EVALUATION OF THE EFFECTIVENESS OF DIGITALIZATION PROJECTS IN THE FIELD OF RECEIVING CITIZENS' APPEALS, TAKING INTO ACCOUNT THE SPECIFICS OF THE REGION

AVALIAÇÃO DA EFICÁCIA DE PROJETOS DE DIGITALIZAÇÃO NO CAMPO DE ATENDIMENTO ÀS RECLAMAÇÕES DOS CIDADÃOS, CONSIDERANDO AS ESPECIFICIDADES REGIONAIS

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Abstract. The article examines the essence, goals and types of citizens' appeals, the procedure for their consideration, as well as the regulatory and organizational support of working with citizens' appeals. The issue of appeals of individuals to the executive bodies of state power in the constituent entity of the Russian Federation was considered in more detail. The problems of implementing digitalization projects in the field of receiving citizens' appeals are considered, the methodology for assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals is adapted, taking into account the specifics of the region, a comparative analysis of the implementation of digitalization projects is carried out on the example of the constituent entity of the Russian Federation, comparing the results obtained for 2020-2022.
Keywords: digitalization, citizens' appeals, digital economy.

Resumo. O artigo examina a essência, os objetivos e os tipos de recursos dos cidadãos, o procedimento para sua consideração, bem como o apoio normativo e organizacional para o trabalho com os recursos dos cidadãos. Foi examinada em mais detalhes a questão dos recursos de pessoas junto aos órgãos executivos do poder estatal em uma entidade constituinte da Federação Russa. São considerados os problemas de implementação de projetos de digitalização no campo do atendimento às reclamações dos cidadãos, é adaptada a metodologia para avaliar a

eficácia da implementação de projetos de digitalização no campo do atendimento às reclamações dos cidadãos, levando em consideração as particularidades da região, sendo realizada uma análise comparativa da implementação de projetos de digitalização no exemplo de uma entidade constituinte da Federação Russa, comparando os resultados obtidos para 2020-2022.

Palavras-chave: digitalização; apelos dos cidadãos; economia digital

1. INTRODUCTION

The development of digital technologies and the transition to a digital economy is a strategic direction of the state policy of the Russian Federation, contributing to the implementation of scientific, technological, and socio-economic development of the country as a whole (Loseva et al., 2023; Pivneva et al., 2023; Korableva et al., 2020).

The rapid spread of digital technologies (Loseva et al., 2023; Pivneva et al., 2023), combined with the ever-changing technology landscape (Babaeva et al., 2023; Abduvakhidov et al., 2021; Abdullaev et al., 2023; Korableva & Kalimullina, 2023), created a platform for the digital transformation of public authorities and interaction with them (Zharova, 2023), including in the face of increased risks and threats (Begishev et al., 2019).

To implement digitalization projects in the field of receiving citizens' appeals, it is necessary to study a number of issues related to the feasibility of using digital technologies (Nurjamin et al., 2023; Vaslavskaya et al., 2023) in order to simplify the relationship between the executive bodies of state power and local self-government bodies (hereinafter referred to as the EBSP and LSGB) with citizens, as well as to study the effectiveness of the implementation of innovative solutions (Adedokun & Oyetunde-Joshua, 2024; Babaeva et al., 2023; Gradoboev &Tesleva, 2017).

The purpose of this study is to study the assessment of the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals and adapting the methodology for assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals, taking into account the specifics of the region (Enwereji et al., 2024; Saenko et al., 2019; Razmara et al., 2022).

The object of the research is digitalization projects in the field of receiving appeals from individuals.

The subject of the research is the social relations between the EBSP and LSGB with individuals in the implementation of digitalization projects in the field of receiving citizens' appeals.

Tehorey:

The chosen direction of research is new, the issue of assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals is practically unexplored, since this is a new direction in the development of the constituent entities of the Russian Federation.

The scientific novelty of the study is explained by the fact that the author adapts the methodology for determining the rating of the constituent entities of the Russian Federation in the field of developing a feedback platform in order to assess the effectiveness of digitalization in the field of receiving citizens' appeals, taking into account the specifics of the region, and the improvement of the current regional legislation regarding the regulation of the procedure for

considering citizens' appeals using the "Feedback Platform" subsystem in the territory of the Altai Republic.

The practical significance of the study lies in the use of the developed methodology to assess the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals in the Altai Republic.

Materials and methods. On May 2, 2006, the Federal Law "On the Procedure for Considering Appeals from Citizens of the Russian Federation" No 59-FZ (hereinafter referred to as the Federal Law "On the Procedure for Considering Appeals from Citizens of the Russian Federation") was adopted, which clearly spelled out the necessary requirements for individuals to apply to the IGO and CMI (On the Procedure for Considering Appeals from Citizens of the Russian Federation: Federal Law of 02.05.2006 No 59-FZ).

In accordance with the Constitution of the Altai Republic, adopted on June 7, 1997, Article 40 defines the procedure for individuals and legal entities to apply to the IGO and CMI, which are obliged to consider and give a legally justified decision on these appeals. If citizens consider this decision to be unlawful, they have the right to protect their interests in court (Constitution of the Altai Republic (Basic Law), 1997).

On the basis of the Digital Economy of the Russian Federation program, the Government of the Russian Federation has formed the Digital Economy of the Russian Federation national program, approved by the minutes of the meeting of the Presidium of the Presidential Council for Strategic Development and National Projects of June 4, 2019 No7.

