

Balanced Development of the Region Based on Promoting Socially Oriented Non-Profit Organizations



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Abstract. The effectiveness of managing the regional economic system depends on many factors, including the willingness of authorities to involve non-governmental economic actors in addressing social issues. In this aspect, the functioning of socially oriented non-profit organizations is of great importance. The aim of our study, using the tools of a systems approach, is to develop directions to improve the system for managing balanced development of the region by promoting socially oriented non-profit organizations. The work is based on the results of foreign and Russian research, and the data from the research commissioned by the Grants Fund of the Governor of the Perm Territory in 2020–2022 using qualitative sociological methods. We analyze the system for managing balanced development of the regional economic system using the example of the Perm Territory, regarding the work of socially oriented non-profit organizations. Based on the criteria related to the ability of organizations to diversify the budget and the range of tasks performed, we identify conditional types of socially oriented non-profit organizations. We determine the

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directions for optimizing the external and internal environment in order to create institutional conditions for their development on a systems and long-term basis in the region. We propose an organizational and economic mechanism for managing the region's balanced development by promoting socially oriented non-profit organizations; this mechanism is determined by the cyclical nature of stimulating SONPO development and the choice of prevailing methods of managerial influence depending on the stage of the organization's life cycle. We prove that socially oriented non-profit organizations are perceived primarily as an object of state support; this fact limits the possibilities of using their potential in the region. We conclude that it is necessary to find a new approach to these organizations so that they would be perceived as active economic entities, which requires improving the institutional conditions for the activities of socially oriented non-profit organizations and including them in the management system for balanced development of the regional economic system.

Key words: SONPOs, regional economic system, balanced development, non-profit sector.

Introduction

Currently, the need to ensure balanced development of regional economic systems is in the focus of attention of the state¹ and the mainstream of scientific and practical research (Goncharov, 2015; Uskova, Patrakova, 2024). The effectiveness of managing the region's balanced development depends, among other things, on the authorities' readiness to involve non-state actors – organizations of the private and non-profit (third) sector – in solving problems. This is mainly due to the ability of these organizations to ensure autonomy, flexibility of activities and use human resources on a volunteer basis, which as a result increases the degree of public participation in socio-economic processes. In socially important spheres, socially oriented non-profit organizations (SONPOs) as key representatives of the non-profit sector are of particular importance. The strengthening of their role in the socio-economic development of regions is largely explained by the fact that they provide social services to the population more effectively due to a better understanding of local problems,

have the ability to provide an individual approach and less bureaucratized activities (Volkova, 2010; Roberts et al., 2021). Relying on SONPOs as alternative providers of public goods, the state seeks to create favorable institutional conditions for their functioning, provides various types of support, stimulating the development of SONPOs' expert competencies to introduce and expand the range of innovative practices. This allows for a more even distribution of available resources in terms of areas of operation of SONPOs, territory of presence, coverage of the target audience, etc., thereby ensuring greater balance in the regional economic system.

At the same time, despite the real and potential effects of SONPOs' activities, in the current Russian practice they are perceived mainly as an object of support, rather than as an active economic agent capable of influencing the regional development balance (Artamonova, Bazueva, 2022). This is largely due to a variety of barriers that prevent SONPOs from being involved in solving socio-economic problems on a systemic and long-term basis (Bazueva et al., 2023). Currently, the range of used managerial impacts does not take into account the potential of SONPOs, their ability to ensure compliance between the population's needs in socially significant benefits and the

¹ Strategy for Spatial Development of the Russian Federation for the period until 2025 (approved by Governmental Order 207-r, dated February 13, 2019). Available at: https://www.economy.gov.ru/material/directions/regionalnoe_razvitiye/strategicheskoe_planirovanie_prostranstvennogo_razvitiya/strategiya_prostranstvennogo_razvitiya_rossiyskoy_federacii_na_period_do_2025_goda/

resources available in the region and the ability to create conditions for smoothing imbalances in the formation and development of human capital as the main economic growth factor (Pelinescu, 2015; Goryacheva, 2018). The above-mentioned has determined the aim of this study, which consists in the development of directions for improving the management system of balanced development of the regional economic system (RES) based on the postulates of the system approach on the activation of SONPOs.

