support.

Assistance should be given to non-profit organizations that manage to overcome the passivity of young people. Youth passivity is a paradoxical social phenomenon in which most young people, despite their abilities, ambitions, and energy, are socially passive. There are very few representatives of youth who participate in social projects purely voluntarily and on their own accord. The ability to bring people into social partnership and form the necessary motivation is an invaluable property of individual subjects of social activity. These non-profits are the organizations that should receive increased state support and be the first to be included in teams implementing big social projects.

The development of socially active motivation and involvement in social partnership is a multistage process. Representatives of non-profit organizations have



to actively advertise their work, widely publicize their work and its results, inform different social groups of youth about upcoming events, activities, and planned social projects, encourage the youth already involved with letters of appreciation and other manifestations of social recognition, and carry out active information campaigns about the benefits of volunteering and community service.

The potential of volunteering in the implementation of social youth projects still has not been properly scientifically evaluated. This form of social activity appears attractive to young people. In the eyes of other parties in PPPs, i.e., public authorities, business structures, and public organizations, volunteering presents an innovative form of public work that can accumulate significant positive social effects and act as a powerful driver of social transformations. As noted by S.A. Zinoveva, in 2021 alone, over 7.5 million Russian citizens engaged in volunteering (Zinoveva, 2022).

### **3.3. Problems in the work of public authorities**

Considering the overall work of public authorities in the realization of youth policy, the key actor in this sphere must be the Federal Agency for Youth Affairs—“RosYouth”. This subject is the chief coordinator of PPP in the considered area. However, the actions of this agency arouse the most criticism in specialized literature, and we are inclined to agree with it.

Specifically, we would like to argue that the general concept of state impact on particular social and professional groups of youth is not worked out with a due level of quality. In general terms, the work of the agency boils down to organizing youth events of various types. This is certainly not bad, yet these events are not tied to a uniform conceptual foundation for the realization of state policy in the directions that are truly a priority for youth.

The second questionable element in the organization of work with youth is that the agency, when illustrating its efforts, operates with exclusively quantitative indicators (e.g., a public event is described with the number of young people that participated in it). The emphasis should be placed on quality indicators (e.g., the outcomes of the event, positive social changes in the given region or city facilitated by it, etc.).

This refusal to use quality indicators raises justifiable complaints by members of the younger generation, particularly claims that the state policy is merely decorative and is not intended to resolve urgent problems faced by youth or create optimal conditions to overcome them.

This is the primary paradox in state policy in the sphere of implementing youth projects. Despite this policy envisaging numerous forms of PPPs, the main beneficiary of this cooperation, the youth, is left dissatisfied with its results. Accordingly, it is highly advisable to reconsider the foundations of state policy regarding social youth project activities and develop or clarify key indicators of its effectiveness.

In parallel with this work, it is critical to rethink the foundations of state support of public non-profit organizations that cooperate with youth and strengthen the integration of these actors' efforts.

There are undeniable successes of the current youth policy. Among these is the practice of youth forums, whose unified platforms provide a meeting place for all

subjects in PPP in the framework of youth policy—representatives of state agencies that act as coordinators of youth policy, business structures, public organizations, and young people.

Such forums are virtually always dedicated to some specific topic, which only increases their value as part of the creation and implementation of social youth projects. The platform attracts subjects that are already united by some sphere of interest, which easily generates individual social projects through public discussion.

To give a specific example, in 2020, almost 2000 participants in the “Tavrida” forum, which included both renowned figures in the arts and culture and beginner specialists in literature, design, filmmaking, and other arts, exchanged ideas and experience throughout three months. As a result of this exchange, production contracts were signed with ten participants whose projects aroused the greatest interest, and the projects of other participants were incorporated into already existing art projects. Individual young people received personal grants for internships abroad. Next, from 19th to 23rd of August of 2020, the “Biryusa” forum in Krasnoyarsk supported 58 social youth projects from 26 regions of Russia. As soon as in September of this year, the “Vostok” forum was held a second time in the Far East of Russia. Social projects aimed at the development of the region, whose applications were considered at the forum, received financial support for 1.5 million rubles. At the time of writing this article (7–10 October 2022) the Social Calling Forum was in progress in St. Petersburg, uniting young specialists in the social sphere on its platform.

The undeniable merits of this form of PPP that should be recognized include thematic specialization and organization on the federal scale, covering the maximum number of Russian regions as participants in the event. Thus, this practice of holding forums needs to be deliberately developed, as it has proven its high effectiveness.