Decree of the Government of the Russian Federation dated December 31, 2022 No2560 approved the Rules for State Bodies, Local Authorities and Subordinate Organizations to Post Information on Their Official Pages, Access to Information Posted on Official Pages, and Interact with Users with Information on Official Pages Using the Infrastructure That Ensures Information Technology Interaction information systems used for the provision of state and municipal services and the performance of state and municipal functions in electronic form provided for by the Federal Law "On the Organization of the Provision of State and Municipal Services" (hereinafter referred to as the Placement Rules) and the Rules for Interaction of Official Websites and Official Pages with the Federal State Information System "Unified Portal of State and Municipal Services (Functions)", including requirements for such interaction" (Decree of the Government of the Russian Federation dated 31.12.2022).

According to paragraph 16 of the Rules of Placement, methodological material is posted on the Internet at the address https://pos.gosuslugi.ru/docs/ in order to comply with the norms of federal legislation, however, at the above link there is no information on the methods of posting on the official pages of bodies and organizations the electronic form of the feedback platform of the single portal.

It is worth noting that after the implementation of digitalization projects in the field of receiving citizens' appeals, namely the transition from the traditional economy to the digital economy, the constituent entities of the Russian Federation will take a big step in terms of development, which will affect the development of the Russian Federation as a whole. These services will allow effective communication with the market, both customers and suppliers. In particular, the financial information of all companies is open, which allows you to check each supplier. However, there are also negative aspects, for example, proper protection of personal

data. Since all information will be stored on local servers, a certain amount of security is necessary, which includes additional costs for all participants in the economy.

In addition, the Russian Federation uses methods for calculating the rating of constituent entities in order to monitor the implementation of the norms of Federal legislation and the implementation of digitalization projects. The methodology for calculating the rating of the constituent entities of the Russian Federation by creating a feedback mechanism is developed in order to monitor the implementation of the project, which will make it possible to identify the weaknesses of implementation in each constituent entity of the Russian Federation. According to the implementation rating, as of December 31, 2022, the Altai Republic ranks 48th out of 55 possible, scoring 170 points out of 510 points

On October 16, 2020, the Agreement on Cooperation between the Ministry of Digital Development, Communications and Mass Media of the Russian Federation and the Government of the Altai Republic was established on the approbation of technological solutions implemented on the basis of the "Unified Portal of State and Municipal Services (Functions)" NoOR-P13-065-34184 (hereinafter referred to as the Agreement NoOR-P13-065-34184 dated October 16, 2020). The subject of the Agreement NoOR-P13-065-34184 dated October 16, 2020 is the organization of information and technological interaction between the Parties on the basis of mutual interests, within the framework of which the Parties ensure the approbation of the "Feedback Platform" subsystem and its implementation in the territory of the Altai Republic (Table 1).

Table 1. List of categories (subcategories) of messages, public messages and the deadline for preparing responses

Message Category Name	Name of the message subcategory	Deadline for preparing a response to messages (Feedback Platform subsystem)	Deadline for preparing a response to public messages (system "Incident Management")
Roads	Road lighting	30 days	23 hours
Adjacent territories	Sewer manholes	30 days	23 hours
Roads	Potholes, potholes	30 days	23 hours
Municipal solid waste	Garbage dumps in the yards	30 days	5 days
Municipal solid waste	Other	30 days	5 days
Municipal solid waste	Container sites, garbage containers	30 days	5 days
Medicine	Making an appointment with a doctor	30 days	18 hours
Medicine	Violation of regulations/rules	30 days	18 hours
Education	Admission to educational organizations	10 days	16 hours
Educational services	Inadequate behavior of an employee of an educational institution	10 days	16 hours
Educational services	Catering in educational	10 days	16 hours

	institutions		
Public transport	Unsatisfactory conditions of travel in road transport	30 days	22 hours
Public transport	Inadequate behavior of drivers and conductors	30 days	22 hours
Public transport	Social Cards	30 days	11 hours
Social sphere	Provision of social assistance	30 days	11 hours
Social sphere	Payments, compensations and benefits	30 days	11 hours
Social sphere	Registration at the employment center	30 days	11 hours
Power engineering	Quality of power supply	30 days	5 days
Power engineering	Power outage	30 days	5 days
MCDs (multi-apartment buildings) at home)	Overhaul	10 days	6 days
MCD (apartment buildings)	Heating	30 days	17 hours
MCD (apartment buildings)	Management organizations	30 days	17 hours
Snow	Snow removal	30 days	23 hours
Physical education and sports	Admission of children to study in sports sections	10 days	23 hours
Physical education and sports	Other	30 days	23 hours

The main task of creating the "Feedback Platform" subsystem in the Altai Republic is to simplify the interaction of the EBSP and LSGB with individuals, as well as to reduce the time for providing responses to citizens' appeals.

On the part of the EBSP and LSGB, officials have been appointed responsible for preparing and sending a response to citizens' appeals, who have the following roles:

- "Administrator of LKO" – does not process citizens' appeals, but is the administrator of the organization's personal account;
- "Manager" – approves answers, coordinates the redirection of messages to other organizations;
- "Curator" – supervises the process of processing citizens' appeals within the organization;
- "Coordinator" – distributes citizens' appeals to executors, within the organization;
- "Executor" prepares responses to citizens' appeals.

It is using the "Feedback Platform" subsystem that daily work is carried out with the appeals of individuals to the EBSP and LSGB in the Altai Republic, as well as appeals are directly redirected to organizations that perform socially significant functions.

The Feedback Platform subsystem consists of two modules:

"Messages" Module

The "Messages" module is used through the "Unified Portal of State and Municipal Services (Functions)". There are several ways to submit appeals:

- through the "Messages" tab on the main page of the websites of the executive EBSP and LSGB in the Altai Republic;
- using the mobile application "Public Services. Let's Solve Together".

After authorization on the "Unified Portal of State and Municipal Services (Functions)", every citizen who wants to leave an appeal on any issue sees a classifier consisting of 31 categories and 314 subcategories. After specifying the category and subcategory, it is possible to write the text of the appeal and attach some files, for example, photos.