Theoretical foundations of the study

Regions are the structural elements of the national economic complex of the country and at the current development stage are considered as a kind of supporting structure of Russia's economic growth. In this regard, the creation of conditions for their balanced development is in the center of attention of many scientists and practitioners (Goncharov, 2015; Uskova, Kopytova, 2017). Currently, several approaches to the management of the regional economic system are used (*Tab. 1*).

At the current stage of regional economic development, one of the key trends in the scientific and practical field is the increasing attention to the advantages of applying a system approach to ensure balanced development of RES.

From the point of view of conceptual provisions, it is carried out within the framework of several approaches. For instance, the stakeholder theory takes into account a wide range of multidirectional interests of subjects of economic relations with certain spheres of influence and sources of influence, therefore, it allows describing the mechanism of inclusion of non-state participants in the process of balancing the region's development (Sirotkina, Zaitsev, 2013; Plakhin, 2019). In practice, regional stakeholders include the state, business and population, the interaction of which takes place in a certain system focused on achieving the effective functioning of the regional economy by using the resources of each of the above sectors in the process of RES management (Kurganov, Tretyakova, 2020) and achieving the balance of all

Table 1. Comparative analysis of the main approaches to RES management

Approach	Description	Limitations
Synergo-cybernetic (Nekrasov, 2003; Khoshimzoda, 2021)	It assumes autonomy and independence of RES, no influence of external environment	It is difficult to implement in practice due to lack of actual autonomy of territories
Territorial (Panasyuk, 2005; Lyapina, 2011; Tyapukhin, 2021)	It is based on the management of individual territorial entities, which allows taking into account their features	It has difficulty in achieving coherence between the spatial, temporal and goal-oriented nature of processes in territorial entities
Process (Fayol, 1949; Evdokimova, 2011; Kochetkova, 2022)	It is realized through a set of processes taking place in the region, which makes it easier to adapt to changes and ensure the achievement of planned results under conditions of resource constraints	It has the need to take into account a large number of diverse processes, low efficiency within a large system
Project (Geizer, 2008; Uskova, Kopytova, 2017; Zyablikova, 2022)	It takes into account all regional processes within a single RES development project to ensure development comprehensiveness	It has difficulty of practical implementation of the approach in the long term due to the need to ensure interconnectivity of projects
Systemic (Belov, 2011; Sidorenko, 2018; Sribny et al., 2022)	It takes into account the interconnectedness of all elements and sectors of the national economy at the federal, regional and municipal levels. It allows ensuring comprehensiveness and focusing on the long-term economic development	It has the consequences of ineffective management decisions are manifested at all levels of the RES
Source: own compilation.		

types of capital: natural, physical, financial, human, social (Tretyakova, 2014; Davankov, Yatsukova, 2015; Babkova, Pakhanov, 2018; Shen et al., 2018).

Another concept describing the interaction between non-state actors and the authorities is the New Governance Theory, which emerged in the 1970s and has been actively spread since the 1990s. According to its provisions, to improve the standard of living and quality of life, it is necessary to build an effective partnership between the authorities and non-state actors through the continuous development of network horizontal ties. The basis of interaction is the willingness and ability of all economic actors to discuss problems and find optimal management solutions with the active involvement of the public (Salamon, 2001; Keping, 2018). In this case, the areas of responsibility are distributed in the following way: the state is assigned the main role in the normative-legal regulation of processes, the contribution of the non-profit sector is expressed in a better understanding of the problems and the ability to coordinate the actions of other participants, the task of the private (commercial) sector is to provide resources and apply effective management approaches (Shannon, 2003). This division of responsibility allows ensuring the systematic management of region's balanced development.

