

модель. Совершенно очевидно, что проблема использования зарубежного опыта в управлении персоналом становится весьма актуальной.

В России никак не придут к общему решению: использовать зарубежный опыт или накапливать свой. Безусловно, этот вопрос спорный. Без сомнения остается только осознание того, что зарубежный опыт формировался на иностранном менталитете и традициях, поэтому он требует тщательного изучения. Конечно, Россия имеет и свой опыт в управлении. Но мы видим, что основные черты отечественной модели управления являются пережитками советского периода, которые уже не актуальны в современных коммерческих организациях.

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INFRASTRUCTURE DEVELOPMENT MECHANISMS BASED ON IMPLEMENTING PUBLIC-PRIVATE PARTNERSHIP PROJECTS

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Abstract. *The article is devoted to the issues of timely renewal of significant infrastructure facilities on the terms of a public-private partnership and examines the problems in the implementation mechanism and ways of solving them.*

Keywords: private-state partnership, infrastructure projects, social-economic development.

In order to improve the quality of life of Russians in conditions of significant physical deterioration of fixed assets and lack of high-quality infrastructure facilities in almost all areas, the creation of the necessary transport, energy, social, engineering, utilities and telecommunications infrastructure of municipalities is a priority. Aging infrastructure can lead to catastrophic consequences, especially when it comes to power supply networks and municipal infrastructure, therefore the issues of attracting investment in the modernization and construction of engineering infrastructure are of particular relevance.

At the same time, the budget deficit to finance the modernization and construction of infrastructure facilities at the regional and local levels raises the question of the implementation of investment projects on mutually beneficial conditions for business and the state and increases interest in implementing public-private partnerships. The relevance of this study lies in the fact that the solution to the problem of timely updating of significant infrastructure facilities is of priority importance for increasing the socio-economic development of the region and increases the investment attractiveness of the territory.

According to the Unified Information System of Public-Private Partnership, the Sverdlovsk Region is in 10th place in the rating of Russian regions for the development of public-private partnership. The value of the indicator "The level of development of public-private partnership in the constituent entities of the Russian Federation" is determined on the basis of an assessment of the values of its constituent factors: the development of the institutional environment of a constituent entity of the Russian Federation in the field of public-private partnership; regulatory support of public-private partnership in the subject of the Russian Federation; experience in

implementing public-private partnership projects in the subject of the Russian Federation.

In Russia, as of March 2017, 1,340 public-private partnership projects were registered, of which they were successfully implemented (put into operation) 426. Most of the current PPP projects were created in the public sector – 901. In the energy sector – 133, transport – 81, other projects – in the field of social infrastructure. The total amount of private investment in PPP is 700 billion rubles, of which 440 billion are directed to projects at the regional level. The main barriers to slowing down the implementation of the public-private partnership mechanism are: – the lack of a sufficient number of qualified specialists in government and commercial structures who are aware of the specifics of public-private partnership projects and are able to work them out in detail; – lack of awareness of commercial structures about possible models of partnerships and ways to optimize them [1], – difficulty in developing a legal model of partnerships, – difficulty in developing a financial model of a public-private partnership if private partners attract large financial resources under the terms of debt financing.

The development of a public-private partnership project is initiated by a project implementation proposal, which can be developed by both a public partner and a private partner. On behalf of a public partner, such a proposal is developed by the subject of the Russian Federation, on behalf of which the highest executive body of state power of a subject of the Russian Federation or its authorized body self-government in accordance with the charter of the municipality [2].

A proposal on a public-private partnership should contain: a description of the project and a justification of its relevance; goals and objectives of the project, determined with the goals and objectives that are provided for in the strategic planning documents; information about the public partner; draft agreement, which includes the essential conditions stipulated by the legislation of the Russian Federation; the project implementation period or the procedure for determining such a period; assessment of the possibility of the parties obtaining an agreement on the income from project implementation; the projected amount of project financing, including the projected amount of project financing from the budgets of the budget system of the Russian Federation, and the amount of private funding, including the required amount of private funds of a private partner and / or the required amount of debt financing, as well as the planned loan maturity and loans if debt financing is envisaged; description of the risks (if any) associated with the implementation of the project; information about the effectiveness of the project and the rationale for its comparative advantage. The calculation of the indicators used to assess the effectiveness and determine the comparative advantage is carried out on the basis of the financial model of the project, which must meet the requirements set forth in the methodological recommendations of the Ministry of Economic Development of the Russian Federation and the documents necessary to assess the volume of obligations assumed by the public partner in the event of risks [3].