"Public Voting" Module

The "Public Voting" module is used to take into account the opinion of citizens in solving the main issues of improving living conditions: voting on projects implemented at the expense of regional and municipal budgets, surveys, including on the implementation of national projects, and discussions on issues of local importance.

Everyone can take part in the survey or voting using the widget on the official website of the EBSP and LSGB in the Altai Republic.

This module will simplify the implementation of Federal Law No. 236-FZ of July 20, 2020 "On Amendments to the Federal Law "On the General Principles of the Organization of Local Self-Government in the Russian Federation". The main task of which is to distribute 3% of local budget funds on the basis of citizens' initiatives or under their control. The mechanism of interaction between bodies and organizations in the Feedback Platform subsystem in the constituent entities of the Russian Federation in 2021 is indicated in Table 2.

Table 2. Schedule of connection of bodies and organizations to the "Feedback Platform" subsystem in 2021

Bodies and organizations	As of 01.04.2021	As of 01.06.2021	As of 01.11.2021
Executive bodies of the constituent entities of the Russian Federation	not less than 70%	100%	100%
Local government bodies	at least 50%	at least 70%	at least 90%
Other organizations performing publicly significant functions, including educational organizations, health care institutions and others	at least 10%	at least 30%	at least 50%

At the request of the Ministry of Digital Development, Communications and Mass Media of the Russian Federation, since January 2021, active work has been carried out in the Altai Republic to further implement the Feedback Platform subsystem and create user accounts that will prepare responses to citizens' appeals. In particular, the calculation of bodies and

organizations that are planned to be connected to work in the Feedback Platform subsystem by December 31, 2021 was carried out, the results are indicated in Table 3.

Table 3. Number of bodies and organizations planned to be connected to the "Feedback Platform" subsystem in the territory of the Altai Republic in 2021

Bodies and organizations	**Quantity**
Executive Authorities of the Altai Republic	18
Local self-government bodies in the Altai Republic, including:	100
• urban and rural settlements	90
• Other	10
Other organizations performing publicly significant functions, including:	155
• educational organizations	72
• health care institutions	26
• Other organizations	57

As of December 31, 2021, 969 users were registered in the system and personal accounts of organizations were created, ready to work in the "Feedback Platform" subsystem in full (Table 4). As can be seen from the data indicated in the table, the number of organizations exceeds those indicated in Table 3, this is due to the fact that initially some organizations were not planned to be introduced into the subsystem "Feedback platform", but later the issue was resolved at the regional level.

Table 4. Number of bodies and organizations in the territory of the Altai Republic connected to the "Feedback Platform" subsystem as of December 31, 2021

Bodies and organizations	Quantity
Executive Authorities of the Altai Republic	20
Local self-government bodies in the Altai Republic, including:	92
• urban and rural settlements	82
• Other	10
Other organizations performing publicly significant functions, including:	277
• educational organizations	168
• health care institutions	21
• Other organizations	88

Since January 2022, the issue of connecting new types of bodies and organizations that perform publicly significant functions for citizens to the Feedback Platform subsystem has been worked out, in accordance with the requirement of the Ministry of Digital Development, Communications and Mass Media of the Russian Federation. The Ministry of Digital Development of the Altai Republic has compiled a list of bodies and organizations in the territory of the Altai Republic related to new types of bodies and organizations planned for connection. As of December 31, 2022, new types of bodies and organizations were connected to the "Feedback Platform" subsystem, according to Table 7, and 1165 users were registered. The schedule for connecting new types of bodies and organizations was fulfilled, however, not all organizations

were registered in the "Feedback Platform" subsystem. This is due to the fact that some organizations refuse to use this system to simplify interaction with citizens. At the moment, upon receipt of an appeal from citizens, the answer to which is within the competence of an organization that is not in the Feedback Platform subsystem, the body to which the appeal was sent requests information in paper form and sends a response to the citizen. But it is worth noting that the work on the implementation of this subsystem has not been completed, but has been extended until December 31, 2023, so negotiations will be held with organizations that perform publicly significant functions for registration in the Feedback Platform subsystem.

Appeals received by the EBSP and LSGB in the Altai Republic, considered within the framework of the Federal Law "On the Procedure for Considering Appeals from Citizens of the Russian Federation", in a larger number of EBSP and LSGB in the Altai Republic, are registered in paper form, and in case of identifying problematic issues present in the region, employees need to view and study the register of citizens' appeals. Therefore, in the absence of common classifiers for all authorities, it is problematic to group citizens' appeals and bring them to one common classifier due to differences in the powers vested in the authorities.

Appeals received by the EBSP and LSGB of the Altai Republic through the "Incident Management" system are not registered at the level of the department, since the deadline for providing such appeals is from 2 to 4 hours and in the system itself each appeal has already been assigned an individual number. In this regard, the EBSP and LSGB of the Altai Republic do not have the opportunity to assess.

Table 5 presents the statistics of appeals received by the EBSP and LSGB of the Republic of Altai, considered within the framework of the Federal Law "On the Procedure for Considering Appeals from Citizens of the Russian Federation" for the period from January 1, 2020 to December 31, 2022.