Based on the theoretical analysis results of the SONPO's contribution to RES balanced development through their impact on the economic and social spheres of the regional economy (Artamonova, Bazueva, 2022), based on the postulates of the systemic approach to the management of this process in the framework of this study, the balance of the regional economic system should be understood as such a state in which, due to the participation of all sectors of the regional economy in the production and distribution of socially important benefits, the corresponding level of socially important benefits is ensured.

To ensure the participation of all economic agents in RES management, the state currently uses various methods. According to the form of influence, they can be conditionally arranged into two groups²: methods of direct influence (for example, the state participates in financing the infrastructure development: creation of growth centers, industrial parks, etc.) and methods of indirect influence, for example, through the financial (fiscal) system and the creation of institutional conditions that ensure the formation of a certain socio-economic "climate" in the regions to stimulate accelerated development.

At the same time, depending on the nature of the implemented measures, they can be systematized into several groups³ (Battalov, 2022):

- administrative and regulatory (or organizational and administrative) methods imply direct impact on business entities by means of prohibitions, permits and coercion expressed in laws, orders, etc.;
- economic methods include the impact through the creation of favorable economic conditions for economic entities through tax, budgetary, monetary and other instruments;
- socio-psychological (or information-ideological) methods are aimed at developing and maintaining in society certain value attitudes that contribute to the implementation of management functions, ensuring their effectiveness due to the readiness of the population to perceive changes, approve them and follow them.

As practice shows, the most common RES management tools include target programs, tax and budgetary regulation, strategic planning, etc. at the present stage in Russia. In terms of the participation

² Lisyanskiy A.B. (2020). *Regional Economic Management: Study Aid*. Samara: Izdatel'stvo Samarskogo universiteta. P. 22.

³ Kladova A.A., Neklyudov V.A., Ermolenko M.O. (2019). *Regional Development Management: Organizational and Financial Aspects: Study Aid*. Yaroslavl: OOO "PKF "SOYUZ-PRESS". 114 p.

of non-state economic entities in managing the balanced RES development, it is worth noting that the implementation of regulatory, financial (mainly in the form of grants) and property support measures by the state since 2010 has led to the activation of SONPOs. Researchers record the increasing importance of their inclusion in regional processes as intermediaries between citizens and the state, due to the need to receive feedback that affects the increase in the efficiency and effectiveness of decisions (Medvedeva, 2007; Koval'tsev, 2017).

At the same time, despite the wide range of legal and regulatory documents governing the functioning of the main sectors of the regional economy, SONPOs are not considered as active participants in the development of territories. Their activities are often not taken into account in the programs of strategic development of the regions and are regulated by separate acts, mainly determining the types and amounts of their state support. This allows concluding that SONPOs are not perceived as active subjects of economic activity capable of influencing the balanced development of the region.

Materials and methods

The information base of the work was formed by the data of relevant foreign and Russian studies, as well as the results of surveys commissioned by the Grants Fund of the Governor of the Perm Territory in the period of 2020–2022⁴, the data of focus group research with the heads of SONPOs (8 people), with representatives of municipal authorities and business (5 people), three in-depth expert interviews (the guide included a block of questions concerning the concept of SONPO development as an active

subject of the regional economy)⁵. Qualitative content analysis of research results and interview transcripts was used as a method of data analysis, which made it possible to identify the problems of the external and internal environment that actually form and determine the conditions of effective SONPO activities, and to systematize specific areas of their optimization to improve the management system of balanced RES development.

Taking into account the above provisions concerning the approaches, methods and tools of regional management, it seems important to consider the possibilities of strengthening the activities of SONPOs as active economic entities capable of influencing the balance of RES. For this purpose, we carried out the content analysis of regulatory legal documents and functions of public authorities regulating their activities.

In the practical field, the basis for interaction between non-profit organizations and public authorities is laid down in the Constitution of the Russian Federation, federal laws, legislation of the constituent entities of the Russian Federation, and regulatory and legal acts of local self-government bodies; the specifics of NPO functioning are contained in the provisions of the Civil and Tax Codes, as well as by federal laws and legislative acts of regional and municipal levels. Regulatory and legal regulation of non-profit organizations is carried out by the Ministry of Justice of the Russian Federation. The functions of its territorial subdivisions are limited and are limited to assistance in completing regulatory documents, briefing and informing on innovations in legislation, and joint work in providing regular reporting.