The most essential indicators of the effectiveness of managerial decisions in the sphere of youth policy implementation are qualitative indicators of changes taking place in this social group, expressed in the speed and adequacy of young people’s adaptation to the changing socio-economic conditions of the life of society.

We suggest that another indicator should be seen in the assessment of the contribution of young people themselves (youth movements, individual major youth social projects) to positive changes in the socio-economic conditions of the entire society or the life of individual regions of the country.

The above demonstrates that these indicators need to be specific and defined both qualitatively and quantitatively. Additionally, we consider it unacceptable for documents reflecting the coordination of youth policy to use such phrases as “conditions for the self-determination and self-expression of youth are created”, “assistance was provided to young citizens in the realization of their rights and freedoms”, and similar vague language as part of the work of public authorities acting as coordinators of youth policy.

#### **4. Discussion**

The results of our study demonstrate that the key problem consists in the practical realizations of the provisions enshrined in normative documents.

In the development of criteria for the effectiveness of PPPs in the sphere of state

youth policy, the utmost consideration needs to be given to targeting social support measures (Petrovskaya, 2023).

Youth is a highly heterogeneous social group. Even its age limits (18–35 years old) call for the development of separate approaches to the implementation of PPPs. The effectiveness of these partnerships we propose to assess through the following system of criteria (as applied to an individual region):

- The share of employed and self-employed young people in the total population of youth in the given constituent entity of the Russian Federation, where an employment rate less than 60% is considered unsatisfactory (which shows the implementation of youth policies in the region to be improper and calls for appropriate management decisions), over 60%—satisfactory, more than 70%—good, and higher than 80%—a great employment rate;
- The contribution of employed youth to the region's gross domestic product;
- The income level of young citizens, where it is advisable to divide the group of youth into several age categories (18–22 years old; 23–28 years old; 29–35 years old) since it is at the very least unwise to expect an 18-year-old person to have the same income as a 30-year-old;
- Living conditions of young people, the main indicator of which, naturally, should be housing (under different legal regimes), and assessment of the efficiency of youth policy implementation in a particular region should prioritize this indicator when analyzing social well-being or disadvantage;
- The state of health of youth living in the region as a complex of quantitative and qualitative indicators and their dynamics;
- Level of education of young people and acquisition of further and additional education in dynamics;
- The number of administrative and criminal offenses committed by young people over the reporting period (one year).

This process (management and coordination) can be considerably socially enriched by creating and implementing collaborative social projects. The positive consequences of such projects can be classified as follows:

- Short-term consequences, from 6 months to 1 year later (resolution of private social tasks; engagement of specific young people into socially useful work; improvement of the obtained professional knowledge; expansion of professional horizon; achieving profit from an original idea of social cooperation);
- Middle-term consequences, 1–3 years later (further integration into social partnership schemes, testing new forms of socio-economic activities; building and maintaining sustainable business and social cooperation with individual subjects; involvement of other members of the youth group in active life; improving and gaining new professional knowledge and skills; sustainable systematic transformation of social youth projects into social-entrepreneurial);
- Long-term consequences of social project activities continuing for more than 3 years (accumulation of the multiplication effect, which has a positive, remedial influence on a certain segment of economic activity in the region).

Ultimately, PPP in the implementation of youth policy involves the creation of spiritual and material values, the multilateral development of the representatives of the young generation, and an increasing demand for them in the labor market.

A necessary precondition for the effective realization of youth policy in a particular region is to design a development strategy for the region or selected municipalities within its territory. This strategy needs to rely on the results of systematic monitoring of the social well-being of youth through our proposed system of criteria, as well as on objective assessment of social project activities of youth in the region.

Thus, social programming within a particular region will provide for middle- and long-term planning of youth policy in the sphere of youth social projects.

Any social program is implemented within clear resource and space-time boundaries, which is why it is critical to plan the realization of youth policy based on real indicators and transparent data.

An established strategy will in turn provide guidelines for working with young citizens to raise the number of project initiatives and improve the positive social self-organization of young people.

The conclusion of the conducted study can be formulated as follows: the key task of PPPs in the implementation of the state youth policy is to jointly accumulate positive social effects from this form of cooperation, offer new opportunities, and expand prospects for the professional and creative fulfillment of young citizens.