Table 5. Number of applications to the EBSP and LSGB for the period from January 1, 2020 to December 31, 2022

Name of the EBSP and LSGB of the Altai Republic	Quantity appeals 2020 year	Quantity appeals in 2021	Quantity appeals 2022 year
Ministry of Culture of the Altai Republic	1	1	3
Ministry of Education and Science of the Altai Republic	18	16	21
Ministry of Natural Resources, Ecology and Tourism of the Altai Republic	5	4	6
Ministry of Digital Development of the Altai Republic	11	31	4
Ministry of Agriculture of the Altai Republic	0	2	1
Ministry of Labor, Social Development and Employment of the Altai Republic	194	157	201
Ministry of Economic Development of the Altai Republic	4	2	3
Ministry of Health of the Altai Republic	150	221	214
Ministry of Regional Development of the Altai Republic	41	56	52
Government of the Altai Republic	33	21	24
Ministry of Finance of the Altai Republic	7	2	5

Veterinary Committee and State Veterinary Inspection of the Altai Republic	1	2	4
Committee for Civil Registry Offices and Archives of the Altai Republic	1	0	2
Committee on National Policy and Public Relations of the Altai Republic	1	0	0
Committee for Physical Culture and Sports of the Republic Altai	1	3	1
Committee on the Protection, Use and Reproduction of of the Altai Republic	2	3	2
Tariff Committee of the Altai Republic	1	2	6
Inspectorate for State Protection of Facilities Cultural Heritage of the Altai Republic	2	0	3
Committee for Control (Supervision) of the Altai Republic (February 1, 2022)	-	-	7
Administration of the Municipal Formation "City of Gorno-Altaisk"	91	99	110
Administration of the Municipal Formation "Choysky District"	18	21	23
Administration of the Municipal Formation "Turochaksky District"	19	8	9
Administration of the Municipal Formation "Maiminsky District"	38	30	43
Administration of the Municipal Formation "Chemalsky District"	25	19	22
Administration of the Municipal Formation "Shebalinsky District"	17	9	16
Administration of the Municipal Formation "Ulagansky District"	22	17	13
Administration of the Municipal Formation "Ust-Koksinsky District"	15	6	16
Administration of the Municipal Formation "Ust-Kansky District"	9	11	9
Administration of the Municipal Formation "Kosh-Agach District"	13	12	18
Administration of the Municipal Formation "Ongudai District""	7	5	9

The new implemented subsystem "Feedback Platform" has become widespread among citizens in the territory of the Altai Republic, due to the ability to submit an appeal without leaving home from a personal computer or using a mobile application. Appeals are registered automatically, and an individual number is assigned, and it is also possible to draw up reports with the deadlines for providing responses to appeals, statistics of received appeals with classification by categories and subcategories, as well as within the framework of the EBSP and LSGB.

Table 6 presents statistics on citizens' satisfaction with responses to appeals for all organizations registered and operating in the "Feedback Platform" subsystem with classification by category for the period from January 1, 2020 to December 31, 2022.

Table 6. Statistics of citizens' satisfaction with responses to requests submitted through the "Feedback Platform" subsystem for the period from January 1, 2020 to December 31, 2022

Number of messages	High dis-satisfac-tion	High satis-faction	Neutral atti-tude	No rating	Not Com-pletely Satis-fied	Completely satisfied	Total
Roads	26	11	9	436	68	40	590
Improvement	-	2	1	81	8	10	102
Veterinary medicine	-	-	-	22	1	-	23
Water supply	3	1	-	48	1	7	60
Payments to children from 3 to 7 Years	3	4	1	282	8	20	318
Payments for vouchers to children's camps (purchased before May 25, 2021)	1	-	-	2	-	-	3
Gas supply	1	-	-	8	-	-	9
Hot meals for of primary school students	1	-	1	19	-	2	23
Courtyards and territories Common use	6	-	5	103	20	10	144
Other	2	-	-	46	4	-	52
Internet services	-	-	-	-	-	2	2
Information Technology	-	-	-	2	-	1	3
Culture	-	-	-	7	-	1	8
Forestry	-	-	-	3	-	-	3
MFC "My Documents"	-	-	-	4	-	-	4
Medicine	-	-	-	59	3	3	65
Apartment buildings	2	-	-	22	1	1	26
Garbage	5	2	4	93	7	10	121
Education	1	-	2	25	2	1	31
Contacting a Vaccine or Treatment Problem from Coronavirus	50	19	19	3528	96	158	3870
Appeals of military person-nel and their Families	-	1	-	33	1	6	41
Catering	-	-	-	1	1	-	2
Public transport	3	-	2	29	-	3	37
Parks of Culture and Stay	-	-	1	-	-	2	3
Payment for housing and	1	-	-	7	-	-	8

communal services							
Public Services Portal (Regional)	-	-	1	2	-	-	3
Nature, Ecology	1	-	-	6	-	-	7
Communications and television	-	-	-	6	-	4	10
Agriculture and hunt	-	-	-	4	-	-	4
Cellular	-	-	-		-	1	1
Social gasification	-	-	-	3	-	-	3
Social Maintenance & Protection	-		-	73	2	5	80
Construction	-	1	-	3	-	-	4
Telephone inquiries on health issues	-	-	-	6	-	-	6
Heating	-	-	-	1	-	-	1
Trade	-	-	1	4	1	-	6
Physical Culture and sport	-	1	-	2	-	2	5
Economy and business	-	-	-	1	-	-	1
Electronic registration for Doctor's appointment	6	-	-	124	4	1	135
Electronic sheets Disability	-	-	-	3	-	1	4
Electric power supply	1	-	-	31	3	1	36
Total	113	42	47	5130	231	292	5855

Based on the above information, it can be concluded that most EBSP and LSGB provide answers to citizens' appeals, but do not have a common regional classifier of appeals. It is the "Feedback Platform" subsystem, in addition to providing a flexible tool for providing a response to an appeal, with the ability to receive feedback from a citizen on satisfaction with the answer provided, but also the ability to classify all incoming appeals into categories and narrower subcategories, which means that on the basis of this data it is possible to build further work to increase the satisfaction of citizens, since it will be clear what are the most priority and problematic issues for citizens in the Altai Republic.