⁴ Report on the results of the sociological research "Volunteers in SONPOs of the Perm Territory". Perm, 2021 (the research was conducted using Online Test Pad questionnaires and interviews; as of December 2021, 134 questionnaires were received and 40 semi-structured interviews were conducted); Report on the results of the sociological research "Information Openness of the Perm Territory SONPOs". Perm, 2021 (the sample was 379 non-profit organizations of the Perm Territory (15% of the total number of NPOs), formed using the random selection method).

⁵ Focus groups and expert interviews were conducted as part of the draft Concept for the Development of SONPOs in the Perm Territory commissioned by the Grants Fund of the Governor of the Perm Territory and supported by the Department of Public Projects of the Perm Territory Governor's Administration. We acted as developers of this document. The results of the above research were partially published in (Bazueva et al., 2023), therefore the factual data are not presented in this article.

Legislation provides for the support of non-profit organizations by government authorities at the federal, regional and municipal levels. Formally, each Russia's constituent entity has an executive body responsible for interaction with non-profit organizations and provision of support to SONPOs. However, these tasks are performed by different agencies in each region. Their functions include general issues related to the work of SONPOs, including monitoring their activities, keeping registers of SONPOs, collecting and summarizing their proposals and initiatives, as well as implementing support measures. The functions of building cooperation with SONPOs are only a small part of the total volume of work of public authorities. Often the issues of cooperation with SONPOs are additionally transferred to specialized departments – social policy, education or health care. On the one hand, this creates opportunities for implementing joint projects in highly specialized areas and, if successfully implemented, is the basis for long-term cooperation. On the other hand, it makes it difficult to assess the effectiveness of SONPOs in the region, as they are distributed across the areas of responsibility of different ministries and agencies. This complicates the development of cross-sector partnership and exchange of practical experience between SONPOs operating in different sectors of the regional economy.

The above-mentioned determined the provisions of our approach to the development of directions for optimizing the management system of the region's balanced development on the basis of promoting SONPO activities. Based on the available information base, it seems reasonable to focus on the analysis of the current system of RES management on the example of one region – the Perm Territory. This will ensure comprehensiveness and consistency with the results of previous works devoted to the study of barriers to the functioning of SONPOs as active participants in achieving balanced development of RES, and, consequently,

will increase the validity of the proposed directions for optimizing the institutional environment of their functioning.

Research results

To begin with, SONPO development is within the mandate of the Department of Public Projects of the Perm Territory Governor's Administration. The list of main tasks includes the provision of support to SONPOs provided for by the existing regulatory and legal acts, including through the Grants Fund of the Governor of the Perm Territory, as well as the volunteerism development in the region. In addition, the territorial division of the Public Chamber of the Russian Federation and the network of resource centers of NPOs operating in the Territory are involved in supervising the issues of interaction of citizens and non-profit organizations with the regional authorities (*Tab. 2*).

The listed limitations correlate with the barriers to more effective functioning of SONPOs in the region and the use of their potential for the economy (Bazueva et al., 2023). This is manifested in the prevalence of SONPOs in the region with a limited range of realized tasks and a low level of budget diversification, which increases the risks of imbalances in RES development. Qualitative content analysis of the data constituting the information base of the study allowed conditionally identifying three types of SONPOs depending on the characteristics of their target audience, prevailing sources of funding, internal organizational structure, and the breadth of the range of tasks performed (*Tab. 3*).