Thus, the key issues that require significant development are: the formation of a financial model that justifies the economic efficiency of the project, and the closely related legal model of partnership, which determines the shape and size of partners and participation. The complexity of the development of project documentation requires a high level of legal and financial qualifications of specialists, and employees of state and municipal authorities are often not able to properly formulate the requirements for a project, determine its quantitative and qualitative characteristics, implement a competitive selection mechanism, organize long-term regulation of a project private partnership, to form a budget regulation mechanism. To solve this problem, competence requires either the creation of a specialized structure or the involvement of specialists from the business sector in the process of forming a partnership proposal. Currently, business interest in public-private partnership projects in the Sverdlovsk region is just beginning to take shape, but nevertheless, a number of project initiatives and active involvement of the banking structures of Sberbank PJSC, Gazprombank PJSC in this interaction process are outlined [4].

The considered problem can be solved by creating specialized governing bodies of public-private partnerships in the regions and commercial banks capable of attracting qualified financial analysts and lawyers to their staff. Such an example, in the framework of the Sverdlovsk region is the Middle Urals Development Corporation, which includes in its staff a department of public-private partnership. In our opinion, in order to establish more effective cooperation between the Middle Urals Development Corporation and business, commercial banks interested in project implementation, represented within the Sverdlovsk region, should also allocate specialized subdivisions within their organizational structure – project offices or public-private partnership centers. Such structures will collect and more wisely use the available information on projects, build special financial models for public-private partnership projects and evaluate various options for the participation of a commercial bank.

For a private investor who is used to interacting with commercial banks, taking into account the already established practice, it is easier to build a constructive dialogue with a commercial rather than with a government structure. At the same time, the bank, as a rule, has higher qualifications in the field of financial analytics, which means with competent approach can qualitatively work out the financial model in accordance with all the necessary requirements. This will free the government structure from solving unusual financial modeling problems. The expediency of creating a Public-Private Partnership Center at a commercial bank is due to the fact that debt financing is not the only option for a commercial bank to participate in PPP projects in the form of concessions. The bank is interested in investing in PPP projects, since, firstly, they are quite low-risk due to increased control from both the state and private business, and secondly, they have social significance, which can have a positive effect on the bank's image.

Another significant problem hampering the development of public-private partnerships in general, the elementary lack of information within commercial structures about possible models of partnerships and ways to optimize them, as well as skepticism about government participation in investment projects. Therefore, a necessary direction in the development of a public-private partnership system is to increase legal literacy in the regions in the preparation and implementation of such projects. And, therefore, there is a need for active information work with owners and business leaders in their respective industries. In order to effectively accomplish this task and conduct targeted information support by the Middle Urals Development Corporation, in close cooperation with the municipality, a mechanism should be formed to provide relevant information for the investment map on investment sites by the structural subdivisions of the city mayor's office.

The result of this interaction can be a specialized information portal of public-private partnership initiatives, which in an understandable form for commercial organizations can represent an investment map of the city, on which a pool of facilities for the construction and development of urban infrastructure is formed (a list of objects indicating the name, stages and deadlines for implementation, types of work amount of funding). You should also support the business initiative, and therefore provide an opportunity for the placement of private initiatives for commercial organizations registered on such a portal. The main effect of the development of such a specialized portal of public-private partnership initiatives and the associated interactive investment map of the city is the possibilities for investors to use this information when initiating and planning investment projects.

From the above, the following conclusion can be drawn to public partners in public-private partnership projects that have several objectives: on the one hand, it is necessary to provide information and methodological support to a private partner; to generate interest in the participation of a commercial bank in the provision of consulting services to a private partner; develop a legal mechanism for protecting the rights of a private partner and create an information space for posting proposals for modernizing existing and building new infrastructure facilities.

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