2. RESEARCH RESULTS

As of the beginning of 2022, more than 97.5 million users were registered on the Unified Portal of State and Municipal Services (Functions), compared to the end of 2021, the number of registered residents changed by more than 3 million users. Let us characterize from an economic point of view the difference between the use of digital technologies in the reception of

citizens' appeals in relation to the reception of citizens' appeals without the use of digital technologies.

When citizens apply in writing, economic and transaction costs arise.

Economic costs include the cost of resources:

1. purchase of paper for registration of the appeal on paper;
2. costs of maintaining the feedback form (technical support);
3. costs for the purchase of envelopes for sending a response to the citizen's address by Russian Post (additional costs, in case of an extension of the time for providing a response to a citizen or redirecting the appeal to another body or organization);
4. salary of the employee responsible for processing citizens' appeals.

Transaction costs include the costs of resources:

1. the time of the head of the EBSP and LSGB, which performs publicly significant functions, spent on the reception of citizens;
2. the time of the organization's employees spent on registering the citizen's appeal in the register of citizens' appeals of the organization;
3. the time spent on packing the citizen's response into an envelope, indicating the citizen's residential address, sticking stamps and sending them by Russian Post;
4. the time spent on the preparation of documents for sending a citizen's appeal to another body or organization, with additional time spent on preparing an information letter for a citizen with information about sending a request to another body or organization and extending the deadline for preparing a response.

The implementation of digitalization projects in the field of receiving citizens' appeals will get rid of almost all both economic and transaction costs.

However, it is worth noting that these processes have their own specifics for the implementation of digitalization projects and, at the same time, when assessing economic efficiency, it is largely necessary to consider socio-economic efficiency.

The implementation of projects within the framework of which services are provided to various groups of citizens, including the implementation of digitalization projects in the field of citizens' appeals, can bring a gain that far exceeds the resource costs, however, it is not easy to measure and record such a fact, due to the fact that measuring the effect of the implementation of digitalization projects and assessing the costs due to which these effects arise, different indicators are used.

That is, on the one hand, it is possible to make an assessment using monetary terms, on the other hand, it is possible to consider the implementation of digitalization projects using different dimensions that are reflected in the field of citizens' appeals (the number of citizens' appeals in one category is reduced, the quality of life of citizens is improved, the time for providing a response is reduced, due to which the satisfaction of citizens increases, etc.).

Based on the above, the author concludes that it is possible to assess the socio-economic efficiency based on the analysis of the implementation of digitalization projects in the field of citizens' appeals, based on the industry specifics present in the field of receiving citizens' appeals.

When implementing digitalization projects in the field of receiving appeals, it is necessary to pay special attention to the consideration of all possible problems that may arise, especially from the point of view of avoiding the so-called digital divide, that is, without access to technology due to various reasons, some citizens will not be able to use this service, and often this is exactly the category of citizens who is most in need of social support from the state.

Therefore, one of the priority tasks, in addition to the implementation of the digitalization project in the field of receiving citizens' appeals, is to talk about bridging the digital divide by ensuring the availability of technologies, that is, providing infrastructure (digitalization of networks, installation of devices for access to the information and telecommunications network "Internet"), as well as increasing the digital literacy of the population in all age groups.

The proposed methodology for assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals is universal for all constituent entities of the Russian Federation, if the necessary information is available, it is possible to use this methodology to regulate the process of implementing digitalization projects.

In order to determine at what stage there are problems in the implementation of digitalization projects in the field of receiving citizens' appeals, three stages were identified, as well as the names of indicators that differ from the names of indicators in the federal methodology. The methodology for assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals in the Altai Republic includes three stages (preparatory, analytical, effective), each of which includes quantitative and qualitative indicators.

At the first (preparatory) stage of the assessment methodology, the application of digitalization projects in the field of receiving citizens' appeals in the Altai Republic is assessed according to four indicators that give an idea of the number of EBSP and LSGB that perform publicly significant functions and implement digitalization projects:

- П1 – share of EBSP and LSGB operating in the digital environment in the field of receiving citizens' appeals (indicator K1 of the federal methodology);
- П2 –share of local governments implementing digitalization projects in the field of working with appeals from individuals (indicator K2 of the federal methodology);
- П3 – share of organizations implementing digitalization projects in the field of working with requests from individuals out of the total number of organizations planned for connection (indicator K3 of the federal methodology);
- П4 –share of EBSP and LSGB that have published an application form for individuals on the Internet (indicator K7 of the federal methodology).

The calculation of indicator П1 (the share of EBSP and LSGB working in the digital environment in the field of receiving citizens' appeals) is carried out according to the formula:

$$П1 = Qdigitriogv / Qiogv * 100\%$$

where Qdigiriogv is the number of executive bodies of state power implementing digitalization projects in the field of receiving citizens' appeals. Qiogv is the number of executive bodies of state power connected to the information and telecommunication network "Internet".

Rating scale for criterion П1:

10 points – 100%; 5 points – from 50 to 99%; 2 points – from 0 to 49%.

The calculation of the П2 indicator (the share of local governments implementing digitalization projects in the field of receiving citizens' appeals) is carried out according to the formula:

П2 = Qdigit / Qomsu * 100%

where Qdigit is the number of executive bodies of state power implementing digitalization projects in the field of receiving citizens' appeals. Qomsu is the number of executive bodies of state power connected to the information and telecommunication network "Internet".

Rating scale for criterion П2:

10 points – 100%; 5 points – from 50 to 99%; 2 points – from 0 to 49%.