The mechanism ensuring the transition of an organization from one category to another has not been formed in the Perm Territory. In SONPO management practice, organizational specifics (SONPO type, scale of activity, target audience) are also not taken into account, which reduces the effectiveness of support measures implemented by public authorities, since they, according to experts, should differ depending on the organization's

Table 2. Content of organizations' functions to support and develop SONPOs in the Perm Territory

Organization	Main functions	Limitations
Department of Public Projects	Procurement of goods, works and services by SONPOs on a contractual basis, provision of privileges for payment of taxes and fees, information and consulting, financial (including grant) support, transfer of municipal property for gratuitous use and/or provision of favorable terms of its lease, training of professional staff and volunteers, provision of benefits for legal entities – donors.	Not all forms of support are developed and used in practice; there are no mechanisms to take into account the activities of SONPOs in the strategic development programs of the region
Public Chamber	Promotion of SONPO initiatives, providing information, methodological and other support to SONPOs	The proposals are of a recommendatory nature, as the Public Chamber is not a legal entity; financial dependence on public authorities, which determines the possible impact on the validity of decisions taken
Resource Centers	Providing an information and communication platform, study and replication of successful practices of SONPOs, improving the professionalism of SONPO employees, increasing the level of public trust in SONPOs	Weak resource base of some centers, short-term nature of financing of SONPO projects, competition for resources between centers

According to: (Martynova, 2020; Kosygina, 2021); Official website of the Public Chamber of the Perm Territory. Available at: <https://oppk.permkrai.ru/o-palate/obshchestvennaya-palata-permskogo-kрая->; Official website of the Volga Federal District NPO Resource Centers Network. Available at: <https://nko-pfo.ru/o-proekte>

Table 3. SONPO types

SONPO type	Funding sources	Staff	Effects
(notional) local SONPOs	Own funds	Non-permanent, volunteers	Disseminated at the local level, are of a targeted nature, contribute to the formation of an active civic position and cohesion of the population
(notional) project SONPOs	Grant funds	Precarious, employees may be engaged for project implementation	Projects are innovative in nature, offering new ways of solving acute problems or focusing on a narrow target audience; projects are difficult to sustain without external support.
(notional) large SONPOs (generally medium and large)	Diversified budget: own revenues, grants, donations, including from commercial enterprises	Permanent staff of highly skilled employees	The activities are of a long-term nature and are accompanied by noticeable social and economic effects in the territory of presence

Source: own compilation based on qualitative content analysis of the results of expert surveys in the Perm Territory.

development level. Thus, in our opinion, the directions for improving the current methods and tools for regulating the activities of SONPOs can be seen in taking into account both the specifics of SONPOs' activities at each stage of development and the functions performed by them in the regional economic system.

In view of the above, it seems that the management system of region's balanced development can be improved by increasing the efficiency of SONPOs' potential utilization. In the organizational aspect, this is reflected in the conceptual description of a set of interrelated relations between SONPOs and public authorities (*Figure*). Our model is based on the principles actualized taking into account our own approach:

- *the principle of independence* implies the maximum use of the region's internal capabilities to solve social problems;

- *the principle of partnership* means coordination of actions of public authorities and socially oriented non-profit organizations in solving the problems of the region;

- *the principle of systematicity* implies taking into account the system of factors affecting the interaction between public authorities and socially oriented non-profit organizations;

the principle of targeting ensures individualization of support forms to SONPOs depending on the prevailing type of organization and needs for specific types of assistance.

We assume that the proposed mechanism will eliminate a number of the most serious barriers in the interaction between SONPOs and other economic agents – to strengthen the systemic and comprehensive nature of their support, which will entail an increase in the effectiveness of their participation in socio-economic processes in the region.

The mechanism involves building direct and inverse relationships between public authorities and regional SONPOs, as well as relies on the cyclical

and step-by-step nature of regulating the activities of SONPOs to involve them in the system of management of balanced development of RES. The set of priority methods and tools is determined by the problems prevailing in the activities of SONPOs depending on the type of organization. Let us recall that we can conditionally distinguish the barriers of the external and internal environment (Bazueva et al., 2023). The first include imperfect legislative framework and administrative difficulties leading to low efficiency of the implemented support programs (especially with regard to local SONPOs); focus on financial instruments of assistance (which leads to the activation of project SONPOs); low level of intra- and inter-sector partnership and reputational capital of SONPOs. Barriers of the internal environment are mainly manifested in insufficient qualification of SONPOs' staff and low quality of management, which makes it difficult for SONPOs to build communication with other economic entities.