Members in PPPs include not only the state and business structures but also representatives of youth itself—activists who willingly and on their own accord enter PPPs, are committed to positive social transformation of Russian society, and view PPPs in the realization of social youth projects as a valuable opportunity for their personal development (Polovchenko, 2023). Youth policy both in general and in the part of social projects needs to be attentive to social transformation in the youth environment (changes in motivation, goal setting, vectors of young people's interests, forms of social interaction). This is the only crucial prerequisite for the viability and effectiveness of youth policy.

For instance, in the United Kingdom, youth policies have increasingly focused on the evolving interests and motivations of young people. Programs like the National Citizen Service (NCS) offer diverse activities ranging from community projects to adventure challenges, aimed at fostering social engagement and personal development. This adaptability has been key to its success, only in 2022–2023 with over 120,000 young people participating since its inception (National Citizen Service Trust, 2023).

Effective communication between subjects in public-private partnerships (PPPs) involved in youth policy, especially in engaging with youth, must transition to the global network. However, this transition should not be merely formal, as is often the case currently. Websites of public unions created just for appearance and formal blogging by public authorities tend to widen the social gap between youth and other age groups. For communication to be truly effective, it must be engaging and resonate with the modes of interaction preferred by young people. International examples illustrate how successful youth engagement can be achieved through appropriate digital strategies. In Estonia, for instance, the e-Estonia initiative has effectively utilized digital platforms to foster a more inclusive and participatory environment for young people. The initiative includes e-governance tools that allow for direct communication between young citizens and government officials, thus enhancing transparency and engagement (Espinosa and Pino, 2024).

In our view, a progressive solution would be the idea of using media volunteering in the realization of social projects.

The state grant policy should continue to focus on the most significant social entrepreneurship projects:

- (1) Projects focused on support for mothers and children, in the field of education. Russian government can enhance support for mothers and children through educational projects that provide vital resources and support systems. For example, in Finland, the Finnish Maternity Package initiative has been running for 80 years and provides comprehensive support to young mothers, including not only basic necessities for newborns, but also educational materials for children and parents (Lassén-Seger and Österlund, 2023);
- (2) Projects in the sphere of culture and enlightenment. One of the initiatives, accepted is “Young Ireland,” which aims to realize the rights of children and young people in Ireland. The program provides a broad range of structured and free-play opportunities, ensuring that cultural and sporting activities are accessible regardless of parental income and availability (Department of Children, Equality, Disability, Integration and Youth, 2023);
- (3) Projects associated with producing highly specialized printed products for a specific audience, within a narrow scientific topic, or dedicated to solving a specific social issue. Projects in Russia that focus on creating specialized printed products can similarly address specific needs, such as providing educational materials for children with disabilities or publications on niche scientific topics.
- (4) Projects to be implemented in the sphere of social adaptation and rehabilitation of particular social groups;
- (5) Projects to create jobs for a narrow social group from the socially vulnerable category of the population;
- (6) Projects connected with the provision of services and products for “special” social groups.

In Russia, such initiatives as “Jobbtorg Stockholm” could be adopted to support the social adaptation and employment of youth, immigrants and long-term unemployed individuals. Implementing job creation projects targeting socially vulnerable populations in Russia can similarly enhance economic opportunities and social inclusion;

The infrastructure of youth policy in social entrepreneurship projects does require conceptual change. There is an increasing demand not for clubs, houses of creativity, thematic clubs, etc., but for comprehensive spaces that shape the individual’s personality and employ a future-oriented model of organizing collaborative projects, under which partners in the project are chosen on a fundamentally different basis compared to 5–7 years ago.

## **5. Conclusions**

Our findings underscore the decisive role of PPPs in mobilizing resources, experience, and innovative solutions to satisfy the complex needs of the younger population. Notably, these partnerships have demonstrated a unique ability to adapt and respond to the changing socio-economic situation, thus increasing the

effectiveness and scope of initiatives oriented toward youth. The engagement of various stakeholders, including public authorities, private enterprises, non-profit organizations, and youth itself has enriched the process of realization of youth policy, ensuring a more integrated and inclusive approach to it.

However, our study also reveals a few hindrances that impede the optimal operation of PPPs in this context. Among these are bureaucratic obstacles, the lack of clear channels of communication between partners, and the need for a more reliable framework to measure and assess the impact of PPP projects. Furthermore, demographic problems, especially the decline of the youth population and the socio-economic conditions associated with it give rise to serious problems that require coordinated attention and innovative strategies.

PPP has great potential as a strategic tool for activating the implementation of the state youth policy in Russia. By addressing the identified problems and utilizing the strengths of these partnership models, PPPs can make a considerable contribution to the creation of a favorable environment that expands the opportunities of young people.

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