The calculation of the П3 indicator (the share of organizations performing publicly significant functions implementing digitalization projects in the field of receiving citizens' appeals out of the total number of organizations planned to be connected) is carried out according to the formula:

P3 = Qdigifr / Qopf * 100%

where Qdigifr is the number of organizations performing publicly significant functions, implementing digitalization projects in the field of receiving citizens' appeals. Qopf is the number of organizations performing publicly significant functions connected to the Internet and planned to be connected.

Rating scale for criterion П3:

10 points – 100%; 5 points – from 50 to 99%; 2 points – from 0 to 49%.

The calculation of the П4 indicator (the share of EBSP and LSGB that have published the application form of individuals on the Internet) is carried out according to the formula:

П4 = Qreport / Q * 100%

where Q is reported – the number of websites of the EBSP and LSGB, where the application form of individuals is posted. Q is the number of EBSP and LSGB that have official websites on the Internet.

Rating scale for criterion П4:

10 points – 95-100%; 8 points – from 71 to 94%; 4 points – from 51 to 70%; 2 points – from 0 to 50%.

The summary indicator of the depth of implementation of digitalization projects in the field of receiving citizens' appeals is calculated according to the formula:

$$П = П1 + П2 + П3 + П4$$

The maximum number of points for the first (preparatory) stage is 40 points, which means that a citizen can send an appeal to any of the EBSP and LSGB. At the second (analytical) stage of the assessment methodology, the application of digitalization projects in the field of receiving citizens' appeals in the Altai Republic is assessed according to three indicators that give an idea of the number of categories (subcategories) of citizens' appeals for which the response time has been reduced, and the number of citizens' appeals received using mechanisms posted on the Internet:

- A1 – share of requests received on the Internet during the implementation of digitalization projects in the total number of requests received by all EBSP and LSGB for the period under review (indicator G1 of the federal methodology);
- A2 – the share of "fast tracks" (appeals with a processing time different from the planned one (less than 30 days), which is set for this category of requests) (indicator K6 of the federal methodology);
- A3 – share of messages for which a response was given within the regulatory period (indicator K8 of the federal methodology).

The calculation of indicator A1 (the share of requests received using mechanisms posted in the public domain on the Internet during the implementation of digitalization projects, in the total number of requests received by all EBSP and LSGB for the period under review) is carried out according to the formula:

$$A1 = Ninf / (Ninf + N59 - Q_3) * 100\%$$

where $Ninf$ – the number of requests received using mechanisms posted on the Internet during the implementation of digitalization projects during the study period; $N59 - Q_3$ – the total number of received appeals considered within the framework of the Federal Law "On the Procedure for Considering Appeals from Citizens of the Russian Federation" for the period under review.

Rating scale for criterion A1:

10 points - 100%; 5 points - from 50 to 99%; 2 points - from 0 to 49%.

The calculation of the A2 indicator (the share of "fast tracks" (a request with a processing time different from the planned one (less than 30 days), which is set for this category of requests)) is carried out according to the formula:

A2= *N*Qastinf / (*N*terminf + *N*Qastinf) *100%

Where *N*terminf – the number of appeals received using mechanisms posted in the public domain on the Internet during the implementation of digitalization projects for the period under review, the response to which was given within the regulatory period. *N*Qastinf – the number with the "fast track" attribute from the Internet during the implementation of digitalization projects for the period under review, the response to which was given within the regulatory period.

Rating scale for criterion A2:

10 points – 95-100%; 8 points – from 71 to 94%; 4 points – from 51 to 70%; 2 points – from 0 to 50%.

The calculation of indicator A3 (the share of messages with a timely response) is carried out according to the formula:

A3= *N*terminf / *N*inf *100%

where *N*terminf – the number of appeals received using the mechanisms posted on the Internet with a timely response. *N*inf – the number of requests received via the Internet during the implementation of digitalization projects for the period under review.

Rating scale for a criterion A3:

10 points – 95-100%; 8 points – from 71 to 94%; 4 points – from 51 to 70%; 2 points – from 0 to 50%.

The summary indicator of the quality of the implementation of digitalization projects in the field of receiving citizens' appeals is calculated according to the formula:

A = A1 + A2 + A3

The maximum number of points for the second (analytical) stage is 30 points, which indicates whether citizens' appeals submitted in accordance with the previously adopted rules (in writing, personal reception) are in demand, or the implementation of digitalization projects in the field of receiving citizens' appeals has simplified the ways of interacting with the EBSP and LSGB and violations of the regulatory deadlines for providing answers to individuals are not allowed.

At the third (effective) stage of the assessment methodology, the level of satisfaction of citizens with the answers received is assessed, using one indicator:

P – the level of satisfaction of citizens with the answers of the EBSP and LSGB (indicator K9 of the federal methodology). The calculation of indicator P (the level of satisfaction of citizens with the answers of the EBSP and LSGB) is carried out according to the formula:

P = Eu-inf / Einf *100%

where Eu-inf – the number of "4" and "5" marks given to citizens on the answers given by the EBSP and LSGB;

Einf – the total number of assessments given by citizens on the answers given by the EBSP and LSGB. Rating scale for criterion P:

10 points – 95-100%; 8 points – from 71 to 94%; 4 points – from 51 to 70%; 2 points – from 0 to 50%.

The maximum number of points for the third (productive) stage is 10 points, which indicates that citizens are completely satisfied with the answers provided by the EBSP and LSGB. The final indicator of the methodology for assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals is calculated according to the formula:

I = П + A + P

where П – indicator of the depth of implementation of digitalization projects in the field of receiving citizens' appeals;

A – quality indicator of the implementation of digitalization projects in the field of receiving citizens' appeals;

P – indicator of citizens' satisfaction with answers.

The maximum number of points for all three stages is 80 points, which indicates that the implementation of digitalization projects in the field of receiving citizens' appeals fully meets the needs of citizens and the EBSP and LSGB approach the solution of citizens' appeals seriously, that is, such an initiative as "client-centricity" (in other words, "the state for people"), which is one of the directions of the socio-economic development of the Russian Federation until 2030.