It is worth emphasizing that the division of SONPOs into types is rather tentative, since the features of their functioning are specific for each municipality and depend on various factors affecting the intersectoral partnership development (in addition, for example, the problem of unformed reputational capital is faced by SONPOs of any type). Nevertheless, taking into account the expert opinions of representatives of authorities, business and heads of SONPOs, it seems possible to systematize the priority areas of optimization of the institutional environment for each type of SONPOs, as well as to identify the common ones for the sector as a whole (*Tab. 4*).

The effectiveness of implementing the proposed actions in practice is determined by the cyclical nature of stimulating SONPO development and the reasonable choice of the prevailing methods of managerial influence depending on the stage of the organization's life cycle. The tools of influence primarily concern the improvement of the legal and

Organizational and economic mechanism of management of balanced development of RES on the basis of promoting SONPO activities

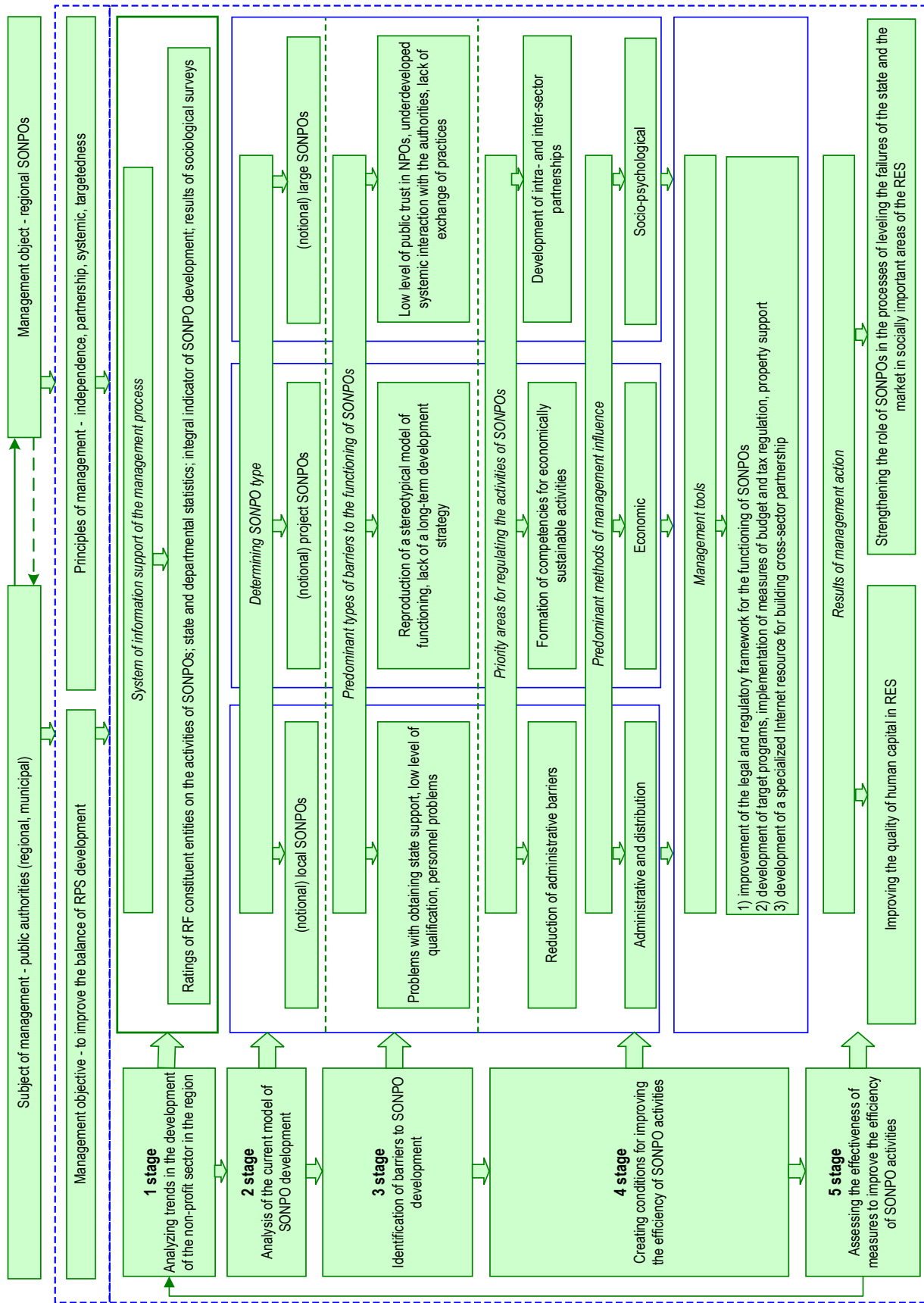


Table 4. Directions for optimizing the external and internal environment of SONPOs to create conditions for their sustainable development in the region

SONPO type	Priority directions	
	External environment	Internal environment
(notional) local SONPOs	Objective - reduction of administrative barriers	
	Unification of programs to support SONPOs at the regional and municipal levels; development of criteria for identifying the maturity level of SONPOs and the system of necessary forms of support depending on the stage of the organization's life cycle in order to build long-term strategies for their development; provision of state support for SONPO startups, creation of NPO-incubators	Providing systemic support to newly registered NPOs
(notional) project SONPOs	Objective - development of competencies for economically sustainable activities	
	Consideration of the possibility of extending support measures for small and medium-sized businesses to NPOs; development and implementation of a system of banking and tax support for SONPOs and their donors	Increasing the professionalism and efficiency of SONPOs; stimulating the process of generation and diffusion of social innovations, including to ensure budget diversification
(notional) large SONPOs	Objective - development of intra- and inter-sector partnerships	