If, when using the methodology for assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals, the number of points received when calculating is less than 80, it is possible to determine in which area there is a problem:

1. there is a barrier between citizens and EBSP and LSGB due to the fact that they do not have the opportunity to submit an application remotely;
2. citizens are not satisfied with the answers, since the response to the appeal is not provided in a text that is understandable to every citizen, but with the use of a large number of references to regulatory legal acts;

3. The EBSP and LSGB provide responses to citizens' appeals in violation of the regulatory deadlines for processing appeals.

Using the methodology for assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals in the Altai Republic, the author conducted a comparative analysis of the implementation of digitalization projects in the field of receiving citizens' appeals from citizens of the Altai Republic for 2020, 2021 and 2022, according to Table 7.

Table 7. Comparative analysis of the implementation of digitalization projects in the field of receiving appeals from citizens of the Altai Republic for 2020, 2021 and 2022

Index	2020 year	2021 year	2022 year
*Q*ciQry-gov	18 pcs	20 pcs	20 pcs
*Q*иогв	18 pcs	20 pcs	20 pcs
*Q*digit	11 pcs	92 pcs	100 pcs
*Q*омсу	100 pcs	100 pcs	100 pcs
*Q*ciQropQ	12 pcs	277 pcs	304 pcs
*Q*opQ	401 pcs	401 pcs	401 pcs
*W*message	30 pcs	214 pcs	362 pcs
Q	392 pcs	392 pcs	392 pcs
П1 (10 Points)	100% (10 Points)	100% (10 Points)	100% (10 Points)
П2 (10 Points)	11%(2 Points)	92%(5 Points)	100%(10 Points)
П3 (10 Points)	3% (2 Points)	69% (5 Points)	76% (5 Points)
П4 (10 Points)	7% (2 Points)	54% (4 Points)	92% (8 Points)
П (40 Points)	16 Points	24 Points	33 Points
*N*inf	179 pcs	4425 pcs	1251 pcs
*N*59−Qз	747 pcs	760 pcs	847 pcs
*N*Qastinf	12 pcs	2359 pcs	279 pcs
*N*terminf	168 pcs	3070 pcs	868 pcs
A1(10 Points)	19% (2 Points)	85% (5 Points)	59% (5 Points)
A2 (10 Points)	7% (2 Points)	77% (8 Points)	32% (2 Points)
A3 (10 Points)	94% (8 Points)	69% (4 Points)	69% (4 Points)
A (30 Points)	12 Points	17 Points	11 Points
Eu-inf	6 pcs	245 pcs	83 pcs
Einf	21 pcs	499 pcs	204 pcs
P (10 Points)	29% (2 Points)	49% (2 Points)	41% (2 Points)
Total points for the three stages (80 points)	30 Points	43 Points	46 Points

Based on the study, it should be concluded that the implementation of digitalization projects in the Altai Republic gives a positive trend from year to year. The number of appeals increases annually using mechanisms posted in the public domain on the Internet during the implementation of digitalization projects, however, the number of appeals for which an answer was given within the regulatory time frame is decreasing, in this regard, it can be concluded that it is necessary to revise the issue of management in organizations, regarding the increase in control over compliance with the deadlines for providing answers to citizens.

In 2021, there is an increase in the number of citizens' appeals using mechanisms posted in the public domain on the Internet during the implementation of digitalization projects, since there were certain restrictions on visiting, due to the spread of a new coronavirus infection (COVID-19).

In addition, there is a problem in determining satisfaction with the answer, since only a small part of citizens gives feedback on satisfaction with the answer received, of which less than 50% of citizens are satisfied with the answer. In this regard, it is necessary to strengthen control over the quality of providing answers to citizens and completely exclude the so-called "replies" from the EBSP and LSGB. For example, to train employees on the quality of providing answers to citizens, based on those answers for which unsatisfactory grades were received and the text of the answer provided did not contain the necessary, high-quality information on solving the problem that the citizen had.

Based on the above, the author can conclude that the implementation of digitalization projects in the field of receiving citizens' appeals in the Altai Republic provides a great advantage not only for citizens, but also for EBSP and LSGB. Due to the fact that there are more opportunities for citizens to interact with the EBSP and LSGB, and they, in turn, simplify the system of interaction with each other and make it possible to determine the categories for which a larger number of appeals arise, due to a single classifier of appeals, as well as to assess the satisfaction of citizens with the answers provided.

In February 2020, the Ministry of Digital Development of the Altai Republic held field events and studied the experience of the Moscow region on the creation of a Regional Management Center on the territory of the Altai Republic. Based on the information received, on March 26, 2020, the Decree of the Government of the Altai Republic "On the creation of a state information system for receiving and processing messages on the activities of the executive bodies of state power of the Altai Republic, local self-government bodies of municipalities in the Altai Republic Regional Management Center No168-r" was approved.

At the request of the Ministry of Digital Development, Communications and Mass Media of the Russian Federation, the Altai Republic was included in the list of pilot subjects of the Russian Federation for the implementation of the Regional Management Center. In order to create a Regional Management Center in the Altai Republic, a cooperation agreement was signed between the Government of the Altai Republic and the autonomous non-profit organization "Dialogue", which is a subordinate institution of the Ministry of Digital Development, Communications and Mass Media of the Russian Federation. As a result of the work done in 2020 to create a Regional Management Center on the territory of the Altai Republic, the order of the President of the Russian Federation was fulfilled and on November 18, 2020, the opening

of the Regional Management Center on the territory of the Altai Republic took place. Similar projects are being implemented in all regions of the country in order to ensure effective inter-departmental and inter-level interaction of authorities to promptly solve problems that arise among citizens. The Regional Management Center is a coordination center for monitoring and processing all types of appeals and messages from citizens to government bodies, both official and unofficial, posted in open sources on the Internet.

The Regional Management Center is designed to collect information, model, forecast and make decisions in the field of regional management of the Altai Republic, in order to increase citizen satisfaction by reducing the processing time of appeals, ensuring control over the solution of citizens' problems by government bodies to ensure that citizens receive high-quality answers. Information is collected on the basis of requests from individuals in accordance with the Federal Law "On the Procedure for Considering Appeals from Citizens of the Russian Federation", the "Incident Management" system, and the "Feedback Platform" subsystem developed by the Ministry of Digital Development, Communications and Mass Media of the Russian Federation. The main tasks of the Regional Management Center in the territory of the Altai Republic are:

1. maintenance of an omnichannel system of communication between citizens and government agencies (developed with the aim of creating a "single window" for receiving citizens' messages, allowing you to leave messages on any issues, no matter which department is competent to resolve a particular issue); – the formation of content in social networks of the government bodies of the Altai Republic;
2. analysis of the information space;
3. analytics of citizens' appeals (messages);
4. risk assessment;
5. interaction with the media;
6. training of employees of the public administration bodies of the Altai Republic on working with the Incident Management system and the Feedback Platform subsystem.

Based on the comparative analysis of the implementation of digitalization projects in the field of receiving appeals from citizens of the Altai Republic for 2020, 2021 and 2022 using an adapted methodology for assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals in the territory of the Altai Republic, the author concludes that the implementation of digitalization projects in the Altai Republic gives a positive trend from year to year, however, the number of appeals for which an answer was given within the regulatory time frame is reduced.

In this regard, the author developed and on December 13, 2022 sent for approval a draft decree of the Government of the Altai Republic "On Amendments to the Order of the Government of the Altai Republic dated December 9, 2020 No760-r", according to which, personal responsibility, with the application of disciplinary measures, for violation of the deadline for providing a response to requests from individuals using the "Feedback Platform" subsystem is not imposed on the responsible person an employee appointed as part of the testing of the Feedback Platform subsystem, and to the head of digital transformation.

Digital transformation managers are appointed in all IGOs and OMS in the Altai Republic from among employees holding senior positions (minister, deputy minister, chairman, deputy chairman, head, deputy head). In order to assess the effectiveness of the changes made to the norms of regional legislation, a comparative analysis was carried out of the number of citizens' appeals for which violations of the deadline for providing a response from January 2022 to March 2023 were committed with a breakdown by months, and the percentage ratio of the number of citizens' appeals with a violation of the deadline for providing a response to the number of appeals received for the specified period was calculated (Table 8).

Table 8. Analysis of the number of citizens' appeals with violation of the deadline for providing a response from January 2022 to March 2023

Period	Number of applications received	Number of appeals with violation of the deadline for providing a response	Number of appeals with violation of the deadline for providing a response to number of applications received, %
January 2022	75	26	35
February 2022	164	78	48
March 2022	106	58	55
April 2022	86	11	13
May 2022	85	21	25
June 2022	73	14	19
July 2022	86	28	33
August 2022	111	51	46
September 2022	63	62	98
October 2022	90	11	12
November 2022	164	22	13
December 2022	148	14	9
January 2023	168	7	4
February 2023	150	2	1
March 2023	149	2	1

Based on the analysis, it can be concluded that the developed and sent draft decree of the Government of the Altai Republic "On Amendments to the Decree of the Government of the Altai Republic dated December 9, 2020 No760-r" in December 2022, has already affected the reduction in the number of citizens' appeals in violation of the deadline for providing a response, and after the approval of this order of the Government of the Altai Republic in February 2023, The number of appeals with violation of the deadline for providing a response to the number of received appeals decreased to 1%. At the moment, positive dynamics are observed in March 2023.

In addition, since the Feedback Platform subsystem implements the functionality of creating reports on the number of requests received for a certain period and the number of citizens' requests in violation of the deadline for providing a response with the ability to provide information in the context of registered bodies and organizations, categories of messages. Regulatory organizations, responsible employees appointed to the EBSP and LSGB now have the

opportunity to control the provision of responses to citizens' appeals, and make management decisions, including amendments to the current regulatory legal acts of regional legislation.

Based on all of the above, it can be concluded that the implementation of projects in the field of receiving citizens' appeals, namely the transition from the traditional economy to the digital economy, will allow the Altai Republic to take a big step in terms of development. On the one hand, it will become a consumer of new digital services and infrastructure opportunities, such as, for example, high-speed Internet. These services will allow for effective interaction between citizens and government bodies. However, there are also negative aspects, for example, the protection of personal data. Since all information will be stored on local servers, a certain amount of protection is needed, which includes additional costs for all participants in the economy.

3. CONCLUSION

Almost all activities carried out by the EBSP and LSGB in order to implement digitalization projects in the field of receiving citizens' appeals in the Altai Republic are financed from the federal budget. However, it is worth noting that the implementation of this project requires a certain level of development of the region as a whole.

At this stage, the implementation of the federal project "Digital Public Administration" is being implemented in the territory of the Altai Republic in full force, registering EBSP and LSGB, which will further simplify the interaction of citizens with these departments and improve the living conditions of the population, including increasing the competitiveness of the region at the federal level.

Having studied the regulatory legal acts on working with appeals of individuals used in the Altai Republic, having analyzed the work with appeals of individuals in the EBSP and LSGB, the advantages and disadvantages of the organization of this work were identified, the methodology for assessing the effectiveness of the implementation of digitalization projects in the field of receiving citizens' appeals in the Altai Republic was adapted.

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