	Formation of a model of cooperation between SONPOs and executive authorities at the regional and municipal levels on a systemic and long-term basis; increasing the importance of the controlling and expert function of SONPOs (public control); replication of best practices of SONPO activities	Creating conditions for forming and promoting the image of a volunteer, strengthening the importance of his/her role for the development of SONPOs and the region as a whole; creation of a system of training for representatives of executive authorities, business and mass media on interaction with NPOs in cooperation with the authorities
Purpose - to create conditions for the development of SONPOs on a systematic and long-term basis		
Common to all SONPO types	Monitoring of activities and forms of support for SONPOs in the region and municipalities according to a unified system of indicators; optimization of the reporting system of SONPOs; increasing the transparency of SONPO activities, including the development of public reporting and the organization of regular monitoring of the effectiveness of their activities; ensuring information openness of the implemented forms of support for SONPOs and areas of activity of resource centers; strengthening the role of resource centers in the region to develop a system of horizontal links and eliminate gaps in the process of interaction between the government, SONPOs, business and population, as well as between different SONPOs; development of a system to promote a new image of SONPOs, including through increased interaction with the media; introduction of a system of multilateral evaluation of the level of performance of implemented projects: by beneficiaries, experts, representatives of the non-profit sector, on the one hand, and self-assessment by the implementing organization, on the other hand.	Permanent monitoring of the needs of SONPOs to identify priority forms and instruments of support, including taking into account the stage of the organization's life cycle
Source: own compilation.		

regulatory framework of functioning, regulation of support measures to meet the needs of specific SONPOs. In addition, to ensure effective intra- and inter-sectoral interaction in the region, we propose to create a communication channel, access to which should be open to each SONPO type. The most acceptable format seems to be a specialized Internet resource, the structure of which reflects the powers of each participant. It seems that the creation of the resource should be carried out by the specialized department of the region together with the local public chamber, key regional operators of financial support to SONPOs and resource centers, since these participants have the maximum understanding of the situation (*Tab. 5*).

The proposed resource will ensure the creation of institutional conditions for the formation of opportunities for the development of all SONPO types: local SONPOs will have access to complete information on the activities of the third sector as a whole, as well as on the opportunities formed in

the region for its development; project SONPOs will be able to focus on the commercialization of projects and consulting support for their implementation in the long term; for medium and large SONPOs, the platform is a means to the transfer knowledge, skills and experience to novice colleagues. The resource can be easily scaled to all regions of the country, which will, on the one hand, unify the system of interaction between public authorities and SONPOs, on the other hand, create the basis for the development of intra-sectoral interregional cooperation. The conditional delimitation of the functionality of all participants of socio-economic processes in the region will not only systematize the work concerning the activities of SONPOs as economic agents contributing to the achievement of the balance of RES, but will also allow involving small SONPOs in the general system of the third sector functioning, thereby institutionalizing local civic initiatives and scaling the practices of non-associated participation.

Table 5. Key sections of the Internet resource for SONPOs

Section	Request granularity	Support format	Responsible for section
Legal support	Issues of registration, liquidation, statutory activities, tax legislation, labor relations, etc.	Methodological aids, online consultation, link to contacts of specialized specialists	Resource centers
Accounting support	Reporting issues, assistance with report preparation, etc.	Methodological aids, online consultation, link to contacts of specialists	Resource centers
Advising on participation in competitions	Information on types of competitions, assistance in preparing a grant application, etc.	Methodological aids, link to the list of tenders open for bids	Line agency, financial support operators, resource centers
Review of experience of other SONPOs	Fundraising issues, ways to attract and retain volunteers, examples of building work with business, review of practices and realized projects by areas of activity, etc.	Methodological aids, links to resources with descriptions of practices, to platforms with a volunteer base, to websites of commercial organizations implementing corporate social responsibility projects	Resource centers, public chamber
Partnership programs implemented jointly with business structures	Information on commercial organizations implementing corporate social responsibility (CSR) programs, social enterprises, recommendations on commercialization of social projects, etc.	Methodological aids, guides on developing commercial projects, links to contact details of companies implementing CSR partnership programs	Specialized agency, resource centers

Source: own compilation.

The implementation of the proposed mechanism, in our opinion, will create favorable conditions for the effective activity of SONPOs, which will lead to an increase in the human capital quality as a “second nature” factor. Research results show that the importance of SONPOs in this aspect is extremely high, as they have a targeted impact on the reproduction, development and realization of human capital by reducing inequality in the availability of socially important benefits, thus can act as a factor in smoothing the failures of the market and the state, improving the quality of life (Volkova, 2010; Goryacheva, 2018; Wan, 2013; Roberts et al., 2021). In turn, human capital allows compensating to some extent for the insufficient development of physical capital (Kapeliushnikov, 2003; Descy, Tessaring, 2004; Pelinescu, 2015) and thus act as a factor in ensuring the balance of RES development.

Conclusion

The research has shown that, despite the gradually increasing importance of SONPOs in the regional economic system, their potential is not fully realized. Due to the unresolved nature of many

problems, SONPOs are perceived mainly as an object of state support, primarily financial. In our opinion, this position of the authorities limits the opportunities for using the resource of SONPOs in the region. It is necessary to change the approach to the activities of these organizations in terms of forming their perception as active economic entities. This requires the improvement of institutional conditions of SONPOs' activities and their inclusion in the organizational and economic mechanism for managing the balanced development of RES. For this purpose, this study identifies specific directions for optimizing the external and internal environment of SONPOs (including depending on the stage of the organization's life cycle), which can lead to the strengthening of the effects of their activities, as well as the management system of balanced development of RES on the basis of stimulating their activities. The formulated proposals are based on the conceptual analysis of theoretical approaches devoted to the involvement of non-state participants in the processes of ensuring balanced development of RES, as well as the practical experience of SONPOs functioning in the regions